

**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 CO
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Date / Dyddiad 19/06/2009

Ask for / Gofynner am Graham Connah

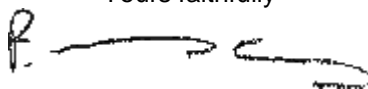
Direct Dial / Rhif Union 01352 702336

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Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 23 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 02/06/2009 (copy to follow).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)
STRATEGY AND INFORMATION MANAGEMENT STRATEGY
Report of the Head of ICT and Customer Services - Portfolio of the Executive
Member for Corporate Governance and Strategy

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5. NEW PEOPLE STRATEGY 2009 - 2012
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy

OPERATIONAL REPORTS

6. 2008/09 PERFORMANCE REPORTING
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
7. REGULATORY PLAN: MID YEAR REVIEW
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
8. MID YEAR STRATEGIC PARTNERSHIP PERFORMANCE - SUMMARY
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
9. REVENUE BUDGET MONITORING 2008/09 (MONTH 12)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
10. ANNUAL WORKFORCE INFORMATION 2008/09
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy (copy to follow)
11. ENFORCEMENT AGAINST LITTER
Report of the Director of Environment - Portfolio of the Executive Member for Environment
12. ENFORCEMENT AGAINST DOG FOULING - CONSULTATION RESPONSE
Report of the Director of Environment - Portfolio of the Executive Member for Environment
13. FOOD SERVICE PLAN 2009/2010
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection
14. IMPLEMENTATION OF COMMUNITY EQUIPMENT SERVICE INTEGRATION ACROSS FLINTSHIRE COUNTY COUNCIL, WREXHAM COUNTY BOROUGH COUNCIL, FLINTSHIRE LOCAL HEALTH BOARD, WREXHAM LOCAL HEALTH BOARD AND NORTH WALES NHS TRUST (EAST)
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
15. PUBLIC PROTECTION ENFORCEMENT POLICY
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection

16. APPROVAL OF THE SEVENTH ANNUAL REPORT OF THE FLINTSHIRE LOCAL ACCESS FORUM
Report of the Head of Legal and Democratic Services - Portfolio of the Executive Member for Corporate Governance and Strategy
17. OUTCOMES OF THE CARE AND SOCIAL SERVICES INSPECTORATE (CSSIW) OF THE FLINTSHIRE FOSTER CARE SERVICES FOR 2008/09
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
18. ARTIFICIAL TURF PITCH (A.T.P): ELFED HIGH SCHOOL / BUCKLEY LEISURE CENTRE
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure and Public Protection
19. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive
20. FOR INFORMATION
A copy of the Executive Forward Work Programme (Months 05/09 to 10/09) together with an update are enclosed for information

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

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

21. PROPOSED NEW STAFFING STRUCTURES FOR SUPPORT SERVICES IN ENVIRONMENT AND COMMUNITY SERVICES
Report of the Director of Community Services and Director of Environment - Portfolio of the Executive Member for Environment and Executive Member for Social Services and Executive Member for Estate Management (Housing and Industrial/Commercial and Agricultural)

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**
SUBJECT : **INFORMATION AND COMMUNICATIONS TECHNOLOGY
(ICT) STRATEGY AND INFORMATION MANAGEMENT
STRATEGY**

1.00 PURPOSE OF REPORT

- 1.01 To provide Executive with an update on progress with the review of the corporate Information and Communications Technology (ICT) Strategy.
- 1.02 To gain Executive's endorsement to the main themes and priorities of the strategy.

2.00 BACKGROUND

- 2.01 The Council's ICT Strategy is a four year strategy which defines the use of ICT to support the Council's priorities and services. The strategy is supported by an action plan with key milestones and allocated lead officer responsibility. The annual ICT service plan is informed by (i) the published strategy and (ii) the annual strategic and operational assessment of risks and challenges which sets out priorities for action.
- 2.02 Progress in implementing the strategy is overseen by the Corporate Management Team and the Member/Officer ICT Panel, chaired by the Executive Member for Tourism and Regeneration. Regular update reports are also provided to the Executive.
- 2.03 Under the Council's proposed new business planning arrangements the ICT Strategy is a fundamental element of the Governance Framework and supports the priorities of the Council and directorate and service plans.

3.00 CONSIDERATIONS

- 3.01 To ensure the ICT Strategy reflects the current corporate and service priorities a review is currently being undertaken taking account of the following:-
- The recently revised Strategic Assessment of Risks and Challenges
 - Directorate and service priorities
 - The Council's Organisational Redesign Programme and other key projects e.g. Agile Working
 - Technology developments

- 3.02 In undertaking the review we have focussed on creating an ICT Strategy for the organisation rather than a technical strategy, with other complementary strategies and plans including:-
- the Information Management Strategy - focussing on the management of our information resources and associated technology
 - the Enterprise Technology Blueprint - focussing on our technical architecture & infrastructure
 - the Web Development Strategy - focussing on our plans and priorities to improve our website and meet the target previously agreed by Executive for the website to be the access channel of choice by 2013.
- 3.03 In undertaking the review we have met with all Directors, Corporate Heads of Service and management teams, to identify service and directorate priorities and ICT requirements. We have also consulted with the Member/Officer ICT Panel on the themes and priorities for the strategy.
- 3.04 A workshop is scheduled with People and Performance Scrutiny on 7 July, 2009, to which we will also be inviting members of the ICT Panel. It is intended to fetch the final strategy back to the Executive for final approval on 4 August, 2009.
- 3.05 In reviewing the strategy we have worked alongside Human Resources to ensure synergy with the new People Plan particularly in supporting organisational change and new ways of working. To this end we have adopted the "5 C model" similar to the People Plan;
- Change - How can ICT effectively enable and support service and organisational change?
 - Customer - Improving services both for the internal customer in delivering high quality and effective ICT, and for the external customer in terms of improved access to the Council and improved service delivery.
 - Capacity - Making most effective use of resources and maximising capacity in terms of technology, information and expertise
 - Consolidation - Consolidating existing resources and good practice to provide an improved ICT service to the organisation
 - Collaboration - Using ICT to enable more effective internal and external collaboration. Identifying opportunities to collaborate in the delivery and development of ICT services
- 3.06 The production of the final strategy is scheduled for next month. Attached at Appendix 1 is the main section of the ICT Strategy which sets out our priority work packages under each of the 5 C's, this will be expanded to more detailed tasks in the strategy action plans.
- 3.07 At Appendix 2 is the draft Information Management Strategy which covers

one of the key work packages within the main ICT Strategy under the Change theme Information and Knowledge Management.

4.00 RECOMMENDATIONS

4.01 That the Executive endorse the priorities for the Corporate ICT Strategy as set out in Appendix 1.

4.02 That the Executive endorse the draft Information Management Strategy attached at Appendix 2.

4.03 That the Executive receive the final ICT Strategy for approval at its August meeting following consideration by People and Performance Scrutiny and the Member/Officer ICT Panel.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly from this report. Any financial implications identified in the implementation of the strategy will need to be highlighted in business plans and budget considerations.

6.00 ANTI POVERTY IMPACT

6.01 None directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly from this report.

8.00 EQUALITIES IMPACT

8.01 None directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly from this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation is required with People and Performance Overview and Scrutiny Committee and the Member/Officer ICT Panel.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has taken place with all Directorates and Corporate Services.

12.00 APPENDICES

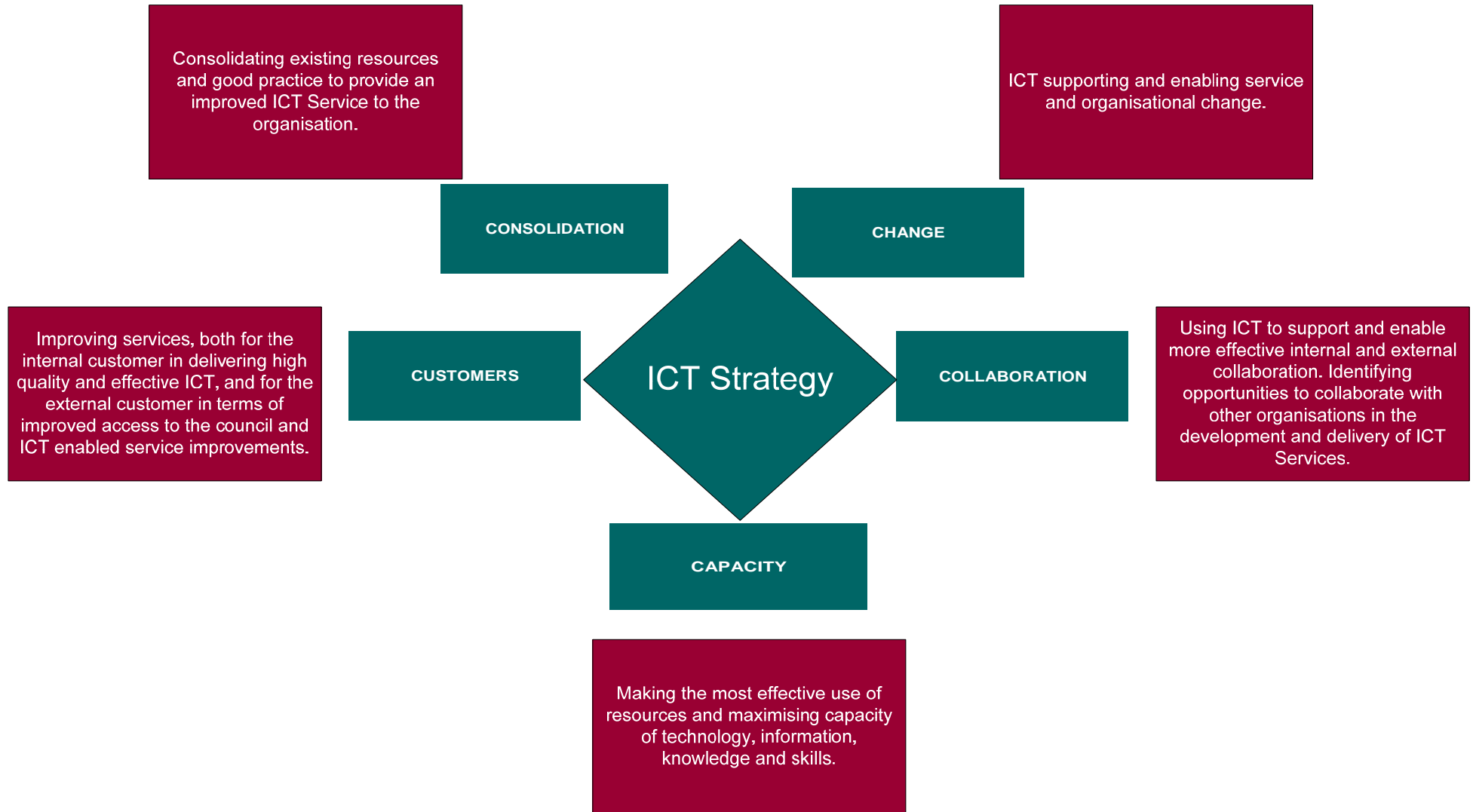
- 12.01 Appendix 1 - Draft ICT Strategy Priorities
- Appendix 2 - Draft Information management Strategy

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

ICT Strategy 2008-2012 Ver 5.2

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Telephone: 01352 702800
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6. The 5 C Model



6.1. Change

ICT supporting and enabling service and organisational change

The emphasis for ICT and the thrust of this strategy has to move away from a focus on the technology, to enabling and supporting service and organisational change, improving service delivery and access for the customer. This cannot be achieved by the use of ICT alone. The ambitious change programme the Council has in front of it will certainly require modern, resilient and scalable ICT but it will need to be a partnership with services to support a modern, flexible, high performing organisation.

Although ICT can provide the underlying technologies change can only be achieved if we also have in place:-

- Clear Leadership – able to articulate a vision and ensure a readiness for change
- Innovation – identifying, designing and implementing new processes, new ways of working and potentially new services
- Capacity - ensuring capacity for change is available in terms of resources and skills
- Effective project management and governance arrangements – including designated project sponsors, managers and teams, use of the Flintshire PM methodology, clear reporting lines and accountabilities defined.

The likely budget pressures we face for the foreseeable future could restrict our ability to keep our technology architecture up to date; this is identified as a Corporate Governance risk in the council's SARC (Strategic Assessment of Risks and Challenges). This will be compounded by services expecting more from ICT in supporting and enabling change. ICT can be an efficiency enabler but to be so investment is required to ensure increases in capacity, the implementation of new and improved technology and the replacement of business systems. Without this investment we could limit the scope and speed of business change, which is needed to deliver real efficiency gains which can be reinvested in frontline services.

Key Priorities

6.1.1 Information and Knowledge Management

Information is recognised by the Council as a critically important resource. Accessible, accurate and up-to-date information is essential to informed effective decision making, which is critical in any change project. More detailed information on our approach and priorities can be found in the corporate Information Management Strategy and the corporate Geographical Information Systems (GIS) Strategy.

6.1.2. Enterprise Content Management (ECM)

ECM is an overall term used to describe the strategies and technologies used for managing the capture, storage, security, revision control, retrieval, distribution, preservation and destruction of documents and content, in other words MANAGING INFORMATION. These technologies are also commonly referred to as Electronic Document and Records Management Systems (EDRMS).

ECM is a key enabler of change; however an ECM solution alone will not deliver maximum business benefit without us also undertaking fundamental business process reviews. A good example of the successful use of ECM in Flintshire is in the Customer Accounts section responsible for a range of services including Council tax and Housing Benefits. They have redesigned all key processes and introduced workflow and document management systems to improve services to the customers, improve performance and deliver efficiency savings

The authority has invested in a suite of ECM products and is undertaking a programme of work to implement this across the authority to ensure a standard corporate approach. Further details of the programme can be found in the Corporate Information Management Strategy.

6.1.3 Geographical Information System (GIS)

A Geographic Information System (GIS) is a computer program for storing, retrieving, analysing, and displaying map based information.

The use of GIS within the Council is assuming greater importance across a range of services. There is an increasing demand for information contained in the Council's core systems to be displayed geographically. We did have a fragmented approach to GIS across the Council, with at least 5 systems in use which impeded the implementation of a corporate integrated solution. GIS support in the Council was also fragmented. We have now standardised our GIS systems, and support is provided jointly by the Corporate Information Team and the GIS team within the Environment Directorate. Full details of our approach and priorities for GIS can be found within our Corporate GIS Strategy.

6.1.4 Modernisation of Business Systems & Processes

As part of its commitment to improving customer service and to deliver efficient and effective services the Council is committed to examining existing business processes, establishing whether these processes fully meet the needs of the customer, and assessing how they could be reconfigured to provide service improvements and efficiency gains.

Many of the existing information systems we currently use are designed around existing business processes. It is recognised that this may be one of the reasons that some business processes have not changed for many years and have never been challenged. If we are to deliver successful change, service improvements and efficiency gains, all current working practices and business processes will need to be challenged and where necessary supporting business systems changed or replaced..

Consideration needs to be given to greater integration to improve information management; this will need to include Enterprise Resource Planning (ERP) solutions.

Legislation, technology trends and other internal and external factors will also need to be considered when prioritising the modernisation of business systems.

6.1.5 Enabling New Ways of Working

ICT has huge potential to enable new ways of working and more flexible and agile arrangements, to allow us to:-

- Improve services for our customers
- Deliver efficiency gains
- Make more effective use of our accommodation assets
- Improve staff satisfaction levels which can lead to a reduction in sickness levels and turnover
- Have a positive impact on the environment by reducing home to work and business related travel

BT has recently completed a study to assess the Councils readiness to introduce large scale agile working practices. Their overall opinion was that the organisation is in a good position to implement agile working on a large scale and in terms of ICT; that the ICT environment is in good shape to deliver technology that supports agile working.

One of the critical success factors to the introduction of agile working practices is the need to ensure that our employees can access business systems used in their day to day work from any location using any connection method from any device. This enables officers and members to have up to date information at their fingertips and allow for a more flexible workforce and

the development of a working environment that is consistent with modern working practises.

We have a comprehensive remote access solution in place used by over 600 staff however we now need to focus on mobile applications so staff can access the systems they need to carry out their job from mobile devices such as BlackBerries.

The BT study also highlights other essential technologies that will need to be implemented to enable the Council to adopt and take advantage of large scale agile working practices including IP Telephony, Instant Awareness (e.g. when you log in, all calls are automatically diverted to your handset wherever you are).

6.2 Customer

Improving services both for the internal customer in delivering high quality and effective ICT, and for the external customer in terms of improved access to the council and improved service delivery

With rising customer expectations and the increased use of the internet for shopping, banking, retrieving information and recreational and social activities; the Council must be in a position to deliver its wide range of services to all of its customers how, when and where they require it, in a secure and accessible manner. ICT has a key role to play in enabling major customer service improvements see Fig 1 below.

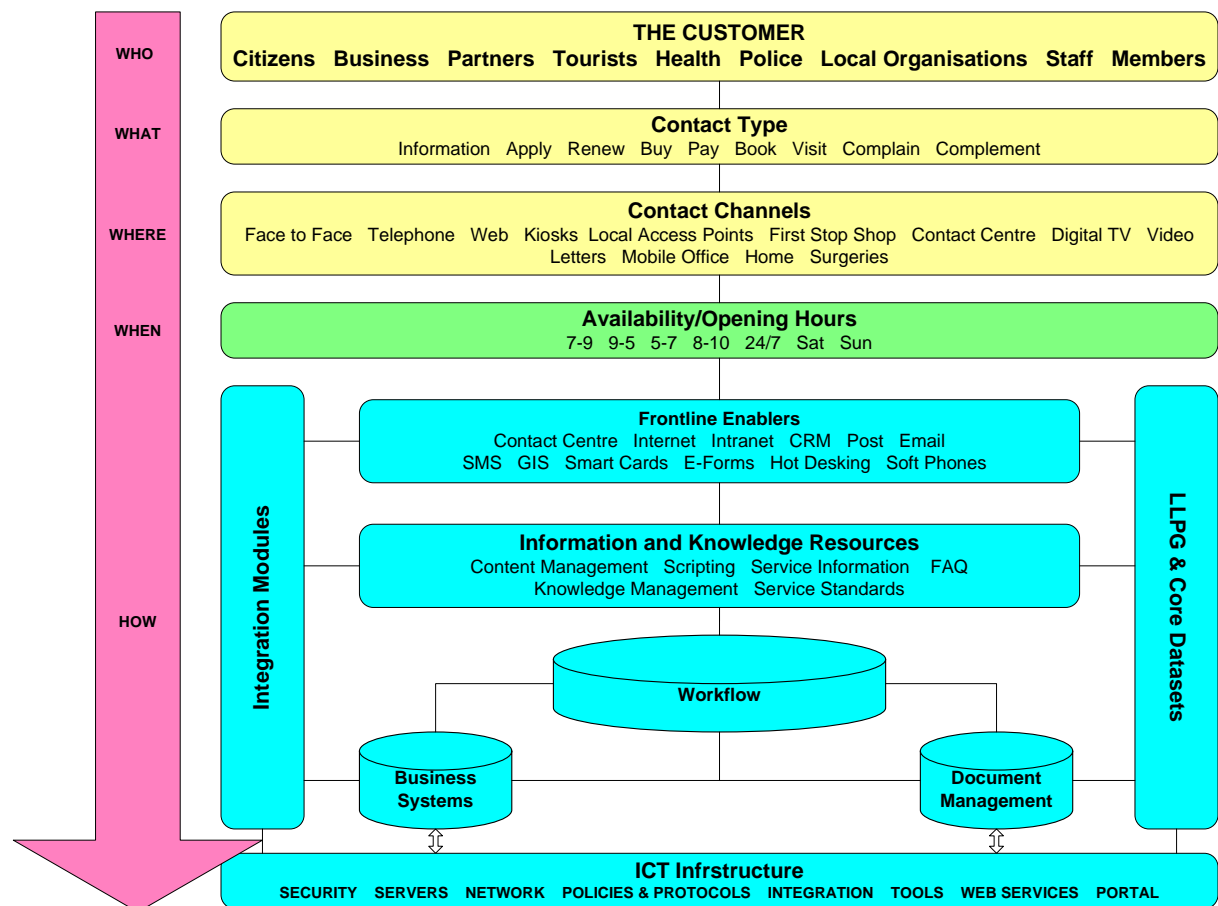


Fig 1 Technology Enabled Customer Access

Existing and emerging technologies and services must be constantly reviewed and researched in order to identify those which may deliver efficiencies and benefits to both internal and external customers. They must also be marketed and opportunities identified with service managers for their implementation.

We must constantly review our relationship with our customers asking for and responding to feedback in order to deliver improvements to the services we

deliver. We must endeavour to be responsive to the changing needs of our customers and indeed recognise that emerging technologies will offer new opportunities to a more wide ranging customer base.

In order for our customers to realise the efficiencies and benefits available to them through the use of technology and for us to understand their needs more effectively we must:

- Market the service effectively – demonstrate new technologies, develop case studies, develop an effective marketing strategy.
- Engage effectively with our customers – ensure that we know who our customers are, what they want, when they want it.
- Listen to our customers and react - through customer satisfaction surveys, helpdesk feedback, website take up surveys and feedback.
- Promote and support the use of the Councils Website and Intranet (InfoNet) as key channels of communication and service delivery with our customers.

As the service becomes more successful at engaging with its customers, demands and expectations are likely to increase. We must ensure that capacity is constantly reviewed and monitored; otherwise we will not be able to meet these increased demands and expectations.

Key Priorities

6.2.1 Developing the Website

The Council recognises its Website as a key channel for accessing Council services and information and one that is available when and where the customer needs it. The use of the website is also considerably cheaper than more traditional methods of access such as face to face and telephone; therefore by encouraging greater use of the website we should be able to deliver considerable efficiency gains. As such the Council has agreed that we should aim for the website to be the customer channel of choice by 2013

The Flintshire Website has developed significantly since its launch in 2001. These developments have included;

- A refresh of underpinning technologies.
- A range of core content being delivered.
- A range of transactional services offered.
- Integration with web based business applications, either supplied or developed in-house.

With over 50,000 unique users and 400,000 page visits per month, the Flintshire Website is growing, both in usage and in the content available. A new website based on portal technologies was launched in May 2008. A take up campaign to encourage the use of the website as the preferred channel for accessing information and services is now underway.

The Planning portion of the website is particularly popular allowing access to planning applications, associated documentation and maps. We plan to increase the number of transactional services and introduce new facilities using Web 2.0 technologies which we believe will attract a larger number of young visitors to our site, currently the majority of our visitors are in the 40-49 age group. Full details of our web development plans and priorities can be found in the Corporate Web Development Strategy.

6.2.2 Telephony

We plan to implement an IP telephony solution to replace our existing telephone switch which was installed in the early 1990's. IP telephony will support agile working practices and improve customer access. The implementation of IP Telephony is part of a larger Unified Communications strategy which will enable the following facilities:-

- Presence awareness, the ability to route calls to members of staff wherever they are, office based, mobile or even working from home.
- Integrate all communications in one place, ability to deliver voicemail and text messages directly into email work area.
- Ability to integrate applications with voice services.
- Large scale deployment of Contact Centre/One Stop Shop style working.

- Provide more options in terms of resilience thus strengthening voice business continuity services.

6.2.3 Information Points

The County Council is committed to increasing the choice of access methods to Flintshire services for its citizens and customers. One channel of access that is being explored is Kiosk technology, to provide public access to electronic information from information points throughout the county. Properly targeted, kiosks would become a valuable additional access channel.

Kiosks have been piloted in the staff lounge at County Hall and at the Broughton Shopping Park. Although usage volumes have been fairly low, these pilots have provided valuable feedback which has resulted in us improving the presentation and content. We are now in a position to deploy a small number of kiosks at selected locations, including the new Customer Services reception at County Hall. We will continue to monitor usage and feedback and this will inform our decisions on whether to continue with kiosk deployment and the most appropriate locations.

Kiosks could also offer an opportunity to provide access to the InfoNet for staff who do not have workplace ICT access.

6.2.4 Managing Relationships with Our Internal Customers

Customer relationships are managed by the Service Management team within the ICT Division. Directorates also have ICT coordinators who have regular contact with the team and who attend quarterly account meetings to discuss service performance and service requests. As the ICT service has developed and the services have become more accessible by means of electronic requests and the utilisation of Infonet, the role of the coordinator has changed significantly and varies from directorate to directorate.

The consultation undertaken with Directorate Management teams in reviewing this strategy clearly indicated that they wanted this role strengthened with a single point of contact within the ICT division. We now need to undertake a fundamental review of our account management arrangements, with the account meetings becoming more strategic and potentially taking place directly with service managers.

This change of approach along with feedback from our ICT Customer Satisfaction Surveys (August 2009) will hopefully provide us with a complete picture of where we need to focus our efforts and prioritise our resources. This strategy will need to be kept under constant review to reflect this.

We also recognise that we need to do more to market our services and improve communications particularly around the use of technologies (using case studies) and some of the corporate work we undertake e.g. Information Security, Project Management. We will continue to improve our communications and marketing.

3 Capacity

Making most effective use of resources and maximising capacity both in terms of technology, information & expertise

One of the key principles in developing a successful ICT service is the ability to maximise resources and capacity in terms of staff, skills and technology. We need to provide appropriate training and the right tools to ensure that staff are highly productive and that the workforce possess the necessary ICT skills to enable them to make the best use of the technology available.

In order to ensure that the ICT service is able to provide sufficient capacity within the infrastructure to meet the increasing demands on ICT systems, it is essential that continued and regular capacity planning is undertaken. This is particularly important because of the increasing reliance on ICT systems in terms of direct service provision.

In order to assess how well the capacity we have is being utilised and to identify improvements and efficiencies, the ICT service has developed a robust performance management framework. This will be continually reviewed to accommodate new technologies, services and organisational change.

To meet the challenges posed by the increased use of technology, we must:-

- Provide a flexible, scalable and responsive infrastructure (detailed in the Enterprise Technology Blueprint)
- Provide a professional, accredited training portfolio which is responsive to the needs of the business based on the introduction of new technologies and maximising the use of existing technologies.
- Ensure processes are in place to monitor and manage capacity and where possible provide additional capacity on demand to meet business peaks.
- Ensure that ICT Governance arrangements are robust in ensuring resources are aligned to meet the changing needs and priorities of the council.

Key Priorities

6.3.1 Skilling our staff

For staff to make effective use of ICT it is essential for them to be equipped with the appropriate skills and competencies. Therefore there will be continuing requirements for the Corporate ICT Training Unit to deliver high quality, appropriate and timely training to staff and councillors. We are in the process of implementing changes to the service that will provide staff with the opportunity to undertake Microsoft Office Specialist (MOS) exams providing them with a recognised transferable qualification.

In addition we must ensure that the ICT staff have the appropriate skills and knowledge to provide professional advice and support. We are committed to the introduction of a professional framework for ICT staff and will be implementing the Skills Framework for the Information Age (SFIA) which has been developed by the British Computer Society and adopted by many local authorities and all central government departments for their ICT staff.

6.3.2 Performance Management

The ICT Division is a participant in the Society of IT Management (SOCITM) Benchmarking Service which has been in place since 1999/2000 and is used by all 22 Welsh Authorities. The ICT Division is committed to continue to participate. The service benchmarks general performance against an agreed set of indicators including customer satisfaction and brings together participants to share best practice.

As well as measuring and reporting on these external measures, the division has developed a performance management framework to ensure that standards documented in the ICT Service Statements are adhered to. Performance reports covering all aspects of the service are produced on a monthly basis and are published on InfoNet.

6.3.3 Project Management

Project management features highly in the recently published Strategic Assessment of Risks and Challenges (SARC). One of the objectives listed is "To ensure a consistent approach and methodology is adopted for all projects". The ICT Division has developed a project management methodology based upon the principles of PRINCE2. All ICT related projects are now managed using this methodology. A number of service managers outside of ICT have also used the methodology and their feedback has been used to modify it in order to ensure that it can meet the needs of as many services as possible across the council. The Division is currently working with Corporate Training and with an external business partner in order to develop a training programme to support the methodology.

In addition to the methodology, the Service Management team within the ICT Division offers a project management service for ICT related projects where required.

6.3.4 Infrastructure Capacity Planning

Capacity planning is essential in any service. For ICT, it ensures that the ICT infrastructure is provided at the right time at the right level at the right price, and ensures that ICT is used in the most efficient manner.

The ICT Division is embarking upon the implementation of the IT Infrastructure Library (ITIL) which is an internationally recognised ICT Service Management model. Capacity planning and management is one of the essential elements that make up the model. It can't be achieved by the ICT service alone and must be informed by input from many areas of the business to identify what services are (or will be) required, what ICT infrastructure is required to support these services, what level of contingency will be needed, and what the cost of this infrastructure will be.

6.4 Consolidation

Consolidating existing resources and good practice to provide an improved ICT service to the organisation

Since the inception of Flintshire County Council, the ICT service has consistently looked to consolidate legacy technologies and business systems to remove duplication, reduce costs and standardise systems & processes.

This consolidation has been undertaken by working closely with service managers and with technology partners as well as ensuring compliance with legislation and relevant standards such as Data Protection, Freedom of Information, and ISO27001.

As part of this process, we have adopted recognised industry standards covering areas such as software development, infrastructure technology and service management.

As organisational change projects continue across the council, we must constantly be evaluating opportunities to consolidate business systems and processes.

In order to continue with this programme of work, we will:

- Work with our business partners to ensure that the technologies and associated standards we adopt are in line with recognised industry standards and best practice.
- Engage with relevant bodies, strategic partners and service managers to ensure that the services we deliver meet legal and regulatory compliance.
- Engage with service managers, so that we can identify further opportunities to consolidate information and business systems and deliver efficiencies.

Key Priorities

6.4.1 Technology Standards

There are a growing number of standards and recognised best practice surrounding the deployment and use of ICT technologies and services. Whilst many of these are not statutory, adoption offers opportunities in terms of integration, rationalisation and standardisation; which will result in to greater consolidation and most effective deployment of resources.

6.4.2 ICT Security

ICT Security has been identified as a priority within the SARC. In recognition of this there has been a considerable increase in the resources and focus given to Information Security over the past 12 months. The appointment of a dedicated Information Security Manager has seen considerable progress made in the development of our Information Security Management System (ISMS) and raising of the profile and awareness of Information Security throughout the Council. Alongside this there has been a strengthening of our Information Security polices and the implementation of key technologies such as biometric memory sticks, remote authentication tokens and endpoint security.

The increase in partnership working, information sharing and electronic access to our information by customers is not likely to diminish in the future. Therefore it is vital that Information Security is seen as a priority for the organisation as a whole. Section 7 of this strategy provides more detailed information regarding the development of our ISMS and our Information Security priorities. We are currently working towards ISO27001 (the international standard for Information Security) for the ICT division which we expect to achieve by the end of the 2009. We will then consider the rollout of the standard throughout the Council.

6.4.3 Meeting Legal and Statutory Obligations

The increasing use of technology particularly email has resulted in us having to manage increasing quantities of data about individuals. We have to ensure that we use this data in a lawful manner.

We must be mindful and comply with related legislation and ensure our policies and the technologies we use assist us in doing so.

6.4.5 Rationalisation of Information

Information is recognised by the Council as a critically important resource. Accessible, accurate and up-to-date information is essential to high quality service delivery. Historically information has been managed on a directorate, or even service basis, which has led to duplication, inconsistencies and lack of standardisation throughout the Council, at this time of organisational change we have an opportunity to change this and manage our information

more effectively, rationalising databases and so reducing duplication and increasing efficiency, accuracy and quality.

Further details can be found in the Corporate Information Management Strategy.

6.4.6 Rationalisation & Standardisation of Business Systems

In the same way as we need to rationalise our information, we also need to rationalise and standardise our business systems portfolio.

We currently have over 300 business systems in use across the Council. For each we have support and/or license costs, costs associated with staff maintaining and administering systems and costs associated with storage and processor usage.

We need to work with departments in analysing and challenging their use of business systems. If we can consolidate and reduce the number of systems being used we could deliver significant efficiency gains and potentially cost reductions.

6.5 Collaboration

Using ICT to enable more effective internal and external collaboration. Identifying opportunities to collaborate in the delivery and development of ICT services

“Collaboration will be key in developing and building public services which have the needs of the citizen at the core...collaboration, inspection and performance of local authorities will be the focus for new Welsh legislation in 2009” – Dr Brian Gibbons, Minister for Social Justice and Local Government.

ICT is a key enabler in supporting this collaboration both between internal departments, other local authorities and with partner organisations such as Health, Police and central government. This presents a variety of challenges in that there will be requirements to share infrastructure, business systems and information in a seamless and secure manner.

ICT can deliver technologies and services to assist with collaboration but cannot achieve the required results alone. Councillors, senior managers and service users will need to work with our partners in order to provide the drive for the collaboration and overcome potential obstacles e.g. legal and organisational.

In order to support effective collaboration both internally and externally, we must:

- Provide a flexible, scalable and responsive infrastructure.
- Maximise opportunities for collaborative procurements, particularly business systems and common infrastructure technologies.
- Provision of enterprise wide collaboration tools e.g. Instant Messaging, integration of telephony with business systems.

Key Priorities

6.5.1 InfoNet Strategy

The Intranet is a key internal communications channel and collaborative tool. The framework for the Flintshire Intranet, 'Infonet', is used by more than 2500 staff and Members.

We will continue to develop InfoNet to encourage further collaboration and effective knowledge management. One of our key tasks is to migrate the InfoNet to Portal which is the underlying technology for our website flintshire.gov.uk. This is very much in line with information management best practice as it allows us to manage and maintain shared information between the InfoNet and the website as a single entity. The InfoNet strategy which is published on the InfoNet provides full details of our plans and priorities.

6.5.2 Productivity Tools – Instant Messaging, Presence Awareness, Web 2.0

New technologies offer potential for greater collaboration both internally and externally. Instant messaging rather than just being a less official form of email is an excellent tool in managing front/back office communications. A receptionist or customer advisor is able to have real time on-line conversations with back office professional staff when dealing with customers, this is currently used within our customer accounts section for revenue and benefits enquiries.

Presence awareness as well as showing at a glance the availability of individuals and whether they are mobile or in the office, also allows a single telephone number which is transferable between the office, mobile and home. This technology also provides you with a single view of email, text and voicemail from you mailbox.

Web 2.0 technologies are not just about social networking using Facebook, Myspace etc. They also offer opportunities for delivering services and information in new ways that will appeal to the developing web savvy customer. We are already using You Tube on our website for video, but products such as Twitter and Facebook offer opportunities to engage with customers differently and in a medium many customers particularly younger people use extensively.

6.5.3 Collaborative Procurement and Shared Services

We already participate in collaborative ICT procurement both on a national and regional level. We need to do more and identify opportunities not just for procurement but potentially joint implementation, support arrangements and hosting of systems and technologies. ICT is also a key enabler for other collaboration projects.

6.5.4 All Wales Initiatives e.g. PSBA, All Wales Web Strategy

We are actively involved in all Wales initiatives and are committed to continue this involvement to ensure we can influence important projects such as the Public Sector Broadband Aggregation project.

6.5.5 Supplier engagement and contract management

We work closely with our key suppliers such as IBM and BT to keep abreast of technology developments and also to ensure best value for the Council. We are featured in IBM worldwide case studies and act as a reference site for some key technologies. As well as raising the profile of the Council this partnership approach also provides us with access to expertise and support with new technologies. We will continue to manage and develop these relationships with our key suppliers whilst ensuring robust contract management arrangements are in place.



APPENDIX 2

INFORMATION MANAGEMENT STRATEGY 2009 - 2012



Document Controls

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Name	Craig Berry
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Section	Information & Business Services
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Version Control

Date	Version	Summary of Changes
17/03/09	1	First draft developed and given to Information & Business Services Manager for initial thoughts and comments
01/05/09	1.1	Included updating the results from the information survey

Approvals

Name	Title	Initial	Date	Version
Mandy Humphreys	Information and Business Services Manager	AJH	12/05/09	
Chris Guest	Head of ICT & Customer Services	CG	20/05/09	

Foreword

“This is the century of information. Our ability to compete in the global economy, to protect ourselves against crime and terrorist attack, depends not just on natural wealth or on walls or fences but on our ability to use information.”

The Prime Minister, the Rt Hon Gordon Brown, 2007

More information is being created and held today than ever before. It is the lifeblood of virtually every service that is used by citizens. To deliver effective and efficient public services and guarantee public accountability, public sector organisations must ensure they capture and effectively manage information created and received.

It is essential that information held by the local government is kept securely. But this must also be balanced with the need to share information and knowledge in order to provide high quality, consistent and joined-up services to the public. Each department must also support a culture that clearly values information as the business asset that it is and now owned by a single service-area or department.

The implementation of Flintshire’s inaugural Information Management Strategy has helped lay the foundations for improving the way information is managed within Flintshire County Council. This new strategy builds upon the foundations that have been laid and aims to further improve information management within the organisation by focussing on several core projects.

With tough economic times ahead, the need to maximise all of our resources is stronger than ever. The continued development and implementation of the information management programme can provide Flintshire County Council with the framework to help maximise one of our most important resources - information.

Chris Guest

Head of ICT & Customer Services

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1.0 THE INFORMATION MANAGEMENT STRATEGY 2009-2012

1.1 Purpose

The council first published an Information Management Strategy in January 2007. Since then, much has been achieved and this strategy presents a significant revision in terms of what needs to be achieved moving forward.

This strategy represents an underpinning programme for the Authority. It is a supporting strategy to the ICT Strategy. It aims to present and communicate an agreed approach to the consistent management of information across the Council in support of achieving corporate objectives and minimising information-related corporate risks.

The strategy will describe the principles that will be applied, the objectives that need to be achieved and the tasks that will be focused upon. It will also summarise the progress made to date.

1.2 Vision

The vision statement for the Information Management Strategy is as follows:

“Flintshire County Council’s Information Management Strategy will promote the effective and consistent management of information across Flintshire County Council, whilst recognising its value as a corporate resource for the delivery of our corporate objectives and helping to minimise information-related corporate risks”.

1.3 Scope

1.3.1 Context of Information Management

The tasks listed within the strategy will encompass the management of the following forms of information:

- **Content Management** - the management of the electronic content in line with the business objectives of the organisation
- **Data Management** - the management of any type of statistical information. This includes the approach to managing the flow of an information system's data throughout its life cycle: from creation and initial storage to the time when it becomes obsolete and is deleted.
- **Document Management** - a process for managing the life cycle of documents (paper and electronic) from inception, creation, publication, storage, retention through to disposal.

- **Knowledge Management** - the creation and subsequent management of an environment which encourages knowledge to be created, shared, learnt, enhanced, organised for the benefit of the organisation and its customers.
- **Records Management** - Making sure an organisation manages its records to meet its operational, legislative, regulatory and accountability requirements. It governs information that the local authority holds rather than information that has been provided to the local authority.
- **EMAIL MANAGEMENT** Although e-mails are often seen as a 'casual' way of communicating, they represent a significant risk for both organisations and users. E-mails are now subject to a varied range of legislation and are increasingly being used in a court of law as evidence. The growth in e-mail usage is also causing significant storage and performance challenges for many organisations. Consequently, there are increasing requirements for all organisations to improve the management of their e-mail services.

1.3.2 Focus for the Information Management Programme 2009-12

The resourcing of the Information Management Strategy has been identified as a Corporate Governance risk within the Council's Strategic Assessment of Risks and Challenges (see section 2.2). This next phase of the information management programme will focus upon a much smaller number of core projects that once implemented, will significantly contribute towards improving information management within the organisation. These core projects include:

- The continued development and roll-out of the Enterprise Content Management (ECM) programme
- The development of a consistent and improved approach to Geographical Information Systems (GIS) within the organisation, through the implementation of the GIS Strategy
- The continued development and integration of the Local Land and Property Gazetteer (LLPG) with corporate address based systems
- Working with service-areas to develop and maintain the corporate business classification scheme and file-plan.

2.0 ACHIEVEMENTS to DATE

2.1 Update on the Implementation of Information Management Strategy 2006-09

In the council's inaugural Information Management Strategy, which was published in January 2007, some 34 key tasks were identified in order to deliver the objectives. Many of these have been completed and where they have not, significant progress has been made towards their conclusion.

A complete summary of the progress made on all of the tasks listed within the Information Management Strategy 2006-09 can be found on the InfoNet under ICT Services/Information Management/Implementation Update. Some key achievements include:

- **Achieving raised levels of awareness about information being held across Flintshire County Council** – an information survey was undertaken between October 2007 and April 2008. This survey generated over a thousand responses and represented the most comprehensive survey of information resources ever undertaken within Flintshire County Council. The responses from the survey have been published and have also served to inform several other pieces of work.
- **Development of an information asset register that provides a quicker way of identifying and locating information being held within the organisation** – following the information survey, the results were collated and input into a system called InfoRoute. InfoRoute is the name of a system that publishes the responses received from the information survey. They are published on the council's intranet (InfoNet), which enables colleagues to search for and locate, from one single source, information being held across the Authority. InfoRoute has served to raise levels of knowledge on what information we have across the Council and increased the speed of identifying and locating information.
- **Provision of a more consistent, coordinated and corporate approach to Geographical Information Systems (GIS)** - a review of GIS was undertaken that provided a baseline assessment of the GIS products and services currently available within the council and an evaluation of future requirements. Following this review a GIS Strategy was developed that provides a more coordinated and corporate approach to GIS within the organisation. Work is now underway on implementing the Strategy. One project already completed was the successful development and launch of Flintshire County Council's first intranet mapping product - InfoMap.

- **Purchased and commenced the roll-out of a suite of software that will provide a means of better managing our electronic information** - a suite of Enterprise Content Management (ECM) software has been purchased. This suite of software will enable the Authority to manage the capture, storage, security, revision, retrieval, distribution, preservation and destruction of electronic documents and content. A programme of work is now underway aimed at implementing ECM across the Council. This programme is firstly focussing upon a series of pilot projects aimed at delivering proof of concept before being rolled-out across the organisation.
- **Production of a corporate taxonomy for the effective and efficient management of our electronic records** - by combining the results of the information survey with the structure as laid out within the Local Government Classification Scheme, a corporate business classification scheme and file-plan has been developed. This work is a vital part of the ECM programme, as it provides a corporate taxonomy structure within which electronic records can be managed.
- **Integration of Flintshire's Local Land & Property Gazetteer (LLPG) with corporate information systems and mapping products** – several integration projects have been undertaken between Flintshire's LLPG and address based business systems aimed at moving towards a position whereby all address changes in Flintshire are centrally recorded, managed and maintained to national standards, thereby delivering cost and efficiency savings. Publicity relating to the integration has been undertaken and the planned publication of a case study will help to inform the business of the benefits that can be derived from further integration.

2.2 Progress Against Information Management Related Strategic Risks

The successful implementation of the information management programme will serve to reduce several of the corporate risks as highlighted within the corporate risks register. Please see table below:

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 programme	To ensure that the appropriate level of resources are available for the implementation of the information management				GREEN 03/11

		<p>programme.</p>	<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 also forms part of the corporate induction process. This work is a continual process.</p>	
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			<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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3 PRINCIPLES

The strategy based around 12 guiding principles. These principles represent the foundations of the strategy, the rules and the guidelines that need to be followed:

- Principle 1: Our information is recognised as a valuable strategic resource that is equally as important as our other key resources;
- Principle 2: Our information is the property of Flintshire County Council and not a service area or directorate;
- Principle 3: Our information is secure; ensuring the continuity of operations and minimising the possibility of damage to service provision by limiting the impact of security threats or incidents, whether internal, external, deliberate or accidental;
- Principle 4: Our information must be readily accessible to those who need it (internal and external) and in an appropriate format;
- Principle 5: Our information will be captured once as close to the source as possible (i.e. the point of entry) and filed once; thus reducing the duplication of keyed input, increasing consistency, efficiency and decreasing costs;
- Principle 6: Our information is 'fit for purpose': it must be catalogued, accurate, up-to-date, relevant and complete to support Council operations and the decision-making process;
- Principle 7: Our information resources have nominated owner(s)/custodian(s) and their responsibilities for ensuring the high quality of that information is understood;
- Principle 8: Our information will be accessible to users irrespective of their location;
- Principle 9: Our information will be organised, stored, retained, retrieved and disposed in a consistent manner across the Council;
- Principle 10: Wherever possible, our information will be recorded and stored on electronic systems;
- Principle 11: Our information will be periodically reviewed to ascertain current relevance and to determine archival procedures or complete removal. This ensures that old or out-of-date information is not stored unnecessarily or used in the wrong context;
- Principle 12: Our ICT infrastructure is 'Fit for Purpose' and acts as an 'enabler' of effective information management and not an 'inhibitor'.

4 OBJECTIVES

In supporting the aims and the business needs of the Council, the successful implementation of this strategy will enable the organisation to meet the following objectives:

- Reduce the levels of unnecessary duplicated information and thereby reduce costs and increase efficiency;
- Ensure that the information we need to meet our objectives is available;
- Exploit our information resources fully to meet current and future needs;
- Generate an information culture, where information is seen and handled as a valuable strategic resource that is owned by the Council and not by a single service area or directorate;
- Provide easy access to information from a wide variety of sources through one location and thereby improving our responsiveness to requests for information;
- Ensure that our information is reliable – it can be trusted to be complete, up-to-date and accurate;
- Ensure that our information is secure and meets agreed security standards;
- Develop a more integrated and corporate approach to geographical information systems;
- Further our knowledge of what information assets we have on a corporate basis;
- Develop an ICT infrastructure that integrates our information and facilitates and supports the free-flow of information across the Council;
- Enable the resolution of enquiries, requests for services and any other matters at the first point of contact;

5.0 MEETING THE OBJECTIVES

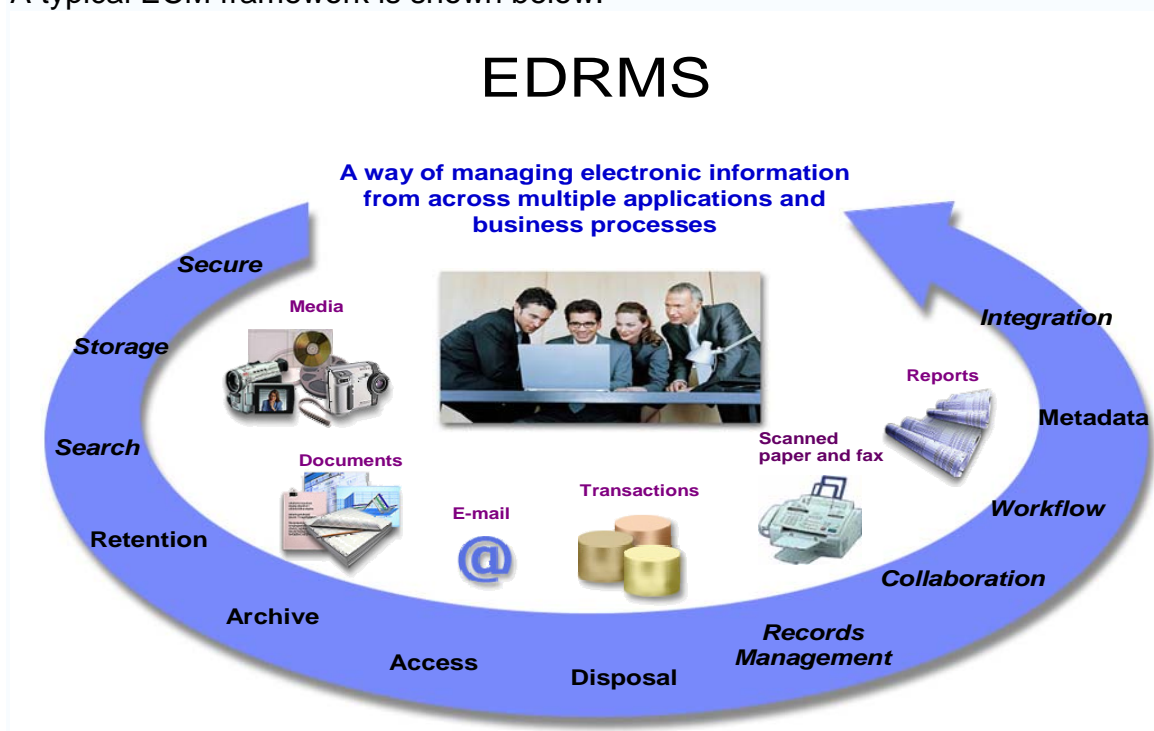
5.1 Enterprise Content Management (ECM)

Most local authorities are dependent upon their knowledge, and information to carry out their duties and to deliver their services effectively. Over the last twenty years, progress and investment in information and communication technology (ICT) has meant that most local authorities' information is now held electronically. There is now a much greater dependency on electronic information with a steady move away from paper based information and filing systems.

This transition to a fuller electronic environment presents both opportunities and challenges. Whilst paper-based information will continue to exist and be generated for the foreseeable future, local authorities now need to manage and preserve electronic information that is needed to support policy-formulation, decision-making, the delivery of services, and to meet accountability and archival obligations. ECM represents a tool that can help us to meet this challenge.

ECM is an overall term to describe the strategies and technologies employed in the information technology industry for managing the capture, storage, security, revision control, retrieval, distribution, preservation and destruction of documents and content. ECM manages the content imported into or, generated from within an organisation in the course of its operation. ECM systems are designed to manage both structured and unstructured content, so that an organisation can more effectively meet business goals, serve its customers, and protect itself (against non-compliance, law-suits etc).

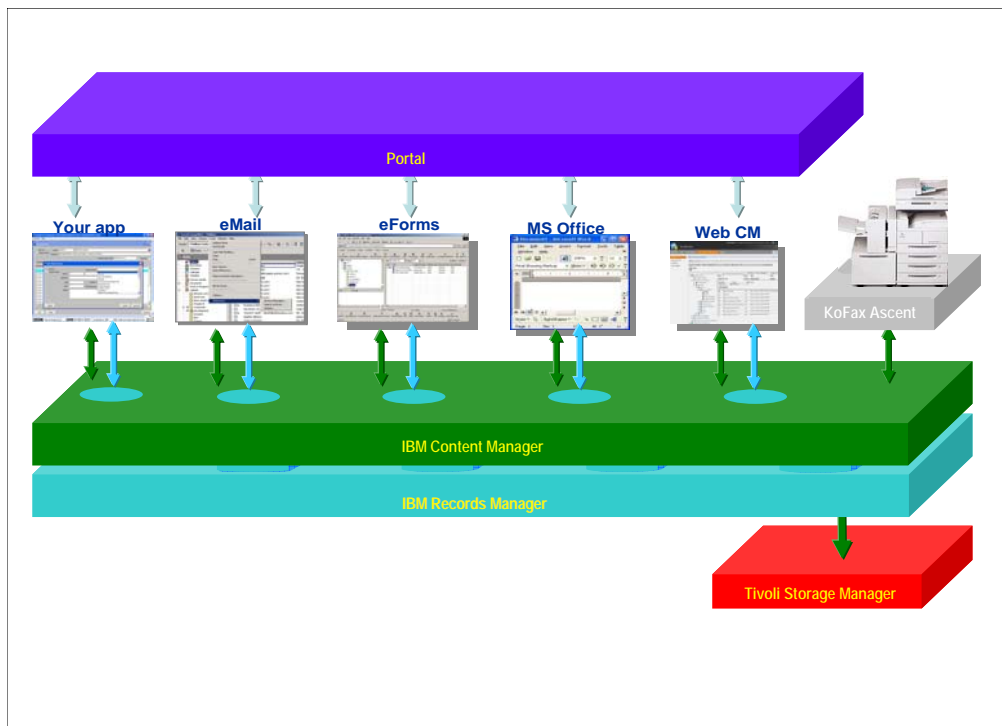
A typical ECM framework is shown below:



Implementation of ECM within an organisation should facilitate the following benefits:

- Change the way employees approach information so that they see and handle it as a corporate resource rather than being owned by an individual or service area.
- Develop a secure and reliable means of ensuring that electronic records are not destroyed, and are retained and disposed of in accordance with the corporate retention schedule.
- Better sharing of information both across the organisation and with partner organisations as part of the wider collaborative agenda.
- Reduce the amount of time spent by users in identifying, locating, retrieving, managing and returning documents and records.
- Reduce the number of times users misplace or lose documents and the associated costs.
- Reduce levels of unnecessary duplication of information.
- Improve speed of completion of processes through provision of fast access to documents.
- Enable the implementation of an effective and robust electronic filing structure, thereby reducing the need for office storage space required for paper filing. This will enable us to make more efficient use of office space and to save on office costs.
- Ensure that the storage and management of information complies with Data Protection and Freedom of Information Acts.
- Improve the way electronic documents are handled, thus impacting on the speed, accuracy, quality, integrity and timeliness of service delivery, policy making and review, and decision-making.
- Improve document availability, and access to the knowledge they contain, as electronic files will be available to be accessed concurrently by different users.
- Facilitate the storage and management of our emails as records
- To reduce the reliance upon manual access to paper records and the requirement for storage space
- Break down information silos by making electronic information from multiple sources across the Council available from one single location, thereby improving worker productivity;

A suite of ECM software has been purchased and is shown below:



A programme of work is now underway aimed at implementing ECM across the authority. This programme is being managed using ICT's project management methodology and is split into the following three distinct phases:

1. Provide the infrastructure required to support the pilot projects
2. Discreet pilot projects are chosen that will be treated as individual projects and will utilise various elements from the ECM software suite and are aimed at delivering 'proof of concept'.
3. Once successfully implemented, the success of the pilot projects will be publicised across the Council through a coordinated marketing campaign. Such a marketing exercise will enable other service areas from across the Council that have similar business needs, to realise the benefits associated with the new software and stimulate their interest in integrating with the software. These projects will then be evaluated, scheduled and managed accordingly.

By taking this approach, it is envisaged that the ECM suite of software will gradually become integrated into the Council and eventually become the corporate standard for managing electronic files.

As part of the ECM programme, the following tasks have already been completed:

- Installed ECM software with basic configuration
- Evaluated scanning hardware and software. This has resulted in the development of a scanning hardware product comparison catalogue and the installation of Kofax scanning software
- Created a generic taxonomy, which includes a corporate classification scheme and file-plan for the implementation of the records management module
- Installed ECM software on servers
- Developed an e-mail classification and archiving policy

There is still much work to do and the following represents the key activities to be undertaken:

Key Tasks

Complete the pilot projects, including:

- Implementation of e-mail classification and archiving within a single business area
- Scanning of legal court bundles
- ECM Integration with a supplied business system
- ECM Integration with an in-house business system (Planning)
- Redevelopment of the Records Management System
- ECM Integration with desktop applications e.g. Microsoft Office within a single business area
- Archiving data from a legacy system into ECM
- ECM integration with Web Content Management Solution (WCM)
- Installation of OmniFind – (federated search application)

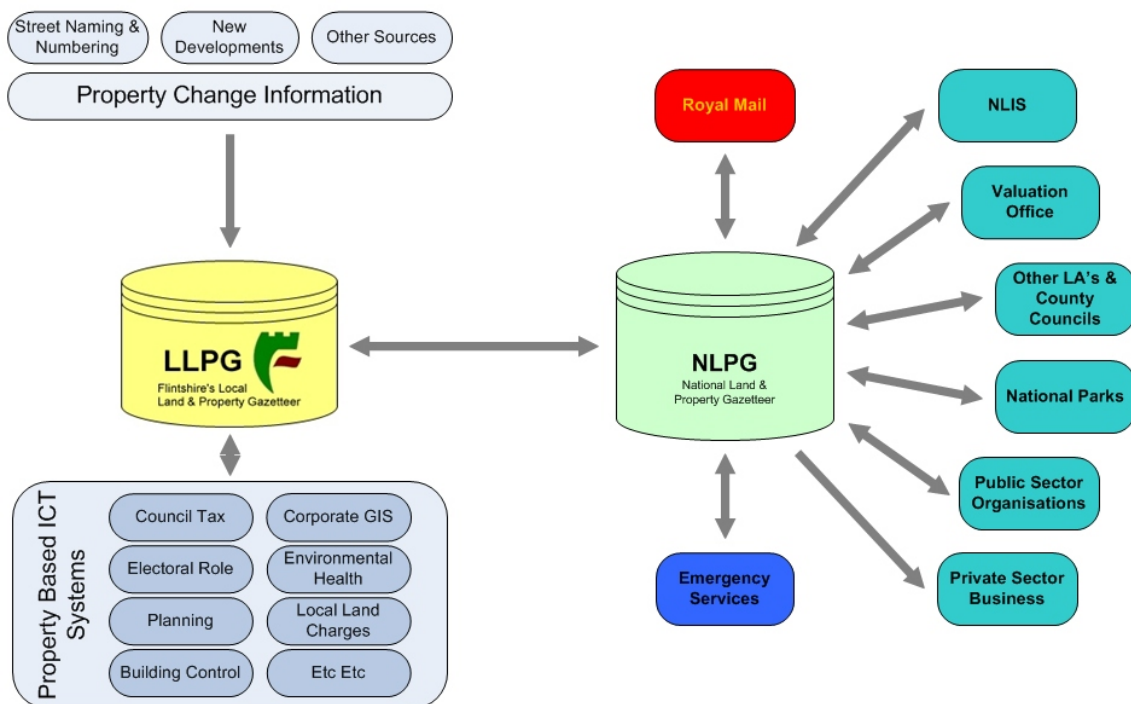
In support of these pilot projects, the following underpinning tasks also need to be completed:

- Complete configuration of ECM software and development of suitable environments – live, test and development
- Define and allocate roles and responsibilities associated with supporting and administering the ECM software
- Develop a training programme for Officers that will support and administer the ECM software
- Develop a training programme for end-users
- Input the business classification scheme and file-plan into Records Manager
- Fine-tune the file-plan with individual services areas
- Communicate and raise awareness of the ECM programme across the Authority. This should include the development and publication of case studies out of each of the pilot areas.

5.2 Local Land and Property Gazetteer (LLPG)

Flintshire's LLPG is a geographical index / dictionary representing land and property addresses in Flintshire. Flintshire's LLPG updates the National Land and Property Gazetteer (NLPG) on a daily basis. The NLPG is a geographical index / dictionary representing land and property addresses in both England and Wales compiled from the LLPG's submitted by every Authority in England and Wales.

An illustration of Flintshire's LLPG and its connections with the NLPG is shown below:



The LLPG possesses the following features that improve upon other address lists in existence:

- Maintained to a high standard conforming to BS7666 ensuring data consistency and standardisation of the address structure.
- Has close links to local sources of property change information.
- Under new proposed procedures outlined in the new Mapping Services Agreement (MSA2), the LLPG will become the only point from which new address notifications will be distributed.
- Each entry has a nationally unique property reference number.

- Each Basic Land & Property Unit (BLPU) has an English & Welsh description of an address and may also include Alternative address descriptions or Historical address descriptions (where applicable).
- Flintshire's LLPG is maintained and updated daily, thereby enabling the dissemination of address change intelligence quickly using a process that is kept continually up-to-date.
- Uses a rigorous method of data collection whereby address information could be collected once, used many times and subjected to continuous improvement.
- Includes land and property units that both receive mail and those which don't.

Flintshire's LLPG has been involved with several integration projects. These include:

- Cleansed postcodes within IBS
- InfoMap (intranet mapping)
- Parsol/Team Knowledge (on-line planning applications)
- PlanAccess (web mapping)

Integrating the LLPG with corporate information systems and GIS applications should achieve the following benefits:

- Improving the quality of address data
- Eliminating duplicate property data;
- Eliminating inaccurate property related data;
- Improving access to property information;
- Increasing efficiency with land and property searches;
- Cost savings will be realised with the removal of duplicate address databases
- Removes duplication of effort as colleagues within each department will no longer need to maintain their own property datasets
- Cost savings associated with no longer having to buy 3rd party address datasets.

The next few years will see the LLPG focussing on further integration projects with corporate information systems.

Key Tasks

- Incorporating Flintshire's LLPG with the following corporate information systems:
 - IBS (Council Tax and Benefits system)
 - Electoral Role
 - In-house developed business system (Waste Management)
 - Civica (APP) (formerly FLARE)
 - Technology Forge

- In addition to integrating with aforementioned corporate address systems, the LLPG will also be required to:
 - Support the 2011 Census including the provision of a high quality address list for the county
 - Ensure that address standards and integration capabilities are incorporated into the development of in-house systems and procured systems
 - Develop a more efficient means of receiving property change information from internal sources
 - Develop and publicise case studies for the integration projects

5.3 Business Classification Scheme and File-Plan

At the core of information management is an effective business classification scheme and file plan. A business classification scheme (BCS) is suggested by ISO 15489 and provides an organised structure (based upon business functions) within which records are placed. A 'BCS' is thus a full representation of the business functions of an organisation. A BCS along with folders, which are classified against the scheme, make up the file plan.

Records are grouped together for the following reasons:

- To keep documents of a similar theme together;
- To make it easier to find information;
- To provide a context for individual documents;
- To identify the ownership/management responsibility for a group of records;
- To apply the appropriate disposal schedules that ensures documents are destroyed at the correct time and in the correct manner;
- To apply the appropriate access controls that ensures only people with a legitimate need to know can access the appropriate information;
- To apply the appropriate retention schedules that ensure that information is retained inline with regulatory retention requirements;
- To organise storage;
- To control who can edit documents.

By combining the results from the recent information survey with the structure provided by the Local Government Classification Scheme (LGCS), a generic corporate BCS and file-plan has been developed. This generic BCS and file-plan now needs to be inputted into the ECM software for the management of electronic records. The BCS and file-plan then needs to be tailored through discussions with service-areas. These discussions will be used to further develop the structure, security framework, retention and disposal of electronic records being held.

Key Tasks:

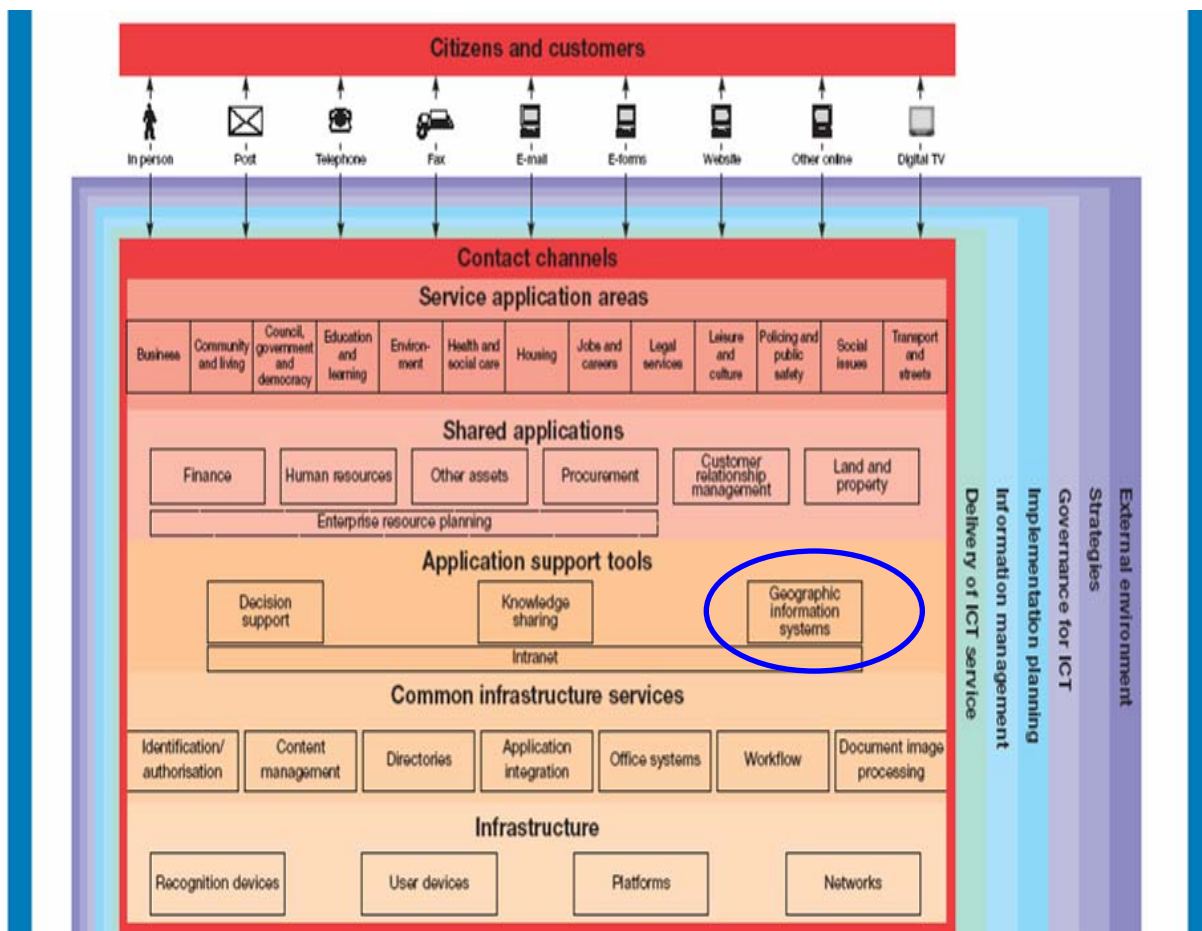
- Work with individual service-areas to fine-tune the file-plan, including structure, security framework, retention and disposal.
- Maintain the file-plan by updating the results form the information survey. This should take place after the organisational review has been completed.

5.4 Geographical Information Systems (GIS)

A Geographic Information System (GIS) is a computer program for storing, retrieving, analysing, sharing and displaying information in context to a mapping background.

GIS represents a relatively new technology but one which is assuming greater importance for many public sector ICT services. The Society of Information Technology Management (SOCITM) have highlighted GIS as being a vital “application support tool” within their “Planning for ICT” diagram. Please see diagram below:

Table. 1 - Planning for ICT – SOCITM Insight



GIS technologies and services offer a major opportunity to improve the management, structuring, dissemination and integration of an organisation’s spatial information and data.

Historically, an absence of a “corporate approach” to GIS within Flintshire County Council has inhibited its development within the organisation. This has been rectified by the development and publication of a GIS Strategy.

The GIS Strategy was launched in December 2008 and defines the corporate direction and use of GIS in support of the Council in delivering its objectives and meeting its priorities.

The GIS Strategy encompasses the following areas:

- Specialist service provision
- Technical infrastructure
- Training
- Roles and responsibilities
- Procurement
- Desktop support
- Products
- Suppliers
- Communication and promotion
- Integration with information systems
- Data quality

Key Tasks

- To implement the corporate GIS Strategy, including:
 - Consolidate the supporting ICT infrastructure, so that a single server supports all of our GIS products
 - Explore possibilities for enhancing the value of corporate information systems through integration with GIS
 - Phase-out the use of ProPrinter
 - Evaluate web mapping products, including the new replacement for PlanAccess
 - Evaluate the upgrade to our intranet mapping product - InfoMap
 - Promote and raise awareness of GIS
 - Explore options for creating specialist corporate GIS service provision
 - Check current progress with emerging GIS standards

6. SUMMARY OF THE IMPLEMENTATION SCHEDULE

This section of this strategy aims to summarise the key tasks for implementation:

ENTERPRISE CONTENT MANAGEMENT		
Task	Target Date	Lead Officer
Complete the configuration of ECM technology and the development of suitable environments – live, test & development	July 2009	Operational Services Manager
Implement e-mail classification and archiving within a single business area	September 2009	ICT Service & Performance Manager
Complete scanning of court bundles within the Legal Team	August 2009	Business Analyst
Integrate ECM with a supplied business system	March 2012	Team Leader AIX & Web
Integrate ECM with an in-house business system	March 2012	Development Manager
Redevelop the Records Management System using ECM	September 2009	Development Manager
Integrate ECM with desktop applications e.g. Microsoft Office within a single business area	March 2012	ICT Service & Performance Manager
Archive data into ECM from a legacy system (Care.Comm)	March 2012	Development Manager
Integrate ECM with Web Content Management Solution (WCM)	March 2012	Web Development Manager
Install OmniFind	March 2010	Operational Services Manager
Define and allocate roles and responsibilities associated with supporting and administering the ECM software	June 2009	ICT Information Manager
Develop training programmes for Officers involved with supporting and administering ECM software	June 2009	ICT Information Manager
Develop a training programme for end-users	On-going	ICT Training Team
Input the business classification scheme and file-plan into ECM	June 2009	Records Manager
Fine tune the file plan with individual service-areas	On-going	Records Manager
Communicate and raise awareness of the ECM programme across the Authority, including the development and publication of case studies from the pilot projects.	On-going	ICT Information Manager

LOCAL LAND & PROPERTY GAZETTEER		
Task	Target Date	Lead Officer
Integrate Flintshire's LLPG with IBS application	July 2009	ICT Information Manager & Information Analyst
Integrate Flintshire's LLPG with the Electoral Role System	December 2009	ICT Information Manager & Information Analyst
Integrate Flintshire's LLPG with an in-house business system (waste management)	May 2010	ICT Information Manager & Information Analyst
Integrate Flintshire's LLPG with Civica	December 2010	ICT Information Manager & Information Analyst
Integrate Flintshire's LLPG with Technology Forge	March 2011	ICT Information Manager & Information Analyst
Support the 2011 Census, including the provision of a high quality address list for the county	January 2010	ICT Information Manager & Information Analyst
Incorporate address standards and integration capabilities into the development process for in-house and procured systems	December 2009	ICT Information Manager & Information Analyst
Develop a more efficient means of receiving property change updates from internal sources	December 2009	ICT Information Manager & Information Analyst
Develop and publicise case studies for the integration projects	Ongoing	ICT Information Manager & Information Analyst

BUSINESS CLASSIFICATION SCHEME AND FILE-PLAN		
Task	Target Date	Lead Officer
Work with individual service-areas to fine-tune the file-plan, including; structure, security framework, retention and disposal.	On-going	Records Manager
Update the results from the information survey	Oct 2010	ICT Information Manager

GEOGRAPHICAL INFORMATION SYSTEMS		
Task	Target Date	Lead Officer
Consolidate the supporting ICT infrastructure, so that a single server supports all of our GIS products	July 2009	Operational Services Manager & ICT Information Manager
Identify business applications that would benefit from integration with GIS and if required, undertake a feasibility study to identify the practicalities, benefits and costs of integrating	On-going	ICT Information Manager
GIS requirements are incorporated into the process for in-house developed business applications	March 2009	ICT Information Manager
Phase-out the use of ProPrinter	May 2010	ICT Information Manager, Network & IT Support Services Manager
Evaluate the new version of PlanAccess (web mapping product)	April 2009	Web Development Manager
Evaluate the new version of InfoMap	March 2010	ICT Information Manager
Promote and raise awareness of GIS	On-going	ICT Information Manager
Explore options for creating specialist corporate GIS service provision	March 2011	Head of ICT & Customer Services
Check current progress with emerging GIS standards	On-going	GIS Manager

7.0 GLOSSARY OF KEY TERMS

The following definitions will help provide an understanding of the main concepts and terms involved in the strategy.

Business Classification Scheme

A business classification scheme is an organised structure within which electronic folders are placed.

Content

Content can be seen as a composite of various pieces of information. The content of a book can include a table of contents, chapters, paragraphs, index, and bibliography. A web page is an example of digital content. It can contain text, pictures, graphical elements, interactive fields, links to other resources, navigational links to the rest of the site, audio files and video clips.

Content Management

The management of the electronic content line with the business objectives of the organisation or business unit, including demand and supply management.

Data Management

An approach to managing the flow of an information system's data throughout its life cycle: from creation and initial storage to the time when it becomes obsolete and is deleted.

Desktop

A term commonly used to refer to a personal computer.

Document

A set of formatted and related information, either physical or electronic.

Document Management

A process for managing the life cycle of a document, from inception, version creation, publication, storage, retention and disposal. This usually refers to electronic documents and uses specific document management software.

File Plan

The full set of classes, and the folders which are allocated to them, make up the file plan. The file plan is a full representation of the business of the organisation, within a structure which is best suited to support the conduct of that business and meet record management needs. The file plan is managed using an EDRMS.

Geographical Information Systems (GIS)

A GIS displays the location and place of things using maps. Behind the display there is a system for creating, displaying, analysing and reporting on data of a geographical or spatial nature. For example, a GIS within a local Council could be

used to show the catchment area for a school or where waste recycling points are located.

InfoNet

Flintshire's intranet containing information useful to staff and members

Information

Information tells us something about a physical object, a person or a process or activity. Information is something which can be communicated to other people in a meaningful way. Information is data which is put into context and can be comprehended, understood and shared with other people and machines or both.

Information, Communication and Technology (ICT)

Merging of computing and high-speed communications links carrying data, sound and video.

Information Infrastructure

The information, technology and communication architectures that enable the effective creation of information and dissemination of information for re-use

Information Management

An umbrella term for the various activities that contribute to the effective production, co-ordination, storage, retrieval and dissemination of information, which leads to the more efficient functioning of an organisation.

Information Repository

Information to be brought together from disparate sources to one central location so that it can be easily catalogued, stored, searched, accessed, analysed and extracted.

Information Resources

Information resources are the physical and digital objects that hold information. A book is a paper information resource. A PDF file is a digital information resource. The term 'information resource' is used through this document as a generic term to describe any resource which contains information. This can be a record in a database or the whole of the database. An information resource could be a single HTML page or the whole of a web site. A resource implies usefulness. It implies that someone at sometime will have a use for a particular piece of information. If people are clear why they are collecting or producing information resources, it is more likely to be useful and used effectively.

Information System

A system consisting of the network of all communication channels used within an organisation.

Intranet

A private website/network belonging to an organization, accessible only by the organisation's members, employees, or others with authorisation. Like the Internet, intranets are used to share information.

Knowledge Management

The creation and subsequent management of an environment which encourages knowledge to be created, shared, learnt, enhanced, organised for the benefit of the organisation and its customers.

Local Government Category List (LGCL).

The LGCL was established as the Local Government controlled vocabulary encoding scheme for the subject category element of the eGMS metadata recommendations. It aims to be citizen centric using commonly recognised vocabulary and providing a navigational structure, which is clearer than a local authority departmental navigation hierarchy.

Metadata

Metadata or "data about data" describes the content, quality, condition and other characteristics of data in order to facilitate efficient and effective searching of that data.

National Land and Property Gazetteer (NLPG)

A national database containing details of properties across the UK in a standard format which feeds from and to Councils' individual Local Land and Property Gazetteers. The NLPG will be the definitive national address list for the country.

Records Management

Making sure an organisation manages its records to meet its operational, legislative, regulatory and accountability requirements.

Records

A 'record' represents all documents, in whatever format, that contain information required for carrying out the business of the Council which are evidence of its transactions or activities. Records may be created, received or stored in hard copy or electronically.

Structured data

Data held in databases is typically used to support operational activities and business transactions. Databases hold structured records containing details about the subjects of interest to the business, such as individual customers, financial holdings, companies, buildings and other resources inside and outside the organisation.

Unstructured data

These may include images, photographs, maps, videos and sound recordings. In the public sector, many of these documents in paper format are held in Registry files and will form part of the public record.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **NEW PEOPLE STRATEGY 2009 - 2012**

1.00 PURPOSE OF REPORT

- 1.01 To outline the proposed strategic aims and objectives and content for the new People Strategy 2009 – 2012.
- 1.02 To seek endorsement for these proposals to enable the completion of the final strategy document and preparation of the detailed action plan for the delivery of the strategy.

2.00 BACKGROUND

- 2.01 The People Strategy for 2006-2009 was written in the summer of 2006 and provided a bridge between the Council plan and the work required to develop people management across the organisation.
- 2.02 The action plan for the previous People Strategy was regularly reviewed and monitored by the HR management team with quarterly reports on progress being made to the Executive and People and Performance Overview and Scrutiny Committees. Overall, the aims and objectives of the previous People Strategy were successfully delivered with only a minor number of slippages of dates in relation to Single Status and HRMIS projects. These have been rescheduled and will be incorporated into the new People Strategy action plan for completion by the end of this year.
- 2.03 The strategic objectives and guiding principles for the new People Strategy 2009 – 2012 have now been designed and are contained in this report. The intention has been to build upon the foundations already established during the life cycle of the previous strategy with a view to moving the organisation onto more ambitious organisational development and change and to achieve people management excellence.

- 2.04 The HR team, with the endorsement of the corporate management team, identified five key themes that would form the basis for the new strategy and used these themes as part of a wide-scale consultation exercise which would feed into the development of the strategy. The key themes are customers, change, capacity, consolidation and collaboration and are shown in the diagram at Appendix 1 of this report.
- 2.05 Consultation has been undertaken with the corporate management team, directorate management teams, Overview and Scrutiny People and Performance Committee, Trades Unions, the Equality Team and with the broader workforce via a survey on the Council's Infonet. The initial feedback received has supported the development of the strategic aims and objectives and will be further considered when the detailed action planning is undertaken

3.00 CONSIDERATIONS

- 3.01 The purpose of the People Strategy 2009 – 2012 is to set out a clearly articulated vision and strategic objectives for employees, corporate management and members which supports the Council's ambitions and objectives, values and standards.
- 3.02 The Council is a public body which should regard itself as a "social business". By this we mean that whilst we have no profit making motives, we should still aspire to the highest standards of performance, benchmarking ourselves against both the private and public sectors in the workforce and people management arena.
- 3.03 The Council is developing a Governance Plan alongside public service, directorate and service plans. The Governance Plan incorporates the Council's approach to workforce and people management. The specific arrangements of how we plan and manage our people resource as part of the wider governance of the Council will be set out in the new People Strategy for 2009 - 2012.
- 3.04 The new strategy will focus on the five key themes, with specific strategic objectives being identified under each theme, which will reflect the Council's achievements so far and will support the overall aim of moving the Council onto the next level in terms of people management excellence and organisational development.
- 3.05. A description of the five key themes and their importance in the context of Flintshire County Council, together with corresponding strategic objectives for inclusion in the strategy are set out below. These will form the core content of the strategy:

Theme One - Customers

Flintshire County Council is passionately committed to placing the citizen at the heart of everything we do. We recognise that excellent customer care is a fundamental organisational behaviour which must be fully developed and embedded. The People Strategy will support, drive through and embed the changes and improvements that are required to enable the council to provide excellent services that meet and exceed the needs of our citizens and customers. Within Human Resources, we will ensure that we add value and make a difference in all our activities, for the benefit of the organisation, our citizens and their communities.

Our Strategic Objectives will be:

To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive, customer focused services to meet and exceed customer expectations

To design our organisation to meet the requirements of our citizens and customers, ensuring that our structures are shaped and designed with the primary aim of delivering excellent customer services

To develop a 'world class' HR service, supporting the facilitation of change, developing and retaining talent in the organisation, supporting the delivery of strategic objectives and the provision of responsive transactional HR services to achieve customer excellence.

Theme Two - Change

The Council has already made very positive and significant changes to the corporate leadership arrangements with the appointment of new strategic and corporate management teams, which has enabled greater strategic clarity and quality of leadership at the most senior level of the organisation. The on-going review of services as part of a second wave of organisational redesign will promote the remodelling of the organisation placing customer need, high performance, flexibility, innovation and collaboration at the forefront of the change agenda.

The Council is creating an environment which is forward thinking, proud and upbeat with a strong desire to introduce more agile, flexible, creative and innovative ways of working to deliver excellent and responsive services to the customer.

Our Strategic Objectives will be:

To ensure that managers are confident and competent in being able to lead and manage change effectively

To create a culture whereby employees and teams understand, embrace and participate in organisational change positively

To achieve planned organisational change and on-going modernisation throughout our business practices and service delivery

Theme Three - Capacity

The Council needs to build the professional capacity and capability of the organisation and the generic skills of its employees to maximise the contribution of our people resources. We will need to develop leadership skills and capability and nurture and develop talent at every level of the organisation. The organisation needs to become more agile and flexible to meet key priorities and the organisation's requirements both now and in the future.

Our Strategic Objectives will be:

To embed desired behaviours, in line with the Flintshire competencies, across the organisation

To embed performance management to enable clear priorities, effective management of performance and understanding of expectations and outcomes

To remodel the workforce as part of the corporate and service planning processes to ensure we have the right skills, at the right time in the right place

To ensure that succession and contingency planning are in place to identify potential and nurture talent at every level of the organisation to ensure the future requirements of the organisation are met

To ensure development of key skills, experience and knowledge for employees and managers to enable delivery of services for now and in the future

Theme Four – Consolidation:

The delivery and continued embedding of the main key objectives under the previous People Strategy has provided a solid foundation for progressing towards more ambitious change and excellence. We will implement and embed new and modernised people policies and procedures and develop the accompanying desired behaviours of employees and managers. We will continue the journey of transformation by developing Flintshire as an organisation which is 'fit for purpose', embracing innovation and new ideas and enabling employees to achieve their full potential whilst delivering excellent services to the citizens of Flintshire.

Our Strategic Objectives will be:

To enhance Flintshire's reputation as an 'employer of first choice' to attract and retain talent within a highly competitive labour market by ensuring a positive experience throughout the employee's life cycle

To ensure we set and meet high standards in organisational, team and individual performance through sound people management practice, with specific priorities in applying consistent practice in attendance management, performance appraisals and recruitment.

To ensure that a fair and equitable reward strategy is in place to recognise and reward the contributions of employees and supports the organisation effectively with recruitment and retention

Theme Five - Collaboration:

The Council has made significant strides forward in working effectively with statutory, independent and community partners to provide community leadership and improved services. The Council needs to ensure that the citizens of Flintshire benefit from more 'joined up' multi-agency services which meet their needs and better utilise the resources that are available. The Council needs to focus on identifying further opportunities so that we can provide effective, efficient, innovative and responsive services in the future through a collaborative approach. More locally, there will be a greater emphasis on working collaboratively with the community, local partners, employees, trades unions and elected members more effectively.

Our Strategic Objectives will be:

To lead collaborative working practices, identify opportunities and implement innovative and responsive HR shared solutions across the North Wales area

To work collaboratively with all stakeholders (elected members, trade unions, employees, directorate management teams and corporate management team) to develop a culture in which collaborative working is positively considered and pursued at every opportunity

To enhance mobility across the public sector to promote and enable improved workforce planning, recruitment and retention challenges and the development of talent

To continue to develop and maintain a positive employee relations culture by promoting and embracing effective, open and transparent partnership working with trades unions

3.05 The intention is to complete the final draft of the People Strategy for 2009 – 2012 during the course of this month and to resubmit the document to Executive for final endorsement.

3.06 Following the approval of the new People Strategy, an extensive communication exercise will take place involving directorate and departmental management teams and all employees to raise awareness of the content of the strategy and their responsibilities in supporting its delivery.

3.07 The range of feedback gathered from the consultation exercise will be incorporated into a report which will identify how the feedback has influenced and impacted on the content of the strategy and the underpinning action plan. This report will be available on the Council's Infonet.

4.00 RECOMMENDATIONS

4.01 That members endorse these proposals to enable the completion of the final strategy document and preparation of the detailed action plan for the delivery of the strategy.

5.00 FINANCIAL IMPLICATIONS

5.01 The financial implications of the new People Strategy will not be known until the detailed planning work in relation to the action plan has been completed.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 A full equalities impact assessment of the new People Strategy will be undertaken.

9.00 PERSONNEL IMPLICATIONS

9.01 The new People Strategy action plan will identify specific actions and responsibilities which will need to be owned and delivered by the HR and directorate/ departmental management teams.

10.00 CONSULTATION REQUIRED

10.01 Further consultation work will take place with the Overview and Scrutiny

People and Performance Committee when the draft strategy and action plan has been designed.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has been undertaken with the corporate management team, directorate management teams, Overview and Scrutiny People and Performance Committee, Trades Unions, the Equality Team and with the broader workforce via a survey on the Council's Infonet.

12.00 APPENDICES

12.01 Appendix 1 identifies the five key themes for the new People Strategy.

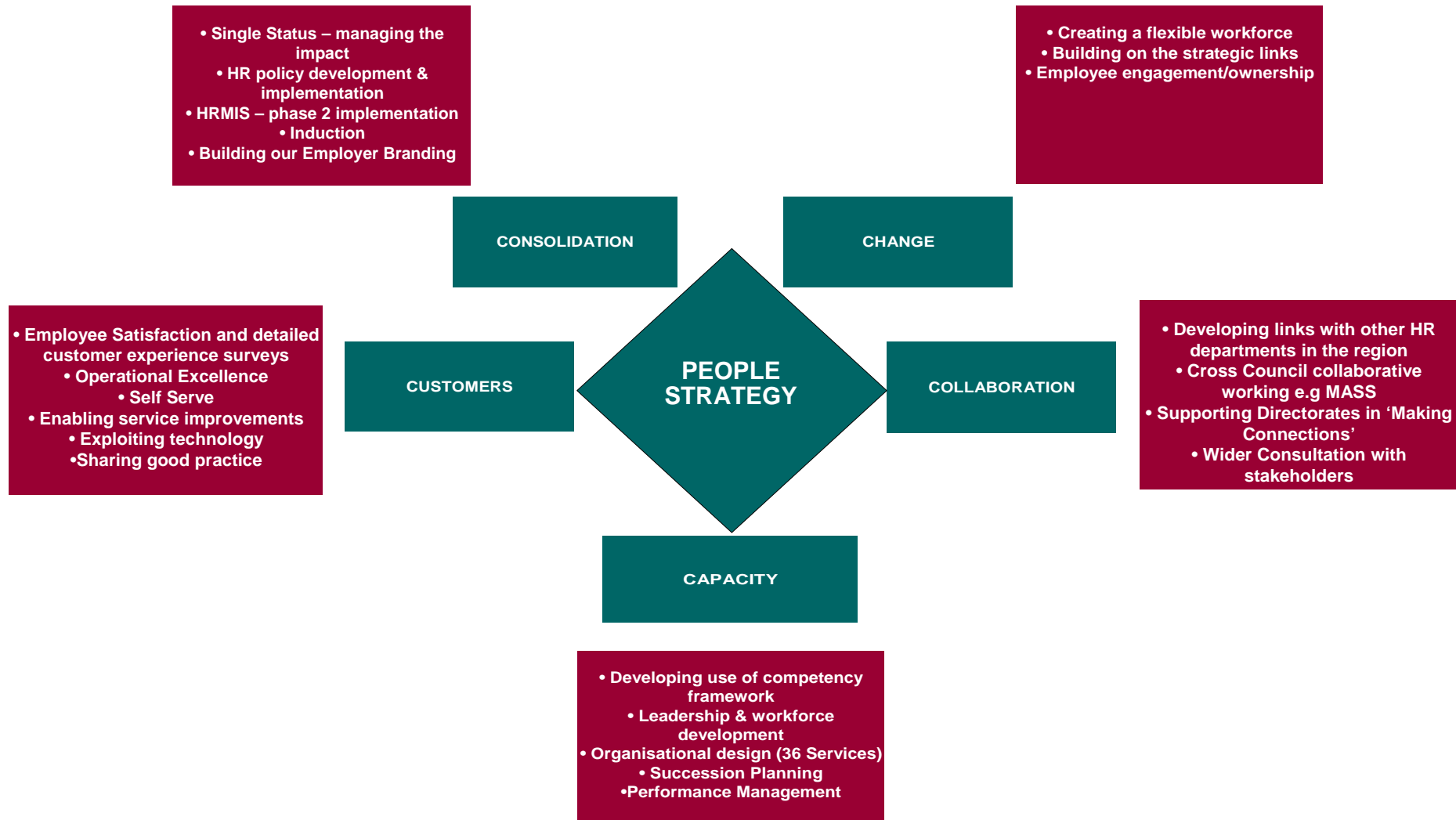
LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

No background documents

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APPENDIX 1.

People Strategy



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: EXECUTIVE
DATE : 23 JUNE 2009
REPORT BY: CHIEF EXECUTIVE
SUBJECT : 2008/09 PERFORMANCE REPORTING

1.00 PURPOSE OF REPORT

1.01 To note Flintshire County Council's out-turn performance for the period April 2008 to March 2009 against the sets of performance indicators and measures:-

- Improvement Targets (including those within the Improvement Agreement)
- National (Welsh Assembly Government) Indicators

The 210 indicators are as shown on the attached schedule (Appendix 1).

1.02 To endorse the analysis undertaken of performance against targets.

2.00 BACKGROUND

2.01 Under the requirements of the Wales Programme for Improvement the Council is required to produce an Improvement Plan annually. The Council fulfils this requirement through the Council Planning Framework and the production of the Annual Performance Report.

2.02 The Annual Performance Report will consider all the indicators which will be included as a statutory requirement within the Improvement Plan (to be published by 31 October). This 2008/09 year end out-turn report is an important component of that report.

2.03 The Council's modernised and improved approach to business planning, including the categorisation of targets and the concentration on Improvement Targets will be reflected within the Annual Performance Report.

2.04 All national indicator out-turns have been reported to the Local Government Data Unit for validation prior to selective (risk based) auditing by Pricewaterhouse Coopers (as the external auditors) in July.

2.05 Indicators can only provide us with an *indicative* view of performance of services (or parts of services) across Wales. They cannot provide the whole picture about performance within a service given the precise and specific nature of each indicator. Also, all services are not covered equally by the pre-existing indicators. However, they do allow direct comparison to be made

with previous years performance (against the same indicators) thus enabling an assessment to be made as to whether the performance trend in particular service areas is positive (improving), negative (worsening), or static (remaining the same).

By monitoring progress towards achieving targets and looking at whether the performance trend is positive or negative the Council is better informed about where action may need to be taken to redress seemingly under-performance.

2.06 Indicators are not of equal value or usefulness. A number of the indicators demonstrate the effectiveness and efficiency of the Council's internal processes. Some of these internal processes are more important and relevant to the recipients of Council services than others e.g. processing housing benefit claims.

3.00 CONSIDERATIONS

3.01 The attached schedule (Appendix 1) shows:

- out-turn performance data for the period April 2008 to March 2009
- target performance for each indicator in 2008/09
- out-turn performance data for 2007/08 where a comparable indicator shows trends
- target categorisation (improvement, incremental or maintenance)
- identification of Improvement Agreement targets (with an 'IA' reference)

The last two columns on Appendix 1 identify where the performance trend is positive if the 2008/09 target has been met.

Commentary is also included for each indicator on Appendix 1 to help provide context and indicate where corrective action may be needed to improve performance.

3.02 The schedule has been divided into 10 distinct service areas: -

- Corporate (pages 1 - 3 of Appendix 1)
- Education (pages 4 - 6 of Appendix 1)
- Housing & Homelessness (pages 7 - 11 of Appendix 1)
- Libraries & Leisure (page 12 of Appendix 1)
- Planning (pages 13 - 14 of Appendix 1)
- Public Protection (pages 15 -16 of Appendix 1)
- Regeneration (page 17 of Appendix 1)
- Social Care & Supporting People (pages of 18 - 30 of Appendix 1)
- Transport, Highways & Environment (pages 31 - 32 of Appendix 1)
- Waste and Energy Management (pages 33 - 34 of Appendix 1)
- Performance Indicators not reported (page 35 of Appendix 1)

- Improvement Agreement Performance Indicators to be baselined in 2008/09 therefore not reported (page 36 of Appendix 1)

3.03 There are some instances where 'analysis judgements' cannot be made against certain measures. This usually occurs where no historical information is available or a target has not been set. Where indicators are in their first year of existence there will be no historical data to enable target or trend analysis. This applies in part to two of our Improvement Agreement targets IA 1.2L1 and IA 1.1L5. Loss of comparable data with the previous year can also occur when the precise definition of an indicator is changed nationally.

3.04 The following analysis can be made of the **overall performance** information:

Performance against 2008/09 target

- 49% (102) of all indicators met or exceeded target
- 34% (71) did not meet target
- 37 indicators had no target set (primarily due to new or changed indicators)

Trend performance against 2007/08

- 48% (101) indicators showed improvement
- 7% (15) indicators remained constant
- 22% (47) indicators showed a downturn
- 47 indicators had either missing 2007/08 or 2008/09 data (primarily due to new or changed indicators)

3.05 In addition performance against the **63 Improvement Targets** are analysed by trend in improvement and attainment of 2008/09 targets.

Performance against 2008/09 target

- 49% (31) met or exceeded target
- 40% (25) missed target
- 7 indicators had either missing target or missing 2008/09 data

Trend performance against 2007/08

- 68% (43) indicators showed improvement
- 13% (8) showed a downturn
- 12 indicators had either missing 2007/08 or 2008/09 data

3.06 Of the Council's **26 Improvement Agreement targets**:

- 54% (14) met or exceeded target
- 69% (18) showed improvement on last year

In addition four of the Improvement Agreement targets will have no data until this time next year as the indicator base line is set to be established during 2009/10. These indicators are listed at the foot of Appendix 1 for reference.

3.07 Additional analyses by each of the ten service areas will be provided to the relevant Overview and Scrutiny Committees. This analysis will also be published in the Annual Performance Report (to be published by 31 October).

4.00 RECOMMENDATIONS

4.01 Executive is requested to note Flintshire County Council's out-turn performance for the period April 2008 to March 2009 against the various sets of performance indicators and measures:-

- Improvement Targets (including those within the Improvement Agreement)
- National (Welsh Assembly Government) Indicators

4.02 Executive is requested to note and endorse the analysis undertaken of performance.

5.00 FINANCIAL IMPLICATIONS

5.01 The report makes reference to indicators of a financial nature.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct anti poverty implications explicit within the report.

7.00 ENVIRONMENTAL IMPACT

7.01 The report makes reference to indicators of an environmental nature.

8.00 EQUALITIES IMPACT

8.01 The report makes reference to indicators regarding equalities.

9.00 PERSONNEL IMPLICATIONS

9.01 The report makes reference to indicators regarding personnel.

10.00 CONSULTATION REQUIRED

10.01 Further consideration will be undertaken by the Overview and Scrutiny Committees

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team and senior officers have been engaged in the production of this report.

12.00 APPENDICES

12.01 Appendix 1: 2008/09 Performance Outturn Schedule

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

N/A

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2008/09 Performance Data Outturns

N/Av = Not Available
N/App = Not Applicable

Corporate Services

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Finance												
14	CFH/006	The percentage of undisputed invoices which were paid within 30 days	Higher	92.80%	92%	87221	100657	86.70%	Maintenance Target	This indicator measures the time taken to pay suppliers and is dependant on directorates processing approved invoices onto the Accounts Payable system promptly. Processing performance in February and March has improved and they were the best two months of the year (90.5% and 92.0% respectively). Approver references have been amended to accurately reflect the recent changes to the organisation and performance is circulated monthly to all strategic directors and heads of service for review.	✘	✘
15	CFH/007	The percentage of council tax due for the financial year which was received by the authority	Higher	97.44%	97.50%	53959844	55523598	97.18%	Incremental Target	An in year collection rate of 97.2% has been achieved during the 2008-09 financial year compared to a target of 97.5%. The downturn in the economy has impacted on the ability to meet the in year collection target, especially taking into account that some Council Tax payers are experiencing difficulties in meeting their payment obligations due to reduced incomes and higher levels of unemployment. In order to assist taxpayers, longer term payment agreements continue to be made where possible, which inevitably impacts on the in year collection target but ensures that the Council eventually recovers the full amounts due.	✘	✘
16	CFH/008	The percentage of non-domestic rates due for the financial year which were received by the authority	Higher	98.98%	98.70%	50966513	51919622	98.16%	Maintenance Target	An in year collection rate of 98.2% has been achieved during the 2008-09 financial year, compared to a target of 98.7%. The downturn in the economy has impacted on the ability to meet the in year collection target due to the trading difficulties being experienced by many businesses. On a national level, from the 1st April 2008, the withdrawal of payment exemptions on the majority of empty and unoccupied commercial premises, leading to full rate charges has also resulted in difficulties in achieving the in year collection rate target.	✘	✘
Human Resources												
22	CHR/001	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;	Lower	12.25%	12%	Missing Data	Missing Data	Missing Data	Improvement Target	We have implemented a new Human Resources/Payroll Management Information System in recent months. Following a restructure of the organisation, we have built the new directorate structures into the system which now requires some additional report tailoring so that historic and current data is fully available and accurate. It is expected that these reports will be available from mid June 2009.		

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
24.1	CHR/002	The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Lower	10.66 Days	10.25 Days	Missing Data	Missing Data	Missing Data	Improvement Target	We have implemented a new Human Resources/Payroll Management Information System in recent months. Following a restructure of the organisation, we have built the new directorate structures into the system which now requires some additional report tailoring so that historic and current data is fully available and accurate. It is expected that these reports will be available from mid June 2009.		
26.1	CHR/004	The percentage of local authority employees from minority ethnic communities.	Higher	0.38%	0.50%	Missing Data	Missing Data	Missing Data	Improvement Target	We have implemented a new Human Resources/Payroll Management Information System in recent months. Following a restructure of the organisation, we have built the new directorate structures into the system which now requires some additional report tailoring so that historic and current data is fully available and accurate. It is expected that these reports will be available from mid June 2009.		
27.1	CHR/005	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	Higher	1.70%	2.50%	Missing Data	Missing Data	Missing Data	Improvement Target	We have implemented a new Human Resources/Payroll Management Information System in recent months. Following a restructure of the organisation, we have built the new directorate structures into the system which now requires some additional report tailoring so that historic and current data is fully available and accurate. It is expected that these reports will be available from mid June 2009.		
501	Local PI	Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100% by 2009	Higher	N/Av	100%	N/Av	N/Av	N/Av	Improvement Target	Processes are under development to enable full and accurate reporting for 2009/10.		
Customer Services												
470	Local PI	Increase the percentage of initial complaints responded to within 10 working days to 80% by 2009, (baseline to be established during the year)	Higher	N/A	Not Set	242	515	46.99%	Not Categorised	The figures provided this year are a baseline as target information has not previously been available to report on. The target for 2009-10 is 80% and actions undertaken to improve performance include: 1. system improvement to record and monitor complaints e.g. auto reminders to managers where complaints are nearing their completion deadline. 2. customer services will be proactive in chasing departments to ensure compliance. 3. monthly reports on complaints will be sent to all directors and complaints officers. 4. quarterly reports to the Executive on performance in relation to this PI.		

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Asset Management												
257.1	CAM/001 ai	The percentage of the gross internal area of the local authority's buildings in condition categories: A	N/App	N/Av	Not Set	28729.83	267004.14	10.80%	Not Categorised	These figures are based on the surveys conducted to date, which is approx 65% of property stock. At the beginning of March this was predicted to be 9.6%. As a result of the £4m capital investment this predicted figure has been bettered. If capital monies are consistently invested year on year into the corporate building stock, these figures should improve		
258.1	CAM/001 aii	The percentage of the gross internal area of the local authority's buildings in condition categories: B	N/App	N/Av	Not Set	190126.46	267007.14	71.20%	Not Categorised	These figures are based on the surveys conducted to date, which is approx 65% of property stock. At the beginning of March this was predicted to be 56.2%. As a result of the £4m capital investment this predicted figure has been bettered. If capital monies are consistently invested year on year into the corporate building stock, these figures should improve		
259.1	CAM/001 aiii	The percentage of the gross internal area of the local authority's buildings in condition categories: C	N/App	N/Av	Not Set	42537.87	267004.14	15.90%	Not Categorised	These figures are based on the surveys conducted to date, which is approx 65% of property stock. At the beginning of March this was predicted to be 28%. As a result of the £4m capital investment this predicted figure has been bettered. If capital monies are consistently invested year on year into the corporate building stock, these figures should improve		
260.1	CAM/001 aiv	The percentage of the gross internal area of the local authority's buildings in condition categories: D	Lower	N/Av	Not Set	5609.98	267004.14	2.10%	Not Categorised	These figures are based on the surveys conducted to date, which is approx 65% of property stock. At the beginning of March this was predicted to be 6.2%. As a result of the £4m capital investment this predicted figure has been bettered. If capital monies are consistently invested year on year into the corporate building stock, these figures should improve		
261.1	CAM/001 bi	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 1 Urgent	Lower	6.10%	7%	2499534	47283969	5.30%	Incremental Target	A capital investment of £4m has enabled urgent/essential maintenance work to be carried out. This has resulted in achievement of all the targets in this area.	✓	✓
262.1	CAM/001 bii	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 2	Lower	45.24%	48%	20749325	47283969	43.90%	Incremental Target	A capital investment of £4m has enabled urgent/essential maintenance work to be carried out. This has resulted in achievement of all the targets in this area.	✓	✓
263.1	CAM/001 biii	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 3	Higher	48.70%	45%	24035115	47283969	50.80%	Incremental Target	A capital investment of £4m has enabled urgent/essential maintenance work to be carried out. This has resulted in achievement of all the targets in this area.	✓	✓

2008/09 Performance Data Outturns

Education

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
29.1	EDU/002 ai	The number of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external	Lower	30 Pupils	18 Pupils	N/App	N/App	20 Pupils	Improvement Target	This indicator is reported retrospectively. In 07/08 we were 8th best out of 22 authorities. 20 is a substantial improvement on previous year total of 30 but we did not quite reach target of 18	✓	✗
30.1	EDU/002 aii	The number of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external	Lower	2 Pupils	5 Pupils	N/App	N/App	1 Pupils	Improvement Target	One child and they spent part of year in prison.	✓	✓
31.2	EDU/002 bi	The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external	Lower	1.53%	0.92%	20	1920	1.04%	Improvement Target Improvement Agreement	This indicator is reported retrospectively. In 07/08 we were 8th best out of 22 authorities.	✓	✗
32.1	EDU/002 bii	The percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external	Lower	14.29%	50%	1	8	12.50%	Improvement Target	The percentage refers to one young person. The young person concerned spent part of the year in prison.	✓	✓
33.1	EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	N/A	76.50%	1434	1844	77.80%	Incremental Target	This indicator is reported retrospectively. Flintshire was 5th best in Wales in 07/08. Our target was met and this was our best performance ever recorded and part of an upwards trend.		✓
34.1	EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	N/A	63%	1145	1774	64.50%	Incremental Target	This indicator is reported retrospectively. Flintshire was 3rd best in Wales in 07/08. The target was met and again this was Flintshire's best recorded performance recorded and part of an upward trend.		✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
37.1	EDU/006 bi	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language): At the end of Key Stage 2	Higher	5.01%	6.30%	117	1844	6.30%	Incremental Target	This outturn represents a good improvement on the previous year's 5.01%.	✓	✓
38.1	EDU/006 bii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language): At the end of Key Stage 3	Higher	4.90%	5.20%	88	1774	5%	Incremental Target	Although the target was not met the outturn % is very slightly better than the previous year's 4.9%	✓	✗
40.1	EDU/008 a	The number of permanent exclusions during the academic year per 1,000 pupils from: Primary Schools	Lower	0 Exclusions	0 Exclusions	1	13512	0.1 Exclusions	Maintenance Target	One child was excluded from Primary	✗	✗
41.1	EDU/008 b	The number of permanent exclusions during the academic year per 1,000 pupils from: Secondary Schools	Lower	1.1 Exclusions	0.95 Exclusions	12	10568	1.1 Exclusions	Maintenance Target	7th lowest rate of permanent exclusion out of 15 Local Education Authorities reporting. The target was not quite met and the % outturn was same as the previous year.	⚡	✗
42.1	EDU/009 a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the year	Lower	33.4 Days	30 Days	88	12	7 Days	Improvement Target Improvement Agreement	Pleased with progress in meeting the needs of excluded pupils although the provision is often to a Pupil Referral Unit rather than or before placement in a mainstream setting.	✓	✓
43.1	EDU/009 b	The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	Lower	5.4 Days	4 Days	34	12	2.83 Days	Incremental Target	There is positive progress in meeting the needs of excluded pupils. However, the provision is often in a Pupil Referral Unit rather than or before placement in a mainstream setting. This will be a focus in future Inclusion Service planning.	✓	✓
44.1	EDU/010 a	The percentage of school days lost due to fixed-term exclusions during the year, in primary schools	Lower	0.016 Days	0.012 Days	283	2404830	0.012 Days	Maintenance Target	The target was met and performance is a slight improvement on previous year's 0.016%.	✓	✓
45.1	EDU/010 b	The percentage of school days lost due to fixed-term exclusions during the year, in secondary schools	Lower	0.194% Days	0.14% Days	2880	2007920	0.14% Days	Maintenance Target	The target was met and represents an improvement on previous year's 0.194%.	✓	✓
46.2	EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority.	Higher	329.8 Point Score	356 Point Score	1920	667776	348 Point Score	Improvement Target Improvement Agreement	This is a relatively new measure - average wider points score has replaced former points score. The target was not met but there was an improvement on previous year's 329.8. We were placed 14th out of 22 in Wales. There is further development work commissioned as part of this operational area. The 14-19 work programme is a key focus for Directorate and School Improvement.	✓	✗
47.1	EDU/012	The percentage of key stage 2 primary school classes with more than 30 pupils	Lower	0.36%	0%	0	271	0%	Maintenance Target	There were four schools with a Key Stage 2 class of 31. Each school had legitimate exception reasons.	✓	✓
48	EDU/013	The number of pupils per teacher in primary schools maintained by the local authority	Lower	20.3 Pupils	20.4 Pupils	12694.5	623.62	20.4 Pupils	Incremental Target	This indicator is reported retrospectively. This ratio is 7th highest ie we have an above average number of children per teacher.	✗	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
266.1	EDU/015 a	The percentage of final statements of special education need issued within 26 weeks: Including exceptions	Higher	82.10%	87%	65	45	69.20%	Improvement Target	Outturn percentage was below target and worse than previous year's 82.1%. This issue has been identified and measures taken to monitor statement production times more closely. The actions taken and impact are monitored by the Lifelong Learning Overview and Scrutiny Committee.	✘	✘
267.1	EDU/015 b	The percentage of final statements of special education need issued within 26 weeks: Excluding exceptions	Higher	77.40%	80%	50	45	90%	Improvement Target	Excluding cases affected by exceptions - ie unavoidable delays - then the target percentage was met, and is a substantial improvement on previous year's 77.4%.	✓	✓
662	EDU/016 a	Percentage of pupil attendance in: primary schools.	Higher	93.70%	94%	115718.7	1928645	94%	Maintenance Target	This indicator is reported retrospectively. Flintshire was equal 6th best in Wales in 07/08.	✓	✓
663	EDU/016 b	Percentage of pupil attendance in: secondary schools	Higher	91.82%	92%	103406	1378749	92.50%	Maintenance Target	This indicator is reported retrospectively. Flintshire was best in Wales in 07/08	✓	✓

2008/09 Performance Data Outturns

Housing & Homelessness

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Homelessness												
55	HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless.	Lower	121.6 Days	122 Days	16464	72	229 Days	Maintenance Target	Lack of permanent affordable housing means that it is taking longer to discharge duty from temporary accommodation. Use of leased properties for 2 years impacts on figures when households are rehoused from this type of temporary accommodation.	✗	✗
59	HHA/008a	The percentage of homeless presentations accepted as statutorily homeless;	N/A	78.60%	80%	102	151	67.50%	Incremental Target	Clients who have sought prevention advice but have not acted on that advice, and have then had their cases passed over to the homeless officers for a full homelessness assessment have then (during the 28 day investigation period) chosen to take up the alternative housing options given to them and therefore have ceased to be homeless.		✗
60	HHA/008b	The percentage of homeless presentations decided within 33 working days	Higher	83.70%	85%	126	151	83.40%	Maintenance Target	The success of achieving this target very much depends on the complexity of the case, and the amount of investigations undertaken. However a procedure is now in place where homeless officers are required to discuss any cases which are likely to go over target with a senior officer. This procedure ensures that things are not left to drift on indefinitely and if needs be allows senior officers to make decisions based on what information is able to be obtained.	✗	✗
63.1	HHA/011	The percentage of households accepted as statutorily homeless during the year to whom a full homelessness duty has been discharged by the same local authority within the last 2 years.	Lower	5.50%	15%	2	102	2%	Maintenance Target	This figure will remain low as there is no requirement to provide permanent accommodation for homeless household's but to ensure that accommodation is suitable. To enable discharge of duty through social housing, the household must qualify through the Allocations Policy, this can be difficult if the applicant has deduction points due to former/current tenancy	✓	✓
56.1	HHA/012	The amount of the Council Fund resources spent on Bed and Breakfast accommodation during the year as a percentage of the total Council Fund resources spent on the homelessness and housing advice services	Lower	12.40%	12%	35453	667314	5.30%	Maintenance Target	The use of Bed & Breakfast (B&B) accommodation has reduced to comply with the Homelessness (Suitability of Accommodation) Wales Order 2006, this stipulates that B&B can only be used for a maximum period of six weeks for all priority homeless. However there are instances where single households have remained longer due to a lack of alternative suitable accommodation.	✓	✓
274.1	HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Higher	88.10%	80%	883	1014	87.10%	Improvement Target	This figure continues to prove that prevention work is effective in reducing the number of clients actually making a full homeless presentation. Flintshire is one of only 4 Welsh Local Authorities currently piloting this information and target based on the English P1E target. The overall result shows the effectiveness of our prevention and support services.	✗	✓
53	HHA/014a	The number of homeless families with children who have used Bed and Breakfast accommodation during the year, except in emergencies	Lower	40 Families	40 Families	N/App	N/App	27 Families	Not Categorised	Throughout the year we have been committed to reduce the incidences of having to place families with children in Bed & Breakfast with only one such family being placed in Q4.	✓	✓
687	HHA/014 b	The average number of days all homeless families with children spent in Bed and Breakfast accommodation	Lower	N/A	30 Days	580	30	19 Days	Not Categorised	This figure reflects our commitment to only using Bed & Breakfast in emergency situations only, or when the authority may not have a long term statutory duty to rehouse e.g. intentionally homeless.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
688	HHA/015 a	The average number of days that all homeless households spent in: Bed and Breakfast accommodation	Lower	N/App	30 Days	2251	76	30 Days	Not Categorised	NEW INDICATOR - This indicator measures the 'number of days', previously it measured the 'number of households'. There are instances where for legal reasons or child protection issues people remain in Bed & Breakfast slightly longer than the 28days. Accommodation may have been secured for them but this may not be available immediately.		✓
689	HHA/015 b	The average number of days that all homeless households spent in: Other forms of temporary accommodation	Lower	N/App	250 Days	17106	69	248 Days	Not Categorised	NEW INDICATOR - This indicator measures the 'number of days', previously it measured the 'number of households'. The use of our private lease properties for periods of up to 2 years will impact greatly on this overall average figure. This figure will continue to be high and may even increase as we endeavour to rehouse homeless applicants into permanent accommodation.		✓
Adaptations												
124	PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	Lower	607 Days	500 Days	123846	279	444 Days	Improvement Target Improvement Agreement	The indicator value for this indicator has surpassed the 2008/2009 target and performance has improved on the 2007/2008 out turn. This indicator includes Disabled Facility Grants (DFG) for children that have historically taken longer than adults DFG's and have in the past led to the average number of days totalling 682. Measures to reduce occupational therapy waiting lists and reduce time taken by the grants process have been implemented and are expected to result in an ongoing improvement in performance. A new local indicator has been set up to measure the time taken to deliver DFG's for children	✓	✓
125	PSR/003	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.	Lower	31.68 Days	25 Days	14951.64	645	23 Days	Improvement Target Improvement Agreement	Measures will be taken to minimise impact of annual leave taken in the closing months of the financial year. The end of year outturn figure of 23.18 represents a significant improvement on the previous year and is well within the target of 25 days, which places Flintshire County Council in the top quartile.	✓	✓
715	IA1.2L1	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)	Lower	N/App	67.2 Days	Missing Data	Missing Data	67.21 Days	Improvement Target Improvement Agreement	The 2008/09 target has been achieved.		✓
723	Local PI	The average number of calendar days taken to deliver an adaptation for a Local Authority tenant (children) where the Disabled Facilities Grant process is not used	Lower	N/App	Not Set	6661	27	247 Days	Not Categorised	NEW INDICATOR - Performance was below target. This is a local indicator in the first year of implementation. There is a national indicator which includes adults and children; however, children's cases tend to be more long and complex and therefore it has been necessary to separate them out. The outturn for this indicator forms part of the outturn for PSR/006, which has met target. This indicator remains an improvement target for 2009/10.		
127	PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	Lower	184 Days	140 Days	75573	596	127 Days	Improvement Target Improvement Agreement	The indicator value for this indicator surpassed the 2008/2009 target and performance has improved on the 2007/2008 out turn. This indicator includes minor adaptations for children that have historically taken longer than adults minor adaptations. Measures to reduce occupational therapy waiting lists are expected to result in an ongoing improvement in performance.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Private Sector Renewal												
126.1	PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	Higher	0.77%	0.70%	6	1134	0.53%	Incremental Target	One large project in Shotton took up most of resource. This was a very large project and involved Empty Homes Development Officer's full time involvement for the year. It is expected that this performance will improve next year. The emphasis will be to spread the money allocated to the Empty Homes Scheme more widely, ie: more empties targeted using less money for each project.	✗	✗
Houses in Multiple Occupation												
707	PSR/007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that: have a full licence	Higher	N/App	6.60%	8	92	8.70%	Not Categorised	NEW INDICATOR - All the houses of multiple occupation known to the Council which are subject to licensing have been licensed.	✓	✓
708	PSR/007b	Of the Houses in Multiple Occupation known to the local authority, the percentage that: Have been issued with a conditional licence	Lower	N/App	0.60%	0	92	0	Not Categorised	NEW INDICATOR - There are currently no Houses of Multiple Occupation known to the Local Authority that have been issued with a conditional licence.		
709	PSR/007c	Of the Houses in Multiple Occupation known to the local authority, the percentage that: are subject to enforcement activity	Lower	N/App	0.60%	0	92	0	Not Categorised	NEW INDICATOR - There are currently no Housing of Multiple Occupation known to the Local Authority that are subject to enforcement activity.		
Housing Landlord Services												
64	HLS/006 a	The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in permanent accommodation	Higher	95.60%	97.40%	25630572	26702866.8	95.98%	Incremental Target	Collection rates showed steady improvement throughout the year but the end of year outturn fell short of the target, and was down slightly on the previous year. Improved management and maintaining processes introduced for 09/10 will put renewed emphasis on collection rates and should improve performance figures. The total rent collected during the year was £25.6 million.	✗	✗
74	HLS/010 a	The average number of calendar days taken to complete: Emergency repairs	Lower	0.92 Days	1 Day	5910.71	7807	0.8 Days	Improvement Target Improvement Agreement	Measures will be taken in future years to ensure annual leave is taken more equitably over the year to minimise impact on this measure. The end of year outturn of 0.76 is within target and an improvement on the previous year. Clarification of definition of this category is required.	✓	✓
331.1	Local PI	Increase the percentage of: Emergency repairs completed within 1 calendar day from 89.82% in 2006 to 99% by 2010	Higher	88.33%	94%	7139	7807	91.44%	Improvement Target	The level of annual leave taken in the closing months of the financial year and the number of out of target jobs progressing through the system impacts on this measure. The final years outturn indicates an overall improvement but falls short of the target. Clarification of definition of this category is required.	✓	✗

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
75	HLS/010 b	The average number of calendar days taken to complete: Urgent repairs	Lower	16.68 Days	10 Days	153776.37	10673	14.4 Days	Improvement Target	Whilst figures show that we are significantly short of our target the end of year outturn of 14.41 indicates an improvement in this category on the previous year. Clarification of definition of this category is required.	✓	✗
332.1	Local PI	Increase the percentage of: Urgent repairs completed within 7 calendar days from 53.91% in 2006 to 99% by 2010	Higher	43.19%	75%	4889	10673	45.81%	Improvement Target	Apparent performance in this category has been poor throughout the year, again partly due to the number of out of target job tickets. However there has been a marginal improvement over the year and the Building Maintenance team will endeavour to improve performance in this area over the coming financial year. Clarification of definition of this category is required.	✓	✗
76	HLS/010 c	The average number of calendar days taken to complete: Non-urgent repairs	Lower	88.94 Days	60 Days	385584.37	9297	41.5 Days	Improvement Target Improvement Agreement	The end of year outturn figure of 41.47 indicates a significant improvement over the year but performance in 2009/10 will continue to be affected by the out of target job tickets progressing through the system.	✓	✓
550	Local PI	Increase the percentage of: Non-urgent repairs completed within 50 calendar days from 38.60% in 2006 to 75% by 2010	Higher	60.60%	75%	6853	9297	73.71%	Improvement Target	Measures will be taken in future years to ensure that annual leave is taken more equitably over the year to minimise impact on this measure. The final years outturn indicates a substantial improvement in performance on the previous year.	✓	✗
724	Local PI	Percentage of gas safety checks completed (cumulative).	Higher	N/App	100%	Missing Data	Missing Data	98.00%	Improvement Target	The following actions are to be undertaken to improve performance for 2009/10: • Formal gas procedure manual to be produced by external consultant (to be produced by August 2009). • Once the manual has been produced, responsibilities will be formalised and meetings will be arranged to monitor these safety checks.		✗
275	HLS/012ai	The total amount of rent arrears owed by current tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year: Permanent accommodation	Lower	3.44%	3%	907414	26702866.8	3.40%	Incremental Target	The total amount of arrears as a proportion of the rent collectable has reduced over the year although the figure is the same as the previous year. Improved management of the arrears pursuance systems will continue into the forthcoming year with the aim of reducing this further. The total level of current rent arrears at the end of the 08/09 year was £907,414.	✓	✗
277	HLS/ 012 bi	The total amount of rent arrears owed by former tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year: Permanent accommodation	Lower	0.46%	0.40%	170067	25827609	0.66%	Incremental Target	Increased emphasis will be put on collection of former tenants debts with the aim of reducing the figures in the forthcoming year. The total outstanding at the end of the year was £170,067.	✗	✗
68.1	HLS/012 ci	The total amount of rent arrears owed by former tenants in the following types of accommodation which were written off as unrecoverable during the financial year as a percentage of the total rent collectable for the financial year: Permanent accommodation	Lower	0.89%	1%	102009.78	26702866.9	0.38%	Incremental Target	The proportion of former tenant arrears written off as unrecoverable was reduced as a result of more increased emphasis on tracing and pursuing former debtors. More formal procedures and practices will be explored during the forthcoming year with the aim of keeping this figure as low as possible. The amount written off during the year was £102,000.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
70	HLS/013	The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	Lower	2.37%	2.40%	624986	25416808	2.46%	Maintenance Target	Rent loss due to properties being vacant increased slightly from the previous years figure, the main reason being the level of long term voids and difficult to let areas. Voids working group now established with action plan in place to improve the voids performance generally which will aim to reduce the rent loss figure for the forthcoming year. The allocation of a number of long term voids during quarter 4 had an adverse impact on the average figures. Rent loss during the year was £624,000.	✗	✗
72	HLS/014	The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	Lower	103.6 Days	96 Days	50250	481	104.47 Days	Improvement Target Improvement Agreement	Although the overall performance is down, it has been identified by the new voids working panel that a more robust reporting approach needs to be adopted to monitor performance throughout the stages of the voids process. The impact of this will only become apparent in future reporting. A more joined up approach to the voids process encompassing allocations, repairs and estates should have a positive impact on future performance.	✗	✗
554	Local PI	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	Lower	96.7 Days	89 Days	42424	453	93.65 Days	Improvement Target	Although the overall performance is down, it has been identified by the new voids working panel that a more robust reporting approach needs to be adopted to monitor performance throughout the stages of the voids process. The impact of this will only become apparent in future reporting. A more joined up approach to the voids process encompassing allocations, repairs and estates should have a positive impact on future performance.	✓	✗
Housing Benefit												
705	BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events.	Lower	18.89 Days	17.5 Days	683052	39813	17.2 Days	Incremental Target	Annual performance exceeds the target, which, given the current climate of economic downturn and ever increasing caseload, is a very good achievement.	✓	✓
706	BNF/005	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year.	N/App	N/App	Not Set	6751	12.199	553.4	Not Categorised	NEW INDICATOR - Dept. of Working Pensions have advised that this is only an interim indicator for which they will not be setting any targets for as they work to create a new more meaningful measure by 2010/11.		

2008/09 Performance Data Outturns

Libraries & Leisure

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Leisure												
702	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	Higher	14263 Visits	14644 Visits	1744381	150537	11588 Visits	Maintenance Target	The methodology for calculating the outturn figures is different in 2008-09 to the previous year which split the visits to leisure facilities by indoor and outdoor. Nevertheless attendance figures have been impacted by the economic downturn and the timing of Easter.	✘	✘
Libraries												
78.1	LCL/001	The number of visits to Public Libraries during the year, per 1,000 population	Higher	5680 Visits	5731 Visits	830679	150.5	5519 Visits	Incremental Target	Aggregated from physical and virtual visits. Decrease in virtual visits as a result of a change in counting methodology. The data suggests an overall decrease in visits, whilst physical visits in 2008-09 were higher than 2007-08.	✘	✘
79	LCL/002 a	The number of publicly accessible computers per 10,000 population	Higher	10 Computers	10 Computers	148	15.05	9.8 Computers	Maintenance Target	Performance was just below target.	✘	✘
80.1	LCL/002 b	The percentage of available computer hours in use.	Higher	34%	34%	352780	145565	41.26%	Incremental Target	Available computer hours in use was significantly higher than target.	✓	✓
704.1	LCL/003	The percentage of library material requests supplied within 7 calendar days	Higher	75%	75%	451	344	76%	Maintenance Target	Based on a one week sample of requests supplied October 2008.	✓	✓
703	LCL/004	The number of library materials issued, during the year, per 1,000 population.	Higher	N/App	4632	790057	150.5	5249.5	Not Categorized	NEW INDICATOR - performance is higher than target.		✓

2008/09 Performance Data Outturns

Planning

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Planning												
86	PLA/002	The percentage of planning applications determined during the year that were approved.	Higher	81.90%	85%	961	1184	81.20%	Incremental Target	Return consistent with last year's, reflecting the fact that the Unitary Development Plan timetable has slipped from that then envisaged. Inspector's report to be received early in May 2009. This will give greater certainty with regard to the policy basis for decisions and should reduce the number of speculative applications. This, in turn, will allow the target to be reached.	✘	✘
87	PLA/003 ai	The number of appeals that were determined during the year in relation to planning application decisions	Lower	69 Appeals	Not Set	N/App	N/App	42 Appeals	Not Categorised	Will continue to improve as the Unitary Development Plan gains greater status therefore reducing speculative applications / appeals. Not possible to set a target as the outturn is a factual representation of appeals submitted. This fall may be related to the overall reduction in application numbers.	✓	
88	PLA/003 aii	The number of appeals that were determined during the year in relation to enforcement notices	Lower	0 Appeals	Not Set	N/App	N/App	0 Appeals	Not Categorised	No enforcement notices served & no appeals submitted.	⚡	
89	PLA/003 bi	The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	Higher	81.20%	75%	25	42	59.50%	Improvement Target	Slippage in performance from last year is worrying. Need to analyse the 17 appeal decisions to ascertain number of decisions contrary to officer recommendation, number of non-determination appeals, basis for refusal e.g. design issues - interpretation of policy guidance.	✘	✘
90	PLA/003 bii	The percentage of these determined appeals that upheld the authority's decision, in relation to enforcement notices	Higher	100%	100%	0	0	0%	Maintenance Target	No Enforcement Appeal decisions made during this period.	⚡	✓
91	PLA/004 a	The percentage of major planning applications determined during the year within 13 weeks	Higher	31.80%	35%	18	70	25.70%	Incremental Target	Due to the improvement in the quarter 3 figure, the desire was to continue the trend to a quarter 4 performance of 50%. As one of the improvement targets, we are now analysing why the 13 week target has not been achieved e.g. S.106 obligations. Procedures need to be formalised and documentation prepared prior to decision. This will be addressed as part of the Development Control Manual.	✘	✘
92	PLA/004 b	The percentage of minor planning applications determined during the year within 8 weeks	Higher	40.20%	50%	251	531	47.30%	Improvement Target	Although in isolation, the quarter 4 figure exceeded the target, it was still not enough to lift performance to meet the target for the year. This needs to be consolidated on and built upon through performance management.	✓	✘
93	PLA/004 c	The percentage of householder planning applications determined during the year within 8 weeks	Higher	82.30%	85%	419	539	77.70%	Incremental Target	Although quarter 4 exceeded the target, this was not enough to meet the target for the year. The improvement in performance in quarter 4 needs to be consolidated and built upon through performance management.	✘	✘
94	PLA/004 d	The percentage of all other planning applications determined during the year within 8 weeks.	Higher	60%	75%	38	47	80.90%	Improvement Target	Target exceeded for the year. This is a difficult indicator to predict as one of the categories is 'Minerals' applications. These will never fall in the 'within 8 week' period and therefore the target is impossible to predict.	✓	✓

2008/09 Performance Data Outturns





ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
693	PLA/004 e	The percentage of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks	Higher	N/App	Not Set	0	3	0%	Not Categorised	NEW INDICATOR - Numbers insignificant in relation to total number of applications. These are, however, the most significant of developments in environmental terms and in a Flintshire context. The importance of transparency in arriving at the right decision far outweighs the speed of decision, even for the developer. As a result, all parties are satisfied if the appropriate decision takes in excess of 16 weeks to be		
95	PLA/005	The percentage of enforcement complaints resolved during the year within 12 weeks of receipt.	Higher	63.60%	65%	200	381	52.50%	Improvement Target	The steady improvement over the last 3 quarters and the lower caseloads due to the clearing of the backlog, should progress performance allowing the target to be hit next year.	✗	✗
96.1	PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	Higher	N/Av	5%	N/Av	N/Av	N/Av	Maintenance Target	Unable to report on this indicator as the back office system (Flare) is not set up to capture and monitor this data "at source" ie when it occurs. This is a long standing issue and despite many similar responses in the past, no progress has been made towards a solution. It is my understanding that any upgrade to Flare to enable this, first requires Flare to be operating from a Windows server platform. Until the data can be collected, collated and analysed, this indicator cannot be reported on. This will allow reporting to take place within the		
97.1	PLA/007	The number of additional housing units provided during the year on previously developed land as a percentage of all additional housing units provided during the year	Higher	N/Av	5%	N/Av	N/Av	N/Av	Maintenance Target	Unable to report on this indicator as the back office system (Flare) is not set up to capture and monitor this data "at source" ie when it occurs. This is a long standing issue and despite many similar responses in the past, no progress has been made towards a solution. It is my understanding that any upgrade to Flare to enable this, first requires Flare to be operating from a Windows server platform. Until the data can be collected, collated and analysed, key report cannot be reported on. This will allow reporting to take place within the		
Building Control												
1	BCT/004	Percentage of Building control 'full plan' applications checked within 15 working days during the year	Higher	60.50%	70%	480	512	93.80%	Improvement Target	Main reason for the improvement is due to the reduction in workload and improved internal performance management process.	✓	✓
2	BCT/007	The percentage of 'full plan' applications approved first time	Higher	88%	88%	476	512	93%	Maintenance Target	This improvement over target is the result of revised procedures that have enabled parts of the application process to operate more efficiently enabling an increase in the approval of applications first time.	✓	✓

2008/09 Performance Data Outturns

Public Protection

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
102.1	PPN/001 bi	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Trading Standards	Higher	96%	95%	104	106	98%	Maintenance Target	Appropriate resources allocated and target met.	✓	✓
103	PPN/001 bii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Food Hygiene	Higher	99%	100%	374	374	100%	Maintenance Target	Target met by way of sustained efforts and hard work. Sustainability against this level will be dependant on the volume and nature of incoming reactive work, the implications of fully implementing the recommendations from the Public Inquiry Report into the S Wales E coli 0157 outbreak and maintenance of resources.	✓	✓
104	PPN/001 biii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Animal Health	Higher	94%	95%	18	18	100%	Maintenance Target	Target exceeded this year. Number of high risk identifies increased for next period.	✓	✓
105	PPN/001 biv	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Health and Safety	Higher	100%	100%	2	2	100%	Maintenance Target	The method of categorising high risk businesses was changed mid - year to include sector based activities that we are involved with on a collaborative All-Wales basis in conjunction with other Local Authorities and the National Regulator, Health and Safety Executive. We inspected the two category A premises identified at the start of the year and elected to use the new definition from April 2009. This will result in a much higher number of premises being categorised as high risk this year.	⚡	✓
106	PPN/004	The percentage of all eligible food premises with a valid food hygiene award.	Higher	22.43%	Not Set	141	453	31.13%	Not Categorised	Improved from last year due to improved business performance. This indicator measures business performance and therefore we have no influence over the outturn. Future number of awards can not be predicted as they depend solely on findings at the time of the inspection which is unannounced.	✓	
121	PPN/007 i	The percentage of significant breaches that were rectified by intervention for Trading Standards	Higher	83.70%	85%	97	106	91.50%	Maintenance Target	Appropriate resources allocated and target slightly exceeded.	✓	✓
122	PPN/007 ii	The percentage of significant breaches that were rectified by intervention for Animal Health	Higher	92.30%	85%	21	22	95.50%	Maintenance Target	Appropriate resources allocated and target slightly exceeded.	✓	✓
107	PPN/008 ai	The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year:Trading Standards	Higher	73%	65%	28	41	68%	Not Categorised	Appropriate resources allocated and target met. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous years data.	✗	✓
108	PPN/008 aii	The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year:Food Hygiene	Higher	63%	80%	79	93	84.95%	Not Categorised	Target exceeded. This was a result of a specific targeted initiative to address new food business inspections as a priority. With similar efforts this level of achievement should be able to be maintained next year and possibly increased. This indicator was amended for 2008/09. The service determined that it was inappropriate to set a target or classify the performance indicator as part of the target setting exercise at the beginning of 2008/09.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
109	PPN/008 aiii	The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year:Animal Health	Higher	100%	65%	1	1	100%	Not Categorised	Target exceeded this year due to low number of premises identified. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous years data.		✓
110	PPN/008 aiv	The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year:Health & Safety	Higher	23%	30%	23	44	52%	Not Categorised	The context in Health & Safety is that the turnover in new businesses is mainly in the small retail and office sectors. Many of these will be low hazard (category C) and, therefore, not required to be inspected at all, according to the national Priority Rating Scheme that we are required to work to. We carried out a specific exercise to identify new businesses then selected ones that were slightly higher risk. This indicator was amended for 2008/09. The service determined that it was inappropriate to set a target or classify the performance indicator as part of the target setting exercise at the beginning of 2008/09.	✓	✓
111	PPN/008 bi	The percentage of new businesses identified which returned a self-assessment questionnaire during the year, for:Trading Standards	Lower	0%	0%	0	0	0%	Not Categorised	Policy is not to rely on self assessments but not to undertake visits. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous years data.		✓
112	PPN/008 bii	The percentage of new businesses identified which returned a self-assessment questionnaire during the year, for:Food Hygiene	Lower	0%	0%	0	0	0%	Not Categorised	Not applicable self assessment questionnaires are not used as all new food businesses are physically inspected. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous years data.		✓
113	PPN/008 biii	The percentage of new businesses identified which returned a self-assessment questionnaire during the year, for:Animal Health	Lower	0%	0%	0	0	0%	Not Categorised	Policy is not to rely on self assessments but to undertake visits. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous years data.		✓
114	PPN/008 biv	The percentage of new businesses identified which returned a self-assessment questionnaire during the year, for:Health and Safety	Higher	60%	60%	3	10	30%	Incremental Target	We have in the past sent out a long and detailed self assessment questionnaire and received very little response. This time we sent a very brief one-page document and had a slightly better response. It must be noted that we have no influence whatsoever on whether a business chooses to send back a questionnaire and they are under no statutory obligation to do so. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous years data.	✗	✗

2008/09 Performance Data Outturns

Regeneration

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
719	IA4.2L1	(Improvement Agreement 4.2) Increased attendance at Flintshire Business Week. (The objective of Flintshire Business Week is to engage better with the business community in Flintshire)	Higher	301 Attendees	1091 Attendees	N/App	N/App	1091 Attendees	Improvement Target Improvement Agreement	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, with large and small employers, further and higher education. The target attendance for Small Medium Enterprise delegates for 2009/10 is 1400.	✓	✓

2008/09 Performance Data Outturns

Social Care & Supporting People

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Social Care for Adults												
128	SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Lower	1.3 per 1,000 Population	2 per 1,000 Population	22	10895	2.02 per 1,000 Population	Maintenance Target	Very few service users are subject to a Delayed Transfer of Care (DToC) for social care reasons so small variations in numbers can have a disproportionate effect. Performance is good in comparison with the Wales average.	✘	✘
129.1	SCA/002 a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	Higher	72.45 per 1,000 Population	70 per 1,000 Population	1810	24555	73.71 per 1,000 Population	Incremental Target	The 2008/9 target has been exceeded and performance has improved on the 2007/2008 out turn. A number of additional services, commissioned from and provided by the voluntary sector, are not included in the count of community based services as personal service user data is not available.	✓	✓
130	SCA/002 b	The rate of older people (aged 65 or over) Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March.	Lower	23.34 per 1,000 Population	23 per 1,000 Population	517	24555	21.05 per 1,000 Population	Incremental Target	The 2008/9 target has been exceeded and performance has improved on the 2007/2008 out turn. The number of service users supported in residential or nursing care has been reduced due to ongoing development of reablement services.	✓	✓
131	SCA/003 a	The percentage of clients who are supported in the community during the year, who are aged 18-64	Higher	97.25%	98%	1227	1271	96.54%	Incremental Target	A small increase in the number of service users entering residential or nursing care, to ensure personal safety, in quarter 4 has led to the downturn in performance at year end. Performance is good in comparison with the all Wales average. Data is not available for Substance Misuse service users. NOTE: This PI records service user movement in and out of services during the year so actual numbers quarter on quarter are not strictly comparable.	✘	✘
712	IA1.1L3	(Improvement Agreement 1.1) The rate of people with mental health illness who are supported in the community during the year per 1,000 population aged 18-64	Higher	2.3 per 1,000 Population	2.5 per 1,000 Population	242	93200	2.58 per 1,000 Population	Improvement Target Improvement Agreement	The out turn for this indicator is a baseline for 2009/2010. Improvement will be based on supported accommodation initiatives in development and development of medium and intensive services.	✓	✓
711	IA1.1L2	(Improvement Agreement 1.1) 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 1,000 population aged 18-64	Higher	4.2 per 1,000 Population	4.3 per 1,000 Population	425	93200	4.56 per 1,000 Population	Improvement Target Improvement Agreement	The out turn for this indicator is a baseline for 2009/2010. Improvement will be based on supported accommodation initiatives in development.	✓	✓
710	IA1.1L1	(Improvement Agreement 1.1) The rate of people with a learning disability who are supported in the community during the year per 1,000 population aged 18-64	Higher	3.4 per 1,000 Population	3.5 per 1,000 Population	331	93200	3.55 per 1,000 Population	Improvement Target Improvement Agreement	The out turn for this PI is a baseline for 2009/2010. Improvement will be based on supported accommodation initiatives in development.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
132	SCA/003 b	The percentage of clients who are supported in the community during the year, who are aged 65+	Higher	81.53%	82%	2835	3423	82.82%	Incremental Target	Incremental improvement. The 2008/9 target has been exceeded and performance has improved on the 2007/2008 out turn. The number of service users supported in residential or nursing care has been reduced due to ongoing development of reablement services. The number of assistive technology services provided is increasing. NOTE: This indicator records service user movement in and out of services during the year so actual numbers quarter on quarter are not strictly comparable.	✓	✓
134.1	SCA/005 a	The average number of working days between initial enquiry and completion of the care plan including specialist assessments.	Lower	71 Days	Not Set	11636	366	32 Days	Not Categorised	The apparent significant performance improvement on 2007/2008 is due to the revised calculation of this indicator to bring it into line with the methodology used by other N Wales authorities. Data is not available for Substance Misuse and Mental Health service users. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with previous years data.	✓	
666	SCA/005 b	The average number of working days between initial enquiry and completion of the care plan, excluding specialist assessments	Lower	N/App	Not Set	11024	366	30 Days	Not Categorised	NEW INDICATOR - Part b of this indicator is new and is designed to make the length of time taken to complete a non-specialist assessment more transparent. The average length of time taken is influenced by the time taken to complete hospital social work care plans where the patient is not ready for discharge. Shorter times are experienced by service users with high priority assessments.		
136	SCA/007	The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	Higher	62.20%	80%	1892	2308	82%	Improvement Target Improvement Agreement	The 2008/9 target has been exceeded and performance has improved on the 2007/2008 out turn. Additional resources provided have led to an increase in the number of reviews carried out. Data is not available for Substance Misuse service users.	✓	✓
142.1	SCA/010	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	Higher	44.7 Adults Clients	58 Adult Clients	368	4370	84.21 Adult Clients	Improvement Target	The 2008/9 target has been exceeded and performance has improved on the 2007/2008 out turn. NOTE: This indicator is based on the number of assistive technology services (telecare) provided to service users assessed in the in the year, not the total number of current assistive technology services provided. A number of service users receive an assistive technology service (Care Link) directly from Housing Strategy and Services, not as part of the Unified Assessment process and so are not eligible for inclusion in this indicator.	✓	✓
664	SCA/014 a	The percentage of clients aged 65+ who started to receive home care or day services during the year in less than 29 calendar days from completion of the care plan or a review.	Higher	N/App	Not Set	755	769	98.20%	Not Categorised	NEW INDICATOR - 08/09 is a baseline year.		
665	SCA/014 b	For those services not started in less than 29 days, the average number of calendar days from completion of the care plan or review to starting to provide home care or day services for clients aged 65+	Lower	N/App	Not Set	493	14	35 Days	Not Categorised	NEW INDICATOR - 08/09 is a baseline year. A variety of circumstances lead to a very few service users waiting more than 29 days for their service, sometimes around personal choice. For example, a service user may wish to attend a specific day centre for which there is a waiting list.		

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
135	SCA/015	The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment	Lower	3 Days	3 Days	8902	2739	3 Days	Maintenance Target	Continuing excellent performance. Performance for this indicator is stable.		✓
673	SCA/016 a	The number of adult protection referrals received during the year per 1,000 population aged 18+	Lower	1.2 Referrals	Not Set	Missing Data	Missing Data	Figures to be provided by LGDU	Not Categorised	The outturn for this indicator is calculated by the Local Government Data Unit (LGDU) directly from data supplied via a Welsh Assembly Government (WAG) database which is due with WAG by 31.05.09 and so not yet available.		
674	SCA/016 bi	Of the adult protection referrals completed during the year, the percentage:That led to an adult protection investigation	N/App	90.80%	Not Set	Missing Data	Missing Data	Figures to be provided by LGDU	Not Categorised	The outturn for this indicator is calculated by the Local Government Data Unit (LGDU) directly from data supplied via a Welsh Assembly Government (WAG) database which is due with WAG by 31.05.09 and so not yet available.		
675	SCA/016 bii	Of the adult protection referrals completed during the year, the percentage:That were admitted or proved	N/App	19.40%	Not Set	Missing Data	Missing Data	Figures to be provided by LGDU	Not Categorised	The outturn for this indicator is calculated by the Local Government Data Unit (LGDU) directly from data supplied via a Welsh Assembly Government (WAG) database which is due with WAG by 31.05.09 and so not yet available.		
676	SCA/016 biii	Of the adult protection referrals completed during the year, the percentage:Where the risk has been removed or reduced	Higher	53.10%	100%	Missing Data	Missing Data	Figures to be provided by LGDU	Not Categorised	The outturn for this indicator is calculated by the Local Government Data Unit (LGDU) directly from data supplied via a Welsh Assembly Government (WAG) database which is due with WAG by 31.05.09 and so not yet available.		
677	SCA/017	The rate per 10,000 adult clients (aged 18+) supported in the community who receive a direct payment	Higher	237.47 Adult Clients	280 Adult Clients	83	2814	294.95 Adult Clients	Improvement Target	The revised 2008/9 target has been exceeded. This PI measures direct payments made to adults only. A number of children and families are supported by Flintshire County Council with direct payments but they are not included. NOTE: Previously this PI was measured per 1,000 population (SCA/009) and therefore is no longer comparable. However, this was categorised as an improvement target because it is so similar to its predecessor.		✓
713	IA1.1L4	(Improvement Agreement 1.1) Increase the number of people using direct payments from 100 to 120 (March 2009) and to 144 by March 2010 (20% per year)	Higher	100 People	120 People	N/App	N/App	119 People	Improvement Target Improvement Agreement	This is essentially the same as SCA/017 - (677), however it includes direct payments provided to children and families.	✓	✗
714	IA1.1L5	The number of new carers identified in the period who were offered an assessment in their own right.	Higher	N/App	N/App	Missing Data	Missing Data	Missing Data	Improvement Target Improvement Agreement	Baselined during 2008/09.		
669	SCA/018 a	The percentage of carers of adult service users who were offered an assessment in their own right during the year	Higher	N/A	90%	925	1025	90.20%	Improvement Target	Performance has significantly improved to exceed the 2008/2009 target. Carers' assessments are routinely offered as part of the Unified Assessment process. Capacity to undertake assessments will be increased through an additional post (Welsh Assembly Government (WAG) Funded) at NE Wales Carers Information Service. NOTE The WAG guidance for this indicator changed between 2007/08 and 2008/2009 and has changed during 2008/2009.		✓
670	SCA/018 b	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	Higher	N/A	Not Set	530	925	57.30%	Not Categorised	NEW INDICATOR - Performance is not directly controlled by the Council because carers do not always take up the offer of an assessment. Carers state that the services for the cared-for person are more important and that if these are of the right quality, then they do need an assessment for themselves.		

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
671	SCA/018 c	The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	Higher	N/A	Not Set	209	530	39.40%	Improvement Target	NEW INDICATOR - Performance is not directly controlled by the Council, but is dependent on choices made by individual carers. Many carers receive support from voluntary organisations, e.g., Crossroads, that are funded by the Council, but these numbers are not included in the data and the indicator understates actual performance. Carers also state that the services for the cared-for person are more important and that if these are of the right quality, then they do need a service for themselves.		
672	SCA/018 d	The percentage of new carers of adults who are awaiting an assessment in their own right at the end of the year	Lower	N/A	Not Set	12	1025	1.20%	Not Categorised	NEW INDICATOR - There will always be some carers awaiting assessment at the end of the period.		
Social Care for Children												
154	SCC/001 a	The percentage of first placements of looked after children during the year that began with a care plan in place.	Higher	100%	100%	46	48	95.80%	Maintenance Target	Two care plans were not provided within timescales. However, these both related to children placed in an emergency, and the care plans were subsequently completed.	✘	✘
155	SCC/001 b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	Higher	94.30%	95%	51	58	87.90%	Maintenance Target	Performance was not as good as expected, due to clarification from Care & Social Services Inspectorate for Wales (CSSIW) about the need to include within the indicator those children whose cases are in court proceedings and for whom a plan cannot be agreed. Of the 7 children in the year who did not have a permanency plan within timescales, 2 were in court proceedings, 2 were awaiting mental health assessments and 3 had previously had long-term plans which were in the process of being reassessed.	✘	✘
156	SCC/002	The percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	Lower	19.50%	19%	18	112	16.10%	Maintenance Target	The target was met and was an improvement on previous year's 19.5%	✓	✓
157.1	SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year.	Lower	7.20%	5%	6	149	4%	Maintenance Target	Performance better than target and the All Wales average. We continue to provide stable placements for looked after children, reflecting the comprehensive range of supports and training provided to our foster carers. We expect this performance to be sustained in 2009/10.	✓	✓
158.1	SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day.	Higher	92.50%	92.50%	1025	1061	96.60%	Maintenance Target	Performance exceeds target and the All Wales average, although still below the Care & Social Services Inspectorate for Wales (CSSIW) critical level of 100%. The drop in the referral rate in the second half of the year was due to a change in the way the Duty & Assessment team are recording referrals for siblings where there is no child protection concern, and a reduction in the number of referrals received from North Wales Police.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
159.1	SCC/007 a	The percentage of referrals during the year that: Were allocated to a social worker for initial assessment	Higher	31.90%	60%	794	1061	74.80%	Improvement Target	Performance better than target and the All Wales average. This indicator relates to the ratio of qualified to unqualified social work staff employed by Flintshire County Council. 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.	✓	✓
160.1	SCC/007 b	The percentage of referrals during the year that: Were allocated to someone other than a social worker for initial assessment	Lower	4.10%	35%	108	1061	10.20%	Improvement Target	Performance better than target and the All Wales average. This indicator relates to the ratio of qualified to unqualified social work staff employed by Flintshire County Council. 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.	✗	✓
668	SCC/007c	The percentage of referrals during the year that: Did not proceed to allocation for initial assessment	N/App	64%	5%	159	1061	14.99%	Not Categorised	The large drop in the outturn when compared with last year is due to the revision of practice for recording referrals and reflects the smaller proportion of referrals which do not proceed to initial assessment as a result of the practice change. This part of the indicator is not a reflection of performance, but is a balancing figure to provide management information about the proportion of referrals on which no further action is taken. It is therefore not appropriate to set a target or a direction of improvement for this part of the indicator.		
161	SCC/008 a	The percentage of initial assessments carried out within 7 working days	Higher	77.50%	80%	770	915	84.20%	Improvement Target Improvement Agreement	Performance better than target and the All Wales average. We suggest that this improvement indicator be reclassified for 2009/10 to incremental. The following action plan is in place for 2009/10: • Improve performance monitoring arrangement within the Duty and Assessment Team. • Revise the arrangements for managing domestic violence referrals.	✓	✓
162	SCC/008 b	The average time taken to complete initial assessments that took longer than 7 working days to complete	Lower	14.8 Days	10 Days	1880	138	14 Days	Improvement Target Improvement Agreement	Performance was not as good as our target, but was much better than the All Wales. The average length of time taken to complete assessments that took longer than 7 days has improved. We will continue to work with teams to further reduce this time. The following action plan is in place for 2009/10: • Improve performance monitoring arrangement within the Duty and Assessment Team. • Revise the arrangements for managing domestic violence referrals. This indicator remains an improvement target for 2009/10.	✓	✗
163.1	SCC/009 a	The percentage of required core assessments carried out within 35 working days	Higher	72.30%	85%	161	179	89.90%	Improvement Target	Performance better than target and the All Wales average. Improvements in practice and increased monitoring and scrutiny have resulted in a significant improvement in performance when compared to last year. We suggest that this improvement indicator be reclassified for 2009/10.	✓	✓
164.1	SCC/009 b	The average time taken to complete those required core assessments that took longer than 35 days	Lower	46.1 Days	45 Days	763	17	45 Days	Improvement Target	Performance is on target and better than the All Wales average. Improvements in practice and increased monitoring and scrutiny have resulted in a significant improvement in performance when compared to last year. We suggest that this improvement indicator be reclassified for 2009/10.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
165.1	SCC/010 a	The percentage of referrals that are re-referrals within 12 months	Lower	8.60%	15%	176	1061	16.60%	Maintenance Target	Performance has just missed the target of 15%, but is still far better than the All Wales average and the Care & Social Services Inspectorate for Wales (CSSIW) critical level of 30%. The apparent drop in performance when compared to 2007/08 was due to the implementation of the Integrated Children's System, which has allowed us to more accurately record repeat referrals this year. The 2009/10 target will need to reflect this change.	✘	✘
167.1	SCC/011 a	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker	Higher	63.30%	60%	622	915	68%	Maintenance Target	Performance better than target and the All Wales average. This indicator only includes children who are seen by a qualified social worker. Not all children need to be seen by a qualified social worker, but all children should be seen by a professional, whether qualified or not, with the exception of unborn children and emergency child protection cases where there is not time to see the child as part of the initial assessment. In 2007/08 we introduced a monitoring system to ensure that this happens, and the effect of this has been to improve performance in 2008/09. We expect this performance to be sustained in 2009/10.	✓	✓
168.1	SCC/011 b	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.	Higher	32.50%	50%	470	915	51.40%	Improvement Target	Performance better than target and the All Wales average, but still requires further improvement, so we suggest that this improvement indicator be reclassified to incremental for 2009/10. It is not always appropriate to see children alone during an initial assessment. However, we have introduced monitoring to ensure that children are seen alone whenever appropriate. We expect this improvement to be continued in 2009/10.	✓	✓
169	SCC/012 a	The percentage of initial assessments taking place during the year where the following is recorded: Ethnicity	Higher	99%	95%	915	915	100%	Maintenance Target	Performance better than target and the All Wales average. We expect this performance to be sustained for the forthcoming year.	✓	✓
170	SCC/012 b	The percentage of initial assessments taking place during the year where the following is recorded: Religion	Higher	92.70%	95%	915	915	100%	Incremental Target	Performance better than target and the All Wales average. We expect this performance to be sustained for the forthcoming year.	✓	✓
171	SCC/012 c	The percentage of initial assessments taking place during the year where the following is recorded: First language choice	Higher	98.40%	95%	915	915	100%	Maintenance Target	Performance better than target and the All Wales average. We expect this performance to be sustained for the forthcoming year.	✓	✓
173	SCC/013 ai	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 on the child protection register	Higher	100%	100%	278	278	100%	Maintenance Target	Performance is consistent for children on the Child Protection Register allocated to a qualified social worker, at 100%. We expect this performance to be sustained for the forthcoming year.	⚡	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
174	SCC/013 aii	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	Higher	85.40%	100%	696	725	96%	Improvement Target	This indicator is made up from a collection of data from 4 census points in the year. Performance has been consistent for children looked after allocated to a qualified social worker at 100% since June 08, when the allocation of looked after children and children on the Child Protection Register to qualified social workers was made a priority, following advice from the Care & Social Services Inspectorate, Wales. We expect that performance will remain 100% throughout 2009/10, and therefore suggest that this improvement indicator be reclassified for 2009/10.	✓	✗
175	SCC/013 aiii	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 in need	Higher	77.40%	65%	2224	2685	82.80%	Maintenance Target	Performance better than target and the All Wales average. We do not always allocated Children in Need to a qualified social worker. The allocation of looked after children and children on the Child Protection Register is prioritised for allocation to qualified social workers.	✓	✓
176	SCC/013 bi	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 on the child protection register	Lower	0%	0%	0	278	0%	Maintenance Target	Performance is consistent for children on the Child Protection Register allocated to a qualified social worker, at 0%.	⚡	✓
177	SCC/013 bii	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	Lower	14.60%	0%	29	725	4%	Improvement Target	This indicator is made up from a collection of data from 4 census points in the year. Performance has been consistent for children looked after allocated to a qualified social worker at 100% since June 08, when the allocation of looked after children and children on the Child Protection Register to qualified social workers was made a priority, following advice from the Care & Social Services Inspectorate, Wales. We expect that performance for this part of the indicator will therefore remain at 0% throughout 2009/10, and therefore suggest that this improvement indicator be reclassified to maintenance for 2009/10.	✓	✗
178	SCC/013 biii	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 in need	Lower	22.60%	35%	449	2685	16.70%	Maintenance Target	Performance better than target and the All Wales average. We do not always allocated Children in Need to a qualified social worker. The allocation of looked after children and children on the Child Protection Register is prioritised for allocation to qualified social workers.	✓	✓
179.1	SCC/014	The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	Higher	89.30%	85%	57	72	79.20%	Maintenance Target	Performance dipped in Quarter 3 as the number of requested initial conferences trebled due to publicity around the Haringey case. This meant that the annual outturn missed our target. We are still however performing above All Wales average.	✗	✗
180.1	SCC/015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference	Higher	81.80%	80%	50	58	86.20%	Maintenance Target	Performance better than target. We expect performance to be sustained next year.	✓	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
181	SCC/016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable.	Higher	88.20%	90%	249	428	58.20%	Incremental Target	Performance is below target. Historically the Children's Integrated Disability Service team have held Team around the Child meetings without effectively recording these as Child in Need Reviews. Systems are now in place and are being further developed to both ensure we effectively record reviews and to ensure they are being undertaken and it is anticipated that this percentage return will continue to significantly improve during the coming year. We suggest that this indicator is reclassified as an improvement target for 2009/10. The following action plan is in place for 2009/10: <ul style="list-style-type: none"> • Embed performance management at team level. • Ensure that the recording of reviewing of child in need plans complies with the requirements of the Integrated Children's System. • Revise team structures and responsibilities to improve the case management of children in need. 	✘	✘
185.1	SCC/020	The percentage of looked after children who have had their teeth checked by a dentist during the year.	Higher	81.90%	85%	50	68	73.50%	Improvement Target	Performance was below target. Of the 18 young people who had not visited the dentist within 12 months, 2 refused and 5 visited the dentist outside timescales. This indicator remains an improvement target for 2009/10.	✘	✘
186	SCC/021	The percentage of looked after children reviews carried out within statutory timescales	Higher	86.60%	85%	421	486	86.60%	Maintenance Target	We have exceeded our target. In line with recommendations from the Care & Social Services Inspectorate, Wales, we will be reviewing the capacity of the Independent Reviewing Officer function to ensure continuous improvement.	⚡	✓
187.1	SCC/022 a	The percentage attendance of looked after pupils whilst in care in primary schools	Higher	91.98%	95%	12634	13444	94%	Maintenance Target	The outturn is an improvement on last years and just short of target for this year.	✓	✘
188.1	SCC/022 b	The percentage attendance of looked after pupils whilst in care in secondary schools	Higher	84.58%	90%	12612	14388	87.70%	Maintenance Target	Last year's attendance was 84.6% so outturn figure is an improvement.	✓	✘
189.1	SCC/023 a	The percentage of children looked after who were permanently excluded from school in the year 1 April – 31 March	Lower	0%	0%	1	51	2%	Maintenance Target	1 Pupil was permanently excluded whereas last year no pupils were permanently excluded.	✘	✘
190.1	SCC/023 b	The average number of days spent out of school on fixed-term exclusions for children looked after who were excluded in the year 1 April – 31 March	Lower	2.5 Days	0 Days	41	3	13.5 Days	Maintenance Target	3 Pupils had fixed period exclusions, 1 for 22.5 days, 1 for 15 days and 1 for 3 days compared to last year's 2 pupils for 5 days.	✘	✘

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
191.1	SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	Higher	52.60%	90%	14	17	82.40%	Improvement Target	<p>Target not met, but better than All Wales. In the cases where timescales were not met, all required Personal Education Plans (PEP's) were subsequently provided. This indicator remains an improvement target for 2009/10. The following action plan is in place for the year 2009/10:</p> <ul style="list-style-type: none"> • Implement revised local guidance for recording educational plans for children with a disability. • Improve the management of performance at team level to ensure that timely provision of PEP's for all looked after children. • Liaise with the Business Systems Team to ensure that the new client information system (PARIS) is able to provide alerts/reminders for staff when PEP's are required. 	✓	✗
192.1	SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	Higher	77.60%	90%	665	809	82.20%	Improvement Target Improvement Agreement	<p>Performance has improved since last year and was better than the All Wales average, but missed our target. This indicator remains an improvement target for 2009/10. The following action plan is in place for 2009/2010:</p> <ul style="list-style-type: none"> • Improve the monitoring of performance at team level. • Ensure that the new client information system (PARIS) is able to provide alerts/reminders for staff when statutory visits are required. • Ensure staffing levels are maintained by using agency staff when required to cover absence and vacancies. • Improve the reporting of statutory visits to kinship carers. 	✓	✗
199.1	SCC/028	The percentage of children looked after who had a fully completed and updated Assessment and Action Record at their third review.	Higher	64%	75%	15	22	68.20%	Improvement Target	<p>Performance has improved since last year and was better than the All Wales average, but missed our target. This indicator remains an improvement target for 2009/10. Implementation of the Integrated Children's Services Assessment & Progress Record has been progressed over the year, and the form is now fully implemented. We achieved 100% in this indicator in Quarter 4 of 2008/09; however, the final outturn will reflect the progressive implementation throughout the year. Now that the form is in use, we will continue to implement improvements in guidance, recording and scrutiny, as stated in the actions. The following action plan is in place for 2009/2010:</p> <ul style="list-style-type: none"> • Implement revised local guidance for the completion of assessment and progress records for children with a disability. • Improve the management of performance at team level to ensure the timely completion of Assessment & Progress Records for all looked after children. • Improve the scrutiny of Assessment and Progress Records by the Independent Reviewing Officers. • Improve the process for alerting social workers when statutory 	✓	✗

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
202.1	SCC/030 a	The percentage of young carers known to Social Services who were assessed	Higher	52.90%	75%	28	48	58.30%	Improvement Target	Performance was below target. Of these, the majority did receive assessments, but not within the current year. This data does not capture cares who are known to Social Services this year but were assessed last year. Discussions are ongoing with the Local Government Data Unit to agree some clarification for this indicator. The following action plan is in place for 2009/10: <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. • Develop local recording and reporting systems to identify when assessments have been offered but declined. • Discuss with the Local Government Data Unit to resolve definition problem. 	✓	✗
203.1	SCC/030 b	The percentage of young carers known to Social Services who were provided with a service	Higher	23.50%	60%	14	48	29.20%	Improvement Target	Performance was below target. Services are often declined by young carers. We are unclear about the definition for this indicator, and are awaiting guidance from the Local Government Data Unit. Currently, many young carers decline services from the local authority; we 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. The following action plan is in place for 2009/10: <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. • Develop local recording and reporting systems to identify when assessments have been offered but declined. • Develop a recording and reporting system that evidence when young carers are appropriately signposted to alternative sources of support. • Discuss with the Local Government Data Unit to resolve definition problem. 	✓	✗

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
208	SCC/033 a	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	Higher	65%	90%	8	8	100%	Improvement Target	Performance better than target and the All Wales average. The leaving care service is voluntary and we are mindful that some careleavers do not wish to receive services from the Authority; therefore we feel 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. The following action plan is in place for 2009/10: • Consider the implementation of an annual birthday card to all care leavers, reminding them of the services on offer.	✓	✓
209	SCC/033 b	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	Higher	61.50%	75%	8	8	100%	Improvement Target	Performance better than target and the All Wales average. The following action plan is in place for 2009/10: • Homelessness Officer to attend Quarterly Performance Review. • Consider options for issues about accommodation for Care Leavers raised at Children's Services Forum.	✓	✓
210	SCC/033 c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.	Higher	38.50%	75%	4	8	50%	Maintenance Target	Performance was below target. Of the 4 care leavers not in education, training or employment on their 19th birthday, 2 were pregnant/recently given birth, 1 was in custody, and 1 was not in education, training or employment due to illness/disability. The percentage outturn for this indicator is strongly influenced by the small cohort. However, we recognise the need for improvement in this area of outcomes for young people leaving care, and the range of supports has been reviewed. The following actions have been agreed for 2009/10: • Task and finish group to develop proposals for the proposals for the provision of work experience opportunities within the County Council. • Present proposals to Corporate Management Team for approval. • Establish a project manager. • Implement project plan and develop the joint working arrangement needed to facilitate and manage work experience opportunities. • Implement work experience initiative. • Implement the revised arrangements for the management of volunteer mentors.	✓	✗
182.2	SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year	Higher	96.10%	96%	106	111	95.50%	Maintenance Target	Performance dipped slightly below the revised target for 2008/09 towards the end of the year, as expected due to the large number of conferences required as a result of publicity related to the Haringey case. We expect performance to be sustained next year.	✗	✗
269	SCC/035	The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	16.67%	16.70%	0	6	0%	Maintenance Target	Unknown/no results for 3 pupils (2 at Out of County schools). 1 pupil just missed Core Subject Indicator but gained expected level in English and Science. Two other pupils gained their expected level in Science.	✗	✗

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
270	SCC/036	The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	25%	16.70%	1	8	12.50%	Maintenance Target	1 pupil achieved CSI, and 1 pupil achieved expected level in English. Another 4 pupils achieved at one level below expected and there was 1 out of county child.	✗	✗
271	SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Higher	204 Point Score	125 Point Score	4	1011	253 Point Score	Not Categorised	This target was met and exceeded. It was an improvement on last year's 204. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous year's data.	✓	✓
183.1	SCC/039	The percentage of health assessments for looked after children due in the year that have been undertaken	Higher	64.40%	75%	144	228	63.20%	Improvement Target	Performance was below target. The target for 2009/10 was set in order to bring Flintshire County Council more in line with the All Wales performance and this will be addressed by the actions listed. Although we have improved the timeliness of Health Assessments being requested, capacity issues in Health have caused delays in assessments being carried out, resulting in the indicator not being met. The new Looked After Children (LAC) nurse will commence her employment May 2009. This indicator remains an improvement target for 2009/10. The following action plan is in place for 2009/10: <ul style="list-style-type: none"> • Recruit to the vacant post of Specialist Nurse for Looked After Children. • Implement revised systems for the recording of health assessments for children with a disability. • Improve the management performance at team level to ensure the timely completion of Health Assessments for Looked After Children. • Revise team structures to improve the continuity of services provided for looked after children. 	✗	✗
679	SCC/040	The percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	Higher	N/A	85%	57	64	89.10%	Not Categorised	Performance was above target. There is no trendable data from the previous year, as the indicator definition was changed. We will be working to improve the recording of General Practitioner registration dates in the forthcoming year.		✓
680	SCC/041 a	The percentage of eligible, relevant and former relevant children that: Have pathway plans as required	Higher	N/A	90%	59	60	98.30%	Not Categorised	There is no trendable data from the previous year, as the indicator definition was changed. Performance better than target and the All Wales average. Performance in this area is dependent on the number of young people with whom we are in contact. In some cases young people who leave care at the age of 16 choose not to receive leaving care support services. Our annual target reflects this.		✓
681	SCC/041 b	The percentage of eligible, relevant and former relevant children that: Have been allocated a personal advisor	Higher	N/A	90%	60	60	100%	Not Categorised	There is no trendable data from the previous year, as the indicator definition was changed. Performance better than target and the All Wales average. We expect this performance to be sustained for the forthcoming year.		✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Supporting People												
211.1	SPP/001 i	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Floating support	Higher	3.6 Units	3.6 Units	332	150537	2.2 Units	Maintenance Target	This indicator was previously calculated using the contracted support based on a 2003 contract, though the number of people accessing the service had reduced. A new contract has been agreed in line with the projected number of users leading to a fall in the indicator value.	✘	✘
212.1	SPP/001 ii	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Direct access	Higher	0.3 Units	0.3 Units	41	150537	0.3 Units	Maintenance Target	This indicator relates to commissioned services and there has been no change in commissioning arrangements during 08/09.	≡	✓
213.1	SPP/001 iii	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Temporary accommodation	Higher	0.5 Units	0.5 Units	77	150537	0.5 Units	Maintenance Target	This indicator relates to commissioned services and there has been no change in commissioning arrangements during 08/09.	≡	✓
214.1	SPP/001 iv	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Permanent accommodation	Higher	0.5 Units	0.5 Units	82	150537	0.5 Units	Maintenance Target	This indicator relates to commissioned services and there has been no change in commissioning arrangements during 08/09.	≡	✓
215.1	SPP/001 v	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Sheltered accommodation for older people	Higher	19 Units	19 Units	1642	150537	10.9 Units	Maintenance Target	This indicator was previously calculated using the number of people in sheltered housing rather than the number supported by the Supporting People Grant. This error has been corrected for 08/09 leading to a fall in the indicator value. The indicator excludes those services where the community alarm provision is part of a wider service contract e.g. sheltered accommodation as per the guidance.	✘	✘
216.1	SPP/001 vi	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Community alarm services	Higher	N/Av	Not Set	61	150537	0.41 Units	Not Categorised	This indicator value includes all the people in the Council's sheltered housing schemes that are Supporting People Grant funded (see SPP/001v above) together with other users accessing the carelink service. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise.		

2008/09 Performance Data Outturns

Transport, Highways & Environment

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Transport												
239.1	THS/007	The percentage of adults aged 60+ who hold a concessionary travel pass.	Higher	84.50%	85%	27325	34386	79.50%	Incremental Target	The target of 85% was ambitious. The council has little influence over the number of adults who hold a pass other than maximising publicity.	✗	✗
Highways												
236	THS/002	Annual highway related claims expenditure as a percentage of the annual structural maintenance expenditure	Lower	11	Not Set	275251	5318018	51.17%	Not Categorised	The figures quoted are for 07/08 as insurance claim data is not available until September for the previous financial year. This indicator will always be quoted one year in arrears. Whilst this indicator was part of the target classification exercise the service determined it was not appropriate to classify it at that time.	✗	
237	THS/003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance.	Higher	99.98%	75%	3761006	5318018	71%	Maintenance Target	This year's figure of 70.72% is slightly less than the average for Wales which is 73.57%. In the past there has been some confusion as to whether reactive structural maintenance should be included. The consensus of County Surveyor Society Wales is that it should be included and Flintshire's figures for this year now reflect this.	✗	✗
241	THS/009	The average number of calendar days taken to repair street lamp failures during the year	Lower	3.87 Days	3 Days	5884	2310	2.55 Days	Incremental Target	Outturn figure of 2.55 for 2008/09 exceeds the target figure of 3 calendar days to repair street lights. Actual figure for the previous year was 3.87 days. Consequently this represents a 34% improvement in response times and should improve the Council's position in the National standings report. Improvement is due to two factors 1) Prioritisation of resources to repairs 2) Temporary agency electrician employed for part of the year. The indicator is unlikely to improve but figure should remain under 3 calendar days.	✓	✓
234.3	THS/010 a	Percentage of: Condition of principal (A) roads	Lower	11%	6%	3.041	289.525	1.10%	Incremental Target	This information is obtained from the annual scanner survey. The 6% target is based on the Halcrow backlog report 2007 (acceptable % of roads in the Red band greater than 100RCI) This survey has identified that 1.1% of Flintshire's Principal Network is within the red band. Future targets will be set within the Highways Asset Management Plan following consultation with members to ensure commitment to financially achievable levels of service.	✓	✓
235.2	THS/010 b	Percentage of: Non-principal/classified roads; that are in overall poor condition	Lower	1.50%	6%	12.285	396.262	3.10%	Incremental Target	This information is obtained from the annual scanner survey. The 6% target is based on the Halcrow backlog report 2007 (acceptable % of roads in the Red band greater than 100RCI) This survey has identified that 3.1% of Flintshire's Non-Principal Network is within the red band. Future targets will be set within the Highways Asset Management Plan following consultation with members to ensure commitment to financially achievable levels of service.	✗	✓

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Environment												
282.1	STS/005 a	The Cleanliness Index	Higher	72.10%	74%	1.467	2	73.40%	Maintenance Target	This is the second year of this performance indicator. This years figure of 73.4% is an improvement on last years result of 72.1%. The only way that this figure can be significantly improved is by providing additional resources.	✓	✗
230.2	STS/005 b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Higher	90.68%	92%	465	506	91.90%	Maintenance Target	This is the second year of this performance indicator. This years figure of 91.9% is an improvement on last years result of 90.68%. The only way that this figure can be significantly improved is by providing additional resources.	✓	✗
691	STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	Higher	89.37%	90%	707	746	94.70%	Not Categorised	Target Achieved. The use of a specific vehicle and crew have enabled the target to be achieved. This way of working facilitates the prompt removal of fly tipped waste and provides reassurance to Flintshire residents in keeping Flintshire streets clean. This indicator was amended for 2008/09 and as a result was not included in the 2008/09 target categorisation exercise. It was not recognised until recently that the outturn could be compared with the previous year's data.	✓	✓
692	STS/007	The percentage of reported fly tipping incidents which lead to enforcement activity	Higher	N/App	10%	123	746	16.50%	Not Categorised	NEW INDICATOR - In the first year of enforcement we have achieved this target. Flintshire County Council continues to work with the public, Local Member, North Wales Police and the Environment Agency, and will expect to improve again in next years performance.		✗
240.1	CMT/001	The percentage of total length of rights of way which are easy to use by members of the public	Higher	76.40%	77%	29.67	53.32	55.65%	Incremental Target	This indicator is based on a random 5% sample of the Rights of Way (ROW) Network. The survey showed a surprising downturn this year. Investment in the ROW network has been maintained. There is, therefore, a need to review these sample based results in more detail.	✗	✗

2008/09 Performance Data Outturns

Waste & Energy Management

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Waste Management												
244	WMT/001 b	The percentage of municipal waste reused and/or recycled.	Higher	18.79%	21%	17775.57	82638.689	21.51%	Maintenance Target	Target Achieved. Key objectives for 09/10 full roll out of cardboard kerbside collections, improvements to participation rates.	✓	✓
245.1	WMT/001 bii	The percentage of municipal waste: Composted or treated biologically in another way	Higher	14.04%	17%	12932.4	82638.689	15.65%	Maintenance Target	Exceed National target of 15%, however below target set internally. Due to weather and growing conditions. This will not be recorded separately from 2011 as it will be replaced by Food specific target.	✓	✗
247	WMT/002 b	The percentage of bio-degradable municipal waste sent to landfill.	Lower	62.67%	60%	33263	56681	58.68%	Maintenance Target	Target achieved by 1.32%. Target was set at 60% of Bio-degradable Municipal Waste (BMW) to be allowed to be sent to landfill. Key objectives to achieve next target is the introduction of Cardboard ks collections. Improvements to Recycling Parks to help divert more BMW such as wood, card, paper, textiles from landfill.	✓	✓
251	WMT/004	The percentage of municipal wastes sent to landfill	Lower	62.47%	58%	51830.59	89494.449	57.91%	Maintenance Target	Target Achieved, less waste sent to landfill, Landfill Allowance Scheme Regulations Wales set reducing targets year on year and various initiatives are being put in place both locally and regionally some of which will deliver local improvements, (see 247). Regional projects will deliver the medium to long term objectives Food Waste Hub Conwy County Borough Council, Denbighshire County Council and Flintshire County Council (target delivery 2012/13), North Wales Regional Waste Treatment Project 5 Partner North Wales Local Authorities (target project delivery 2013/15).	✓	✓
255	WMT/007	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted	Higher	64.54%	60%	11558.203	20363.553	56.76%	Maintenance Target	Overall performance below target. Individual site performance: Mold= 62.93%, Greenfield = 61.62%, Buckley = 56.59%, Flint = 55.90%, Hope = 53.65%, Queensferry = 51.08%, Connah's Quay = 50.21%, Saltney = 100% due to no general waste skip. Improvements needed at the smaller sites including increased stopping vehicles to meet and greet to ensure public know which skips to use. Increased awareness of importance of recycling at the sites.	✗	✗

2008/09 Performance Data Outturns

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Period Comments	Trend	Target
Energy Management												
683	EEF/002 a	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	Higher	N/A	3%	2550	18713	13.63%	Improvement Target	There was a 1.27% increase in absolute energy use, however 07/08 was colder than 06/07, hence the weather corrected figure of 13.63% (an improvement). Until we have a number of years equivalent data, trends will not be visible. The target was originally set to 29%, which was an 3% improvement on the previous year. From now on this indicator is based on an annual improvement target - 3%.		✓
684	EEF/002 bi	Percentage reduction in energy use in the housing stock	Higher	N/A	Not Set	31205395	262279942	11.90%	Not Categorised	The information requested by the Local Government Data Unit (LGDU) cannot be gathered by us or any other Authority as we would need to know every KWh used in every house in the County. The savings we have reported are a comparison between the savings made in the last two years, and is not a reflection of energy reduction, as it should be. To do this the year on year savings need to be compared to a baseline figure, not against the previous year. This will in future years produce figures that are positive in value i.e. appear as though our emissions/KWh consumption have increased when in fact they have reduced, but at a slower rate. This commentary has been passed to the LGDU.		
685	EEF/002 bii	Percentage reduction in carbon dioxide emissions in the housing stock	Higher	N/A	Not Set	7195.5	60740	11.85%	Not Categorised	The improvements have been achieved by action carried out on the authority's own housing stock and through work with partners in the public and private sectors to influence the actions of households throughout the county. This year's improvement is one of the highest to date and shows the impact of continued work in this area.		
716	IA3.1L1	(Improvement Agreement 3.1) Increase the average SAP rating in the council housing stock	Higher	59.96%	61.51%	Missing Data	Missing Data	61.72%	Improvement Target Improvement Agreement	Target exceeded for the year. This relatively modest target set for 2009/10 is because we have largely insulated the Authority's housing stock and therefore the scope for large gains in efficiency is now limited. It should be noted that outturn figures for this indicator are always one year in arrears.	✓	✓

2008/09 Performance Data Outturns

Performance Indicators not reported

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Explanation	Trend	Target
Housing Landlord Services												
65	HLS/006b	The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in temporary accommodation	N/App	N/App	N/App	N/App	N/App	N/App	N/App	We have no temporary accommodation		
276	HLS/012 aii	The total amount of rent arrears owed by current tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year: Temporary accommodation	N/App	N/App	N/App	N/App	N/App	N/App	N/App	We have no temporary accommodation		
278	HLS/012 bii	The total amount of rent arrears owed by former tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year: Temporary accommodation	N/App	N/App	N/App	N/App	N/App	N/App	N/App	We have no temporary accommodation		
69.1	HLS012 cii	The total amount of rent arrears owed by former tenants in the following types of accommodation which were written off as unrecoverable during the financial year as a percentage of the total rent collectable for the financial year: Temporary accommodation	N/App	N/App	N/App	N/App	N/App	N/App	N/App	We have no temporary accommodation		
333	Local PI	Reduce the average re-let times for: All Council homes from 92 days in 2007 to 64 days by 2010.	N/App	N/App	N/App	N/App	N/App	N/App	N/App	This indicator is the same as Ref 72 - HLS/014 but worded differently)		
Waste Management												
253	WMT/005	The percentage of municipal waste used to recover heat and power	N/App	N/App	N/App	N/App	N/App	N/App	N/App	We have no provision to recover heat and power from municipal waste)		
722	Local PI	The average number of calendar days taken to deliver a Disabled Facilities Grant for Children. To be confirmed after baseline established	N/App	N/App	N/App	N/App	N/App	N/App	N/App	In addition to the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) (Ref 124 - PSR/002) we are monitoring DFG's specifically for children		

2008/09 Performance Data Outturns

Improvement Agreement Performance Indicators to be baselined in 2009/10 therefore not reported

ID	Reference	Short Description	Direction of Positive Performance	Previous EoY Value	2008/09 Target	Numerator	Denominator	2008/09 Outturn Value	Target Classification	Explanation	Trend	Target
Energy												
717	IA3.1L2	3% Reduction in carbon emissions from Flintshire County Council public buildings.	Lower	N/App	N/App	N/App	N/App	N/App	Improvement Target Improvement Agreement	Baseline to be established in 2009/10.		
Housing and Homeless												
718	IA3.2L1	The number of void properties achieving zero defects on work undertaken	Higher	N/App	N/App	N/App	N/App	N/App	Improvement Target Improvement Agreement	Baseline to be established in 2009/10.		
Regeneration												
720	IA4.2L2	Identify baseline expectations for key business sectors utilising SERVQUAL methodology to assess satisfaction levels of support to businesses and reduce consumer risks 2009/10. (Stage 1)	N/App	N/App	N/App	N/App	N/App	N/App	Improvement Target Improvement Agreement	Baseline to be established in 2009/10.		
721	IA4.2L3	Develop targets for increasing satisfaction levels over by 5% per year over baseline identified in 2009/10. (Stage 2)	Higher	N/App	N/App	N/App	N/App	N/App	Improvement Target Improvement Agreement	Baseline to be established in 2009/10.		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: EXECUTIVE
DATE : 23 JUNE 2009
REPORT BY: CHIEF EXECUTIVE
SUBJECT : REGULATORY PLAN: MID YEAR REVIEW

1.00 PURPOSE OF REPORT

1.01 To provide a periodic mid year review on the management of the Regulatory Plan.

2.00 BACKGROUND

2.01 The Regulatory Plan for 2008/09 is prepared as a result of the Joint Risk Assessment for 2008/09 for work to be carried out during 2009/10. It was approved by the Executive in February 2009. The plan comprises external audit, performance audit and inspection work by the Wales Audit Office, PricewaterhouseCoopers, Estyn, Care and Social Services Inspectorate for Wales. The plan also includes national reports commissioned by the Auditor General for Wales in which the Council is expected to participate.

2.02 The work programme of the Regulatory Plan is monitored on a regular (usually bi-monthly) basis by the Wales Audit Office's Relationship Manager and the Chief Executive. The Executive will receive a monitoring report twice a year, with details of full reports and actions planned within three months of receipt of a final report. The role of Audit Committee is to:

- review the external auditor's proposed audit scope and approach for the current year; and
- receive all audit reports, and the Relationship Manager's Annual Letter and ensure that all agreed recommendations are implemented.

3.00 CONSIDERATIONS

3.01 The Regulatory Plan for 2008/09 is progressing in general according to the agreed timescales. A detailed progress report is provided as Appendix 1. Some delays in receipt of reports by the Wales Audit Office are being noted and will form part of an informal assessment of the regulatory activities.

3.02 The scheduled regulatory activities are subject to a detailed and inclusive scoping (issues analysis) meeting to reach agreement over the detail of the work to be undertaken and timescales.

3.03 During the past year there have been a number of changed ways of working which have better informed our regulatory programme and strengthened the ways in which we manage and are accountable for the plan. These include:

- production of the strategic assessment of risks and challenges;
- nominated senior project sponsors to lead, be accountable for and manage the regulatory work;
- scrutiny processes being developed to be more aligned to the Regulatory Plan; and
- the strengthening of the Executive Forward Work Programme to be more aligned with the regulatory work.

3.04 The improved processes for self-regulation and a reduction in the amount of regulatory work identified should contribute to a continued reduction in regulatory fees, provided that the Council demonstrates that risks are mitigated through its actions. The regulators are also being encouraged to identify efficiency savings from within their work programmes and also to be transparent in indicating the number of work days and costs of each piece of regulatory work. This information should provide the organisation with a better understanding of the cost and value of regulatory work.

4.00 RECOMMENDATIONS

4.01 Executive members to endorse the continuing improvement to the management of the Regulatory Plan and note the progress report against the 2009/10 Regulatory Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 Efficiencies in regulatory fees for the 2009/10 plan have been noted previously.

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 Consultation with the relevant Directorates will be undertaken as the work programme progresses.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation with relevant Directorates has taken place as part of the work programme.

12.00 APPENDICES

12.01 Appendix 1: 2009 Regulatory Plan Summary

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

Regulatory Plan 2007/08

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2008/09 REGULATORY PLAN SUMMARY

The 2008/09 Regulatory Plan refers to work identified in 2008/09 but which is carried out during 2009/10

2008/09 REGULATORY PLAN (work undertaken in 2009/10)	
PRICEWATERHOUSE COOPERS	
Housing Repairs	Field work planned June - July 09; this may be impacted by the re-recruitment of the Head of Housing.
VFM Conclusion	Field work planned – September - November 09.
Medium Term Financial Strategy	Issues Analysis meeting held August 08. Draft report issued March 09 being considered by Finance. Plan for PwC report to be presented with the next finance report in early August 09.
Wales Programme for Improvement	Field work June - October 09. Focus on audit of National performance indicators and the Councils arrangements and capacity for effective performance management.
Development Control	Field work planned September - November 09.
WALES AUDIT OFFICE	
Housing and Council Tax Benefits – Review of Overpayments – All Councils	Field work to commence end June 09.
Streetscene	Field work planned June - August 09. Can now progress with the appointment of Project Manager.
Reduction in Energy Usage	Field work planned September - November 09.
Social Services – PARIS – To include Conwy CBC and Denbighshire CC	Field work planned September - February 2010.
Leisure	Strategy approved provisionally April 09. Meeting to be held with Wales Audit Office August 09 to agree scope of further work.
Waste Management	The project is now in two parts – i) Local ii) Regional Partnership. Wales Audit Office to attend summer Partnership Board and Project Board meetings.
Implementation of Regulators' Recommendations	Outcomes from summer 08 field work to be included in the Good Governance work below (Auditor General Wales – Local Government Studies Programme).

2008/09 REGULATORY PLAN SUMMARY

JOINT WALES AUDIT OFFICE/PRICEWATERHOUSE COOPERS	
Housing Strategy and Stock Options	Issues Analysis July 08. At a board meeting in January 09 it was recommended and agreed to proceed to ballot. This decision was endorsed by Council in February, 09. Future work to be scoped and timing agreed taking into account the new Board and project plan.
Joint Risk Assessment and including Improvement Agreements	Relationship Manager's sign off to Council January 09. Draft Improvement Agreement agreed by Executive February 09. WAG endorsement received April 09. Final Improvement Agreement to Executive June 09. Awaiting WAO's role in monitoring and reporting arrangements. JRA reviewed periodically with WAO and PwC reflecting the Council's Strategic Assessment of Risks and Challenge reviews.
Human Resources Strategy/Organisational Change and Design – Phase 2	Field work March – October 09.
Adult Mental Health Services – WAO Mandated Study	Local field work complete. Local reports planned October 09.
AUDITOR GENERAL WALES – LOCAL GOVERNMENT STUDIES PROGRAMME - NATIONAL REPORTS	
Good Governance	National survey being undertaken. Council have provided Governance documents to WAO to determine if survey or partial survey still needs to be undertaken.
Making and Delivering the Connections 2 Asset Management (Phase 2) – Buildings Management	Field work planned April 09. Issues Analysis has been agreed. Draft report planned Autumn 09.
Good Practice: Smarter Ways of Working	WAO to provide support in drafting Managers' Guide to revised HR policies.
AUDITOR GENERAL WALES – FORWARD WORK PROGRAMME – NATIONAL REPORTS	
Delayed Transfers of Care – follow-through Based on Cardiff and Gwent Health Communities	No information.
Affordable Housing	No information.

2008/09 REGULATORY PLAN SUMMARY

Roll-Out of the 2007-2013 Funding Round	No information.
Nutrition in Schools	No information.
Waste Management – Follow-up	No information.
Child and Adolescent Mental Health Services	In partnership with Healthcare Inspectorate Wales. Revised completion date for National report June 09.
Sustainable Development – Business Decision-Making	Revised completion date for National report July 09.
Management of Coastal Erosion and Tidal Flooding Risks in Wales	Revised completion date June 09.
Capital Investment in Schools	Revised completion dated for National report August 09.
Education of Looked After Children	National report planned Summer 09.
Emergency Planning – Civil Contingencies Act	National report planned Summer 09.
Communities First	National report planned Spring/Summer 09.
Major Transport Projects	In progress.
CARE AND SOCIAL SERVICES INSPECTORATE FOR WALES (CSSiW)	
Care Homes Inspection - Provider Services	Unannounced visits
Registered Domiciliary Agency Inspection	Unannounced visits
Fostering Inspection	Field work planned January - February 2010.
Adoption Inspection	All Wales three year timetable for integrated permanence and adoption inspections – not yet finalised.
Annual Performance Evaluation	To be replaced by new annual reporting framework.
ESTYN	
Inspection of Strategic Management, Additional Learning Needs, Social Inclusion, Access and School Organisation and Support Services	Final report received April 09 and is included on the Executive Forward Work Programme to be presented June 09.

2008/09 REGULATORY PLAN SUMMARY

OUTSTANDING WORK FROM 2007/08 PROGRAMME (work undertaken in 2008/09)			
PRICEWATERHOUSE COOPERS			
Inspection / Audit Activity	Current Status of Activity	Improvements and strengths identified	Further developments needed
Planning	Follow up report received October 08. Detailed report to be received by Executive Spring/Summer 2009.	High levels of sickness absence in Development Control have improved. A suitable department and workload structure is now in place. Minors team review is working better under the Acting Team Leader	Investigation into root cause of high levels of absence and development action plan established. A modest increase in the number of planners should be considered. More effective use of Team Leaders can be made by freeing them up from current large case load.
Contractor Functions	Detailed report received by Executive and Audit Committee January 09. To be considered by appropriate Overview and Scrutiny Committees as part of their Forward Work Programme starting with People and Performance Joint Scrutiny meeting June 09. Executive to receive response to report in July 09.		
OUTSTANDING WORK FROM 2006/07 PROGRAMME (work undertaken in 2007/8)			
WALES AUDIT OFFICE			
Homelessness & Affordable Housing	Final report received November 07. Detailed report to be received by Executive Spring/Summer 09.		
PRICEWATERHOUSE COOPERS			
Housing Repair Service – Follow up Public Interest Report	Final report received December 07. Report received by Executive June 09.		
Private Sector Housing Grants – Follow Up	Final report received September 07. Detailed report to be received by Executive Spring/Summer 09.		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **MID YEAR STRATEGIC PARTNERSHIP PERFORMANCE -**
 SUMMARY

1.00 PURPOSE OF REPORT

1.01 For Executive to have a mid year overview of:

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

2.00 BACKGROUND

2.01 Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. It is important that members are aware of each of the partnership's priorities and work programmes.

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

- Children & Young People's Partnership and Plan – 2008 to 2011
- Community Safety Partnership and Strategic Plan 2008 to 2011
- Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy – 2008 to 2011
- Regeneration Partnership
- Voluntary Sector Compact

Collectively, the LSB and these Strategic Partnerships are known as 'Flintshire in Partnership'.

2.03 These five Strategic Partnerships exist for a number of reasons:

- statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership;
- national agreement i.e. Voluntary Sector Compact; and
- local agreement to ensure a more strategic and integrated approach, i.e. Regeneration Partnership.

- 2.04 On 13 May the draft Community Strategy vision for Flintshire was presented to Executive. It has been drafted on a basis of partnership and negotiation to, in part, support and complement the vision and priorities in the other Strategic Partnership Plans.
- 2.05 The last summary on strategic partnership performance was reported to Executive in December 2008.

3.00 CONSIDERATIONS

3.01 Children & Young People's (CYP) Plan – 2008 to 2011

The Local Authority has a statutory duty to publish a plan setting out its strategy for discharging its functions for children and young people as required by Section 26 Children Act 2004. The current Plan was developed by the Children and Young People's Partnership, in consultation with stakeholders. A comprehensive needs assessment and public engagement and consultation were also undertaken to inform the Plan.

This Plan was approved by the Executive, Flintshire Local Health Board, North East Wales NHS Trust in June/July 2008, and will be adopted by the County Council in July 2008.

Current Key Priorities

- Support Parenting
- Reduction of behaviour and/or conditions that put children and young people at risk
- Supporting vulnerable individuals and groups
- Safeguarding children and young people
- Raising children and young people's attainment in learning settings
- Inclusion of all children and young people
- Reducing the impact of poverty and deprivation
- Workforce Development - to maintain a skilled, competent and knowledgeable workforce
- Information to be more available and accessible to all

Progress Made in the last 12 months

1. The full CYP Plan and all supporting documents have now been published bilingually on Young Flintshire and partner websites, and are also available on CD
2. A Young Person friendly summary version of the CYP Plan has been produced with young people at the Flintshire Youth Forum and Deeside College
3. The Fynnon performance management system has been developed to monitor progress on the plan

4. Recruitment of new Children & Young People's Partnership Co-ordinator
5. Launch of TXT Flintshire Text Messaging service
6. Word on the Street (WOTS) Advocacy Service launched

Key Milestones for the next 12 months

1. Awaiting WAG confirmation on implementation of the Common Assessment Framework
2. Awaiting guidance from WAG on undertaking the mid-term review of the Plan
3. Raising awareness of the plan via innovative methods, including drama. This will contribute to the review and also to the development of a Plan beyond 2011

3.02 Community Safety Strategic Plan – 2008 to 2011

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

Collectively, these bodies make up the Community Safety Partnership, along with the Probation Service and Voluntary Sector Representatives, and each year they are required to produce a 'Strategic Assessment' and a Strategic Plan.

The Strategic Plan was approved by the Executive in October 2008.

Current Key Priorities

- Violent Crime
- Domestic Abuse
- Volume Crime
- Anti Social Behaviour
- Alcohol Related Crime
- Community Reassurance
- Road Safety
- Prolific and Other Priority Offenders

Progress made in the last 12 months

1. Completion of Strategic Assessment, 2008/09 - April 2009
2. Completion of Strategic Plan 2008/11 - September 2008
3. Community Safety Public Meeting – March 2007
4. On-going consultation with the community
5. Review and co-location of Community Safety Team - Ongoing
6. Doorstep Crime Conference – January 2009

7. Divisional Commander's Commendation – October 2008
8. Production of Community Fact Sheet – June 2009
9. Commissioning of Communities that Care Survey
10. Review of CSP funded projects
11. Creation of a Young Persons' Drug and Alcohol Team

Key milestones for the next 12 months

1. Co-location of Community Safety Team
2. Development of a Commissioning Framework
3. Revision of the Strategic Plan
4. Distribution of the Community Safety Fact Sheet
5. Ongoing consultation
6. Review of Domestic Abuse Action Plan
7. Review of Substance Misuse Action Plan
8. Dissemination of 'Communities that Care' findings

3.03 Good Health, Good Care Strategy – 2008 to 2011

Current Key Priorities

- Health improvement and protection
- Social inclusion – people with a disability
- Carers
- Older people with a mental health problem
- Chronic conditions
- Access to services

Shared priorities with Children and Young People's Partnership

- Mental health of children and young people
- Transition for young people into adult services

Progress made in the last 12 months

Health improvement and protection

1. A WAG funded Appetite for Lifeproject to increase uptake of healthy school meals commenced September 2008.
2. An innovative project to prevent malnutrition amongst older people in the community began in March 2009.
3. Funding secured until 2011 for the successful C-Card (condom distribution) scheme.
4. Development of Flintshire County Council's draft Leisure Services strategy 2009-2014.
5. Series of public health skills sessions delivered to Communities First staff and Board members.

Social inclusion – people with a disability

1. A new intensive support team (complementing existing Mental Health services) has been implemented as a 'needs led' service to help individuals with the development of skills and confidence to manage a range of tasks in their own home.
2. Disability Social Work Teams have implemented person centred assessments, action plans and reviews which identify appropriate activity, training or re-training or employment as part of the care pathway for the individual.

Carers

1. The number of carers supported is now 1891 - an increase in the last year of 37%.
2. Referrals from GP surgeries, community hospitals and the voluntary sector is increasing, demonstrating an increased awareness of the needs of carers from these services.
3. The development of a Primary Care Facilitator post has continued to build on the service with the provision of the holistic therapies and Carer Support groups at surgeries. The Local Health Board has worked with the facilitator to develop a Young Carer protocol for GP practices. A pilot project of delivering counselling and life style coaching from within two GP practices has also been successful.
4. Evaluation of the Community Hospital posts has shown that Carers feel that this service has made a difference to them at the point of discharge and helped to prevent re-admission into hospital.

Older people with a mental health need

1. Flintshire Local Health Board funded a pilot project to establish whether a new service to support older people and adults with mental health problems through the GP Practice can be successful. The project will provide dedicated practice based Mental Health workers throughout Flintshire and be supported by counselling services and computer based Cognitive Behavioural Therapy.
2. A new Living Well project has been set up to explore ways of helping people with dementia to remain living at home for as long as is right for them.

Chronic conditions

1. There has been an increase in the range, number and mode of delivery of self management programmes/initiatives.
2. In order to embed the Expert Patient Programmes within primary

- care, funding has been provided for staff within General Practices to be trained to deliver the Diabetes Expert programme.
3. Flintshire LHB is participating in the 1000 lives campaign - a component of which is improved identification/clinical management of heart failure patients in primary care.
 4. A community diabetes service has started in Deeside. This new and enhanced service aims to support and increase skills of primary and community staff in the effective and evidence based care of people with diabetes. A Diabetes specialist nurse has been appointed to work within the community of Deeside.
 5. A new weekly consultant led, multidisciplinary clinic is now held in Deeside hospital for residents with diabetes.
 6. Flintshire LHB have now appointed a total of 9 case managers to work within 3 localities in Flintshire with patients with complex chronic conditions to reduce exacerbations of condition and unplanned admissions to secondary care.
 7. Flintshire Local Health Board has commissioned an enhanced service for patients with Chronic Obstructive Pulmonary Disorder.

Access to Services

1. Flintshire County Council Leisure services introduced "Actif plus" in April 2008, which enables disabled people to take a personal assistant in to leisure activities free of charge.

Shared Priorities with the Children and Young People's Plan

Transition

1. Scoping and options appraisal exercises were completed in 2008 following which the establishment of a multi agency Strategic Management Board, a Transition Implementation Group and a revised Multi Agency Transition Panel /Identification Panel.
2. The purpose of the Transition Implementation Group is to:
 - a. develop quality standards and introduce those standards into operational practice;
 - b. develop local performance indicators and monitoring procedures;
 - c. undertake an annual review of the Transition Protocol for sign off by the Transition Strategic Management Board; and
 - d. communicate progress to staff teams.

Key milestones for the next 12 months

A key challenge for the future implementation of the strategy will be to ensure systems are in place to retain the focus on the outcomes identified within the Good Health, Good Care Strategy, within the context of the changes to both the National Health Service and National Public Health Service in Wales.

1. Further develop the content and promote use of the 'Health Challenge Flintshire' website and development of the Health Challenge Flintshire "brand".
2. Increase opportunities for training / developing core health improvement skills in people working in all agencies.
3. Ensure resources are available to support the implementation of the key health improvement plans of the county.
4. Strengthen the role of all organisations and sectors (including businesses, pharmacies, and non-statutory providers) in supporting the health improvement agenda.
5. A new social inclusion partnership to be established in Spring 2009.
6. It is proposed to continue to develop the Life Coaching Skills programme for carers in 2009/10 as a more cost effective alternative to the counselling service.
7. Linking in further with funded community training projects such as the Rural Outreach Training Programme run by FLVC and community health initiatives to provide Carers with more diverse options for promoting their health, well being and social inclusion.
8. Two new posts will be developed from May 2009 including a part time post to work with Carers currently in employment or wishing to return to employment, education or life long learning, and a post to specifically support the needs of Carers caring for a person with Dementia who are recognized as having a continual health care need.
9. A new Crisis Resolution Home Treatment Service for older people with a mental health need will be funded to cover the Flint and Holywell from 2009 in response to a previous gap in service for residents within those areas.
10. There are plans to merge the Flintshire Steering Group for chronic conditions management with Wrexham to view over a wider area – a local Implementation groups will continue to focus on local needs.
11. A Local Delivery Plan for Chronic Conditions has been developed across North Wales.
12. A mapping exercise currently being undertaken of all preventative services and will be used to inform future planning and service developments.
13. To consider and respond to the evaluation of the use of a standardised Chronic Obstructive Pulmonary Disorder (COPD) template which is currently being used by five practices in Flintshire.
14. To develop of a self management programme for people following a stroke.

3.04 Regeneration Partnership

The Flintshire Regeneration Partnership was established in September 2005 to bring together the wide range of organisations and initiatives involved in regeneration to ensure a more strategic and integrated approach.

In 2006, the Partnership agreed a set of strategic priorities around which a work programme could be based. The Partnership is being revised with a renewed strategy.

Current Key Priorities

- To increase the competitiveness of Flintshire through the development of workforce skills and through an increase in the level of economic activity.
- To increase the competitiveness and productivity of businesses in Flintshire.
- To improve the physical environment of Flintshire for businesses, residents and visitors.
- To develop a balanced offer of sites and accommodation for business use.

Progress made in the last 12 months

1. Delivered partnership employment projects contributing towards Employment Strategy (ongoing).
2. Rural Development Plan funding secured for employment action teams and youth bursaries (June 2008).
3. Hosted second Flintshire Business Week (September 2008) – more than 2000 attendees.
4. Feasibility Study for a new 'Advanced Manufacturing Centre' completed.
5. Rural Development Plan funding secured for tourism business quality improvement grants and mentoring (June 2008).
6. Delivered Town Action Plan projects worth £238,000 in Flintshire towns (March 2009).
7. Completed year three Physical Regeneration Funding at Flint Castle Park (March 2009).
8. Rural Development Plan funding secured for a number of projects to improve the environment in rural Flintshire (June 2008).
9. Completed town centre health checks study (June 2008).
10. Implementation of Townscape Heritage Initiative in Holywell and Flint (ongoing).
11. Completed master plan for Flint Castle Park (September 2008).
12. Completed review of employment land (March 2009).
13. Over £225,000 secured for projects in the Communities First neighbourhoods (April 2009).

Key milestones for the next 12 months

1. Completion of Regeneration Strategy (July 2009).
2. Secure European funding for Employment Strategy projects (October 2009).

3. Develop Town Action Plans (March 2010).
4. Implement early Town Action Plan projects (Ongoing).
5. Start preparation for RDP 2011 business plan (October 2009).

3.05 **Voluntary Sector Compact**

The Compact is a way to supporting collaboration between statutory bodies and the voluntary (or third) sector. It was originally established as a national agreement between central government and the voluntary and community sector in 1998. In 2008, the Flintshire Compact agreed a rolling forward work programme.

Current Key Priorities

1. Collaborative approaches to attracting funding into Flintshire.
2. Development of a Third Sector Forum.
3. Joint approaches to consultation and community engagement.

Progress Made in the last 12 months

1. An Employee Volunteering Policy has been developed by Flintshire County Council and will be piloted during 2009/10. It is hoped that up to 100 members of staff will apply to volunteer during this time.
2. From the Grants Management workstream, a model Core Funding Agreement (CFA) was developed in consultation with four key voluntary organisations and will be used with all organisations, including joint arrangements with the Local Health Board (LHB). For the purposes of these agreements core funding is defined as the resource which supports the core management and administrative functions of an organisation and allows it to oversee and develop projects and services to achieve its mission. There are now 24 three year CFA's in place and 3 one year agreements.

Key Milestones for the next 12 months

Work will continue on the above workstreams.

4.00 RECOMMENDATIONS

- 4.01 That Executive note the mid year review of the Strategic Partnerships and support the key priorities and the work programmes to achieve them.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 The Strategic Plans will be subject to an Equalities Impact Assessment and its findings will be used to inform their implementation.

9.00 PERSONNEL IMPLICATIONS

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

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 None required.

12.00 APPENDICES

12.01 None.

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

None.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2008/09 (MONTH 12)**

1.00 EXECUTIVE SUMMARY

- 1.01 The report updates members on the Council's financial position for 2008/09 in respect of the General Fund and the Housing Revenue Account.
- 1.02 Members are requested to note the projected net underspend of £0.043m (overspend of £0.280m at month 11) on the General Fund and the projected overspend of £0.265m (£0.376m at month 11) on the Housing Revenue Account.
- 1.03 The estimated Contingency Sum available at 31st March 2009 (above the base level of £5.112m) is £1.646m (para 4.02) which is £0.762m more than when the 2009/10 budget was set.
- 1.04 Taking into account the projected overspend of £0.265m on the Housing Revenue Account the level of balances at 31st March 2009 will be £0.985m which at 4.4% is higher than the recommended level (para 5.08). This is £0.511m more than was assumed when the 2009/10 budget was set.

2.00 PURPOSE OF REPORT

- 2.01 To provide members with the most up to date revenue budget monitoring information (Month 12) for the General Fund and the Housing Revenue Account.

GENERAL FUND

- 2.02 The table below shows an in-year underspend of £0.043m compared to a projected overspend of £0.280m reported at month 11.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 11	Month 12	Month 11	Month 12	Month 11	Month 12
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	48.176	48.580	(0.021)	(0.427)	(0.692)	(0.888)	0.671	0.461
Community & Housing	15.431	14.432	(0.164)	(0.191)	0.022	(0.007)	(0.186)	(0.184)
Lifelong Learning	104.216	105.556	1.186	0.885	0.640	0.593	0.546	0.292
Environment	17.089	17.417	1.095	1.295	0.745	0.795	0.350	0.500
Support Services								
Chief Executive	0.772	0.785	0.001	0.001	0.001	0.001	-	-
Corporate Strategy	8.336	8.788	(0.012)	(0.015)	(0.012)	(0.015)	-	-
Financial, Legal & Democratic Services	7.205	7.294	(0.170)	(0.233)	(0.170)	(0.233)	-	-
Clwyd Theatr Cymru Contribution	1.001	1.001	-	-	-	-	-	-
Total Services	202.226	203.853	1.915	1.315	0.534	0.246	1.381	1.069
Central and Corporate Finance	25.915	24.288	(1.635)	(1.358)	(1.635)	(1.358)	-	-
Total	228.141	228.141	0.280	(0.043)	(1.101)	(1.112)	1.381	1.069

2.03 The Original Budget column reflects the budget approved by Council on the 4th March 2008. The Revised Budget column reflects in-year virements which have been approved in compliance with Finance Procedure Rules. Appendix 1 gives further analysis of the above net figures showing separately the total expenditure and total income for each Service. Appendices 2-10 detail directorate variances compared to the revised budget in budget book format.

2.04 The Organisational Re-Design Programme is being implemented in a phased process which means that the disaggregation of budgets has not yet been undertaken. Due to this, the figures mainly reflect the previous structure, with the exception of Children's Services which is now included within Community Services. The monitoring report will be changed to reflect changes as and when they occur.

2.05 The net projection can be grouped into underspends and overspends over ringfenced and non-ringfenced budgets as follows:-

	Mth 11 £m	Mth 12 £m	Variance £m
Non Ringfenced			
(Underspends)	(2.509)	(2.501)	0.008
Overspends	1.408	1.389	(0.019)
	(1.101)	(1.112)	(0.011)
Ringfenced			
Overspends/(Underspends)	1.381	1.069	(0.312)
General Fund Revenue Account in-year (under)/ overspend	0.280	(0.043)	(0.323)

Significant New Variances

Community Services - Residential Services (Older People Services) – Underspend of £0.573m (£0.466m at Month 11)

- 2.06 Within Month 12, additional income from client contributions has been received which have been at a higher level than anticipated. This, in addition to lower expenditure on Long Term Nursing Care due in part to both Continuing Health Care and reduced periods in long term care has contributed to the increase in the underspend.

Community Services - Out of County Pooled Budget - Overspend of £0.528m (£0.702m at Month 11)

- 2.07 The projected overspend on Children's Out of County Placements has decreased by £0.174m from Month 11 to £0.528m, with £0.125m of the decrease being due to an increase in the contribution from the Local Health Board. This is a result of the ongoing analysis of all joint funded placements. An amount of £0.049m relates to credit notes that have been received for 3 placements relating to previous overpayments. The officer task and finish group established to take forward the issues identified in the Executive Report of 29th October 2008 are now concentrating on three discreet workstreams with allocated leads and end dates.

Community Services - Business Services Income - Underspend of £0.386m (£0.299m at Month 11)

- 2.08 The increase in the underspend reflects additional property income from service users who have been identified as eligible to pay charges within month 12. Prior to this, considerable work has been undertaken to confirm the financial contributions of service users.

Community & Housing (now Environment) - Sustainable Waste Management - Underspend of £0.068m (Overspend of £0.002m at Month 11)

- 2.09 The monthly variance is due to much higher year end stock balances than previously forecast.

Community & Housing (now Environment) - Administrative Buildings - Overspend of £0.136m (£0.068m at Month 11)

- 2.10 The monthly variance in position is mainly due to increased Legionella Monitoring Costs of £0.032m and additional utility costs of £0.033m.

Lifelong Learning - Out of County Pooled Budget - Overspend of £0.292m (£0.546m at Month 11)

- 2.11 The Officer and Task Group established to take forward the issues identified in the Executive Report of 29th October 2008 are now concentrating on three discrete workstreams with allocated leads and end dates (see also para 2.07). Initial analysis of casework, protocols, and systems has had a positive impact on the month 12 position.

Lifelong Learning - Pupil/Student Transport – Nil Variance (Overspend of £0.142m at Month 11)

- 2.12 There is an increase in the transport charges projection of £0.065m (to £0.207m) on School/Pupil Transport due to delays in contractual changes. Previous projections had anticipated that these savings would also negate the impact of the timing of Easter (there were 204 school days in 2008/09 compared to 187 in 2007/08 and 193 in 2009/10). An amount of £0.490m has been held centrally within non-standard inflation and the projected overspend amount of £0.207m has now been transferred to the Lifelong Learning Directorate (para 3.02 refers).

Environment - Winter Maintenance – Overspend of £0.500m (£0.350m at Month 11)

- 2.13 The weather during last winter was considerably worse than the previous year; turnouts totalled 98 in 2008/09 compared to 62 in 2007/08, with commensurate impacts upon salt and fuel consumption. It is now estimated that the winter maintenance budget will be overspent by at least £0.500m. The main reasons for the change since last month are : the time lap of costs being updated from January and February; severe conditions still experienced during March; and the requirement to re-stock salt quantities in March to ensure the Council's ongoing ability to maintain gritting services, should the bad weather have continued

Environment - Land Drainage Works - Overspend of £0.040m (Underspend of £0.020m at Month 11)

- 2.14 The requirement to complete a major drainage works scheme at Talacre Roundabout and the surrounding neighbourhood has led to additional costs of £0.040m which were not known at Month 11.

Central & Corporate - Corporate Other - Underspend of £0.927m (£1.176m at Month 11)

- 2.15 The revised projected outturn of £5.438m reflects a decrease in the underspend on non standard inflation for school transport of £0.207m (para 2.12 refers) and energy of £0.042m (para 3.02 refers).

REQUESTS FOR CARRY FORWARD

2.16 There have been various requests to carry forward funds into 2009/10 and these are summarised in the table below:-

Detail	Amt £m	Reason
<u>Community Services</u>		
Paris Social Care Business System	0.543	Continue implementation of system
Social Services Qualification Targets	0.123	To assist with recruitment and retention of staff
<u>Community & Housing (now Environment)</u>		
Essential Refurbishment works – Phase 1, 1 st Floor County Hall	0.045	Works to be undertaken 2009/10
Sandycroft CA site	0.055	CERA Contribution
<u>Environment</u>		
Regeneration Service - Contingency	0.062	Current economic downturn/reducing occupancy levels.
Contaminated Land Officer – consultancy support	0.015	New schemes/attract WAG funding
Empty Dwellings Management Orders	0.010	To be progressed 2009/10
Highways Asset Management Plan	0.035	Further populate with inventory data
<u>Corporate Services</u>		
Biennial Workforce & Household Survey	0.019	Surveys now to be undertaken 2009/10
Essential Refurbishment works – Phase 1, 1 st Floor County Hall	0.061	Works to be undertaken 2009/10
Total	0.968	

3.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

NON STANDARD INFLATION

3.01 Included in the budget is an amount of £2.606m, which, as in previous years is being held centrally until the actual need is known.

- 3.02 The projected underspend on the energy allocation £1m has reduced from £0.334m to £0.292m due to a number of late invoices being received from the Council's previous energy supplier. The projected underspend on school transport has reduced from £0.490m to £0.283m following the release of £0.207m to the Lifelong Learning Directorate (see para 2.12)
- 3.03 The amount remaining of £0.575m is included in the projected underspend within central and corporate.

CENTRAL CONTINGENCIES

- 3.04 The budget for 2008/09 included £0.269m in respect of Central Contingencies. It was agreed that these items be held centrally and only allocated out to services when the actual increase in cost is known. All of the allocation has now been transferred to the relevant directorate and have been previously reported.

4.00 UNEARMARKED RESERVES

- 4.01 A further amount of £0.025m has been committed from the Contingency Reserve to reflect the total estimated project management costs associated with the Street Scene Review.
- 4.02 The amount of un-earmarked reserves brought forward into 2008/09 and the current projected amount available for delegation to Executive is detailed below.

	£m	£m
Un-earmarked Reserves as at 1 April 2008		10.737
Less – Base Level (Includes increase as per budget report 2008/09)		<u>5.112</u>
Amount Available for Delegation to Executive		5.625
<u>Less other approvals in 2008/09 budget report</u>		
One – Off expenditure	(1.901)	
Contribution to Capital Programme	<u>(1.000)</u>	
		<u>(2.901)</u>
Contingency Reserve at 1 st April 2008		2.724
Less In-year approvals previously reported		<u>(1.096)</u>
		1.628
Less Project Management Costs (4.01)		(0.025)
Add Month 12 Underspend		<u>0.043</u>
Amount Remaining		1.646
<u>2009/10 Budget</u>		
Review of earmarked reserves	1.385	
Review of 2008/09 budget monitoring	<u>0.869</u>	
		2.254
Funding of one-off pressures	(2.097)	
Increase in Base Reserves	<u>(0.157)</u>	
		<u>(2.254)</u>
Level of Contingency Reserve at 31 st March 2009 (above base level of £5.112m)		1.646

4.03 The amount remaining of £1.646m is £0.781m more than was anticipated when the 2009/10 budget was finalised.

5.00 HOUSING REVENUE ACCOUNT

5.01 On 19th February, 2008, the Council approved a Housing Revenue Account budget for 2008/09 of £22.613m.

5.02 The budget provided for a closing balance at 31st March, 2009 of £0.986m which at 4.36% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

- 5.03 Since the 2008/09 budget was agreed, the accounts for 2007/08 have been closed and the closing balance at the end of 2007/08 was £1.342m which was £0.264m higher than the estimate of £1.078m. This has the effect of increasing the opening balance for 2008/09 by the same amount.
- 5.04 The projected revenue account and the use of balances for 2008/09 are set out in Appendix 11 and the reasons for significant variances from last month are shown in the following paragraphs.

Significant New Variances

Building Maintenance Trading Account - Overspend of £0.179m (£0.314m at Month 11)

- 5.05 The income at month 12 shows an improvement of £0.242m over month 11. A prudent approach was taken at month 11 on income projections due to the high levels of estimated income held within the ticket backlog. Additional savings of £0.075m on subcontractors have been achieved at month 12 as work intended for subcontractors was completed in-house. These savings have been partially offset by an increased spend of £0.105m on supplies due to the additional work undertaken in-house and also increased costs as a result of the IBS Supplies system fix. A further £0.077m was also incurred on transport due to higher than anticipated lease and maintenance costs.

Repairs and Maintenance - Overspend of £0.196m (£0.086m at Month 11)

- 5.06 There is an adverse variance of £0.110m over month 11 with the client account showing an overspend position of £0.196m. Month 11 contained £1m of projected expenditure subject to uplift as a result of the ticket backlog. Final figures show slightly higher uplift values than anticipated at month 11 resulting in the final overspend position. This overspend is reflected in the improved income received on the BMTA.

Finance and Support - Overspend of £0.112m (£0.168m at Month 11)

- 5.07 The improved position of £0.056m is due to a number of Jasmine Crescent compensation payments being deferred into 2009/10 in addition to lower than anticipated consultancy costs.
- 5.08 The net effects of the revised balance brought forward and the projected outturn is that there would be balances in hand at the end of the year of £0.985m (budget £0.837m) which at 4.4% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance of £0.985m is also £0.511m more than was assumed when the 2009/10 HRA budget was finalised.

6.00 RECOMMENDATIONS

- 6.01 Members are recommended to:-
- a) Note the overall report.

- b) Approve the requests for carry forward identified in para 2.16.
- c) Note the General Fund Contingency Sum available as at 31st March 2009. (Section 4).
- d) Note the projected final level of balances on the Housing Revenue Account. (para 5.05)

7.00 FINANCIAL IMPLICATIONS

7.01 The financial implications are as set out in Sections 2.00 – 5.00 of the report.

8.00 ANTI-POVERTY IMPACT

8.01 None.

9.00 ENVIRONMENTAL IMPACT

9.01 None.

10.00 PERSONNEL IMPLICATIONS

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 General Fund Variances - Appendices 1-11.

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

Month 12 Monitoring Papers

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APPENDIX 1

EXPENDITURE	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 11	Month 12	Month 11	Month 12	Month 11	Month 12
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	61.453	62.189	2.622	1.897	1.951	1.436	0.671	0.461
Community & Housing	34.204	33.459	1.409	1.362	1.595	1.546	(0.186)	(0.184)
Lifelong Learning	129.496	130.485	4.746	5.898	4.200	5.606	0.546	0.292
Environment	38.903	32.230	0.540	0.785	0.190	0.285	0.350	0.500
Support Services								
Chief Executive	0.783	0.809	(0.001)	(0.007)	(0.001)	(0.007)	-	-
Corporate Strategy	11.175	11.556	(0.234)	(0.042)	(0.234)	(0.042)	-	-
Financial, Legal & Democratic Services	42.710	42.996	0.670	0.306	0.670	0.306	-	-
Clwyd Theatr Cymru Contribution	1.001	1.001	0.179	0.179	0.179	0.179	-	-
Total Services	319.725	314.725	9.931	10.378	8.550	9.309	1.381	1.069
Central and Corporate Finance	32.659	32.095	(1.877)	(1.600)	(1.877)	(1.600)	-	-
Total Expenditure	352.384	346.820	8.054	8.778	6.673	7.709	1.381	1.069
INCOME								
Direct Services								
Community Services (Exc Housing)	(13.277)	(13.609)	(2.643)	(2.324)	(2.643)	(2.324)	-	-
Community & Housing	(18.773)	(19.027)	(1.573)	(1.553)	(1.573)	(1.553)	-	-
Lifelong Learning	(25.280)	(24.929)	(3.560)	(5.013)	(3.560)	(5.013)	-	-
Environment	(21.814)	(14.813)	0.555	0.510	0.555	0.510	-	-
Support Services								
Chief Executive	(0.011)	(0.024)	0.002	0.008	0.002	0.008	-	-
Corporate Strategy	(2.839)	(2.768)	0.222	0.027	0.222	0.027	-	-
Financial, Legal & Democratic Services	(35.505)	(35.702)	(0.840)	(0.539)	(0.840)	(0.539)	-	-
Clwyd Theatr Cymru Contribution	-	-	(0.179)	(0.179)	(0.179)	(0.179)	-	-
Total Services	(117.499)	(110.872)	(8.016)	(9.063)	(8.016)	(9.063)	-	-
Central and Corporate Finance	(6.744)	(7.807)	0.242	0.242	0.242	0.242	-	-
Total Income	(124.243)	(118.679)	(7.774)	(8.821)	(7.774)	(8.821)	-	-
Net Expenditure	228.141	228.141	0.280	(0.043)	(1.101)	(1.112)	1.381	1.069

COMMUNITY SERVICES (EXCLUDING HOUSING)

APPENDIX 2

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Children's Services					
-8	Children's Training	119	181	177	(4)	4
11	Family placement	1,526	1,475	1,489	14	3
-2	Grants	162	125	127	2	4
25	Family Support	290	281	286	5	(20)
-1	Prevention and Support	75	116	96	(20)	(19)
-253	Other Residential	709	709	458	(251)	2
-56	Professional Support	5,553	5,586	5,496	(90)	(34)
-1	Youth Offending Team	376	393	392	(1)	-
40	Special Investigation	38	-	69	69	29
(245)	Sub-Total - Children's Services	8,848	8,866	8,590	(276)	(31)
	Services for Older People					
(18)	Community Re-enablement	380	381	348	(33)	(15)
18	Day Services	1,216	1,205	1,219	14	(4)
(32)	Intermediate Care Beds	155	155	120	(35)	(3)
139	Domiciliary Support	6,435	6,435	6,587	152	13
(99)	Extra Care	-	190	74	(116)	(17)
(1)	Meal Services	1	1	-	(1)	-
-	Supporting People Income	(847)	(847)	(847)	-	-
(466)	Residential Services	9,602	9,601	9,028	(573)	(107)
130	Professional Support	2,390	2,472	2,615	143	13
(329)	Sub-Total - Services to Older People	19,332	19,593	19,144	(449)	(120)
	Physical Disability & Sensory Impairment					
(28)	Vulnerable Adults	106	106	77	(29)	(1)
(29)	Day Centres	137	137	108	(29)	-
51	Equipment - Stores	314	314	366	52	1
-	ESF Transition	-	-	-	-	-
40	Domiciliary Support	1,450	1,450	1,469	19	(21)
6	Minor Adaptations	126	126	163	37	31
-	Supporting People Income	(219)	(219)	(219)	-	-
208	Residential Services	641	641	823	182	(26)
120	Professional Support	1,205	1,205	1,356	151	31
(8)	Visual Impaired	11	11	3	(8)	-
(14)	Supported ABI	39	54	36	(18)	(4)
346	Sub-Total - PDSI	3,810	3,825	4,182	357	11
	Learning Disability Services					
63	Work Opportunities	1,775	1,779	1,867	88	25
(175)	Community Living	7,165	7,029	6,833	(196)	(21)
13	Day Services	957	970	989	19	6
(99)	Sub-Total - Learning Disability Services	9,897	9,778	9,689	(89)	10

COMMUNITY SERVICES (EXCLUDING HOUSING)

APPENDIX 2

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Mental Health Services					
1	Contracts	19	19	20	1	-
(23)	Day Services	233	234	214	(20)	3
6	Grants	130	130	136	6	-
(62)	Supported Accommodation	426	426	365	(61)	1
-	Supported Living	330	330	330	-	-
-	Supporting People Income	(567)	(390)	(389)	1	1
(11)	Residential Services	470	412	386	(26)	(15)
3	Professional & Support	819	810	820	10	7
12	Substance Misuse	223	225	241	16	4
(19)	Work Schemes	394	394	377	(17)	2
(93)	Sub-Total - Mental Health Services	2,477	2,590	2,500	(90)	3
	Ringfenced Budgets					
702	Out of county Pooled Budget - Children's Services	2,545	2,545	3,073	528	(174)
(40)	Learning Disability	570	570	494	(76)	(36)
(28)	Mental Health	391	391	362	(29)	(1)
37	Older People	-	-	38	38	1
671	Sub-Total - Ringfenced Budgets	3,506	3,506	3,967	461	(210)
	Partnerships and Performance					
(28)	Business Systems and Financial Assessments	977	945	919	(26)	2
11	Supporting People	-	150	146	(4)	(15)
(299)	Business Services - Income	(2,684)	(2,685)	(3,071)	(386)	(87)
(14)	Finance	331	330	312	(18)	(4)
(3)	Good Health	28	28	24	(4)	(1)
78	Management & Support	1,030	1,030	1,119	89	11
(17)	Public Information & Planning	438	438	426	(12)	5
-	Training	186	186	206	20	20
(272)	Sub-Total - Business Services	306	422	81	(341)	(69)
(21)	TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)	48,176	48,580	48,153	(427)	(406)

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
773	Employees	27,089	27,546	28,219	673	(100)
128	Premises	740	854	979	125	(3)
533	Transport	1,977	2,012	2,570	558	25
662	Supplies and Services	1,939	2,011	2,701	690	28
440	Third Party Payments	27,020	27,121	26,831	(290)	(730)
51	Transfer Payments	2,568	2,604	2,659	55	4
31	Support Services	36	41	116	75	44
4	Capital Financing	84	-	11	11	7
(2,643)	Income	(13,277)	(13,609)	(15,933)	(2,324)	319
(21)	TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)	48,176	48,580	48,153	(427)	(406)

COMMUNITY & HOUSING

APPENDIX 3

GENERAL FUND

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Business & Support - Operational					
-	Cemeteries	464	464	460	(4)	(4)
	- Sub-Total - Business & Support - Operational	464	464	460	(4)	(4)
	Customer & Housing Services					
(20)	Community Services	200	198	177	(21)	(1)
-	Grants & Contributions	94	94	94	-	-
(33)	Homelessness - Non Ringfenced	325	332	289	(43)	(10)
(186)	Homelessness - Ringfenced	336	336	152	(184)	2
3	Housing Grants	(123)	(137)	(134)	3	-
(4)	Housing Strategy	-	68	63	(5)	(1)
(23)	Neighbourhood Wardens	245	250	234	(16)	7
	(263) Sub-Total - Customer & Housing Services	1,077	1,141	875	(266)	(3)
	Technical Services - Operational					
58	Waste Collection	2,722	2,715	2,773	58	-
7	Waste Disposal	4,604	4,606	4,615	9	2
(62)	Agricultural Estates	(142)	(142)	(223)	(81)	(19)
(20)	Fly Tipping	83	83	69	(14)	6
2	Sustainable Waste Management	235	282	214	(68)	(70)
59	Markets	(93)	(89)	(46)	43	(16)
201	Property Holdings	(27)	(23)	186	209	8
65	Recycling	504	503	543	40	(25)
149	Civic Amenity Sites	1,610	1,712	1,871	159	10
12	Public Conveniences	169	169	186	17	5
(340)	Industrial Units	(1,802)	(1,802)	(2,134)	(332)	8
-	Animal & Pest Control	121	128	131	3	3
	131 Sub-Total - Technical Services - Operational	7,984	8,142	8,185	43	(88)
	Technical Services - Support					
68	Administrative Buildings	1,201	1,395	1,531	136	68
72	Design Services	(69)	(69)	(9)	60	(12)
-	Energy Services	217	220	212	(8)	(8)
(168)	Corporate Property Maintenance	2,523	997	866	(131)	37
(57)	Valuation and Estates	517	517	455	(62)	(5)
	(85) Sub-Total - Technical Services - Support	4,389	3,060	3,055	(5)	80
	Supporting People					
30	Carelink	125	129	160	31	1
3	Community Centres	126	126	122	(4)	(7)
132	General	(1,371)	(1,372)	(1,240)	132	-
-	Management & Admin.	253	223	223	-	-
(16)	Relief Wardens	215	228	206	(22)	(6)
-	Tenants Gardens	231	231	222	(9)	(9)
(13)	Resident Wardens	973	1,185	1,165	(20)	(7)
	136 Sub-Total - Supporting People	552	750	858	108	(28)
	Business Units					
(9)	Waste Collection - Contractor	(195)	(195)	(179)	16	25
(74)	Administration Support	1,160	1,070	987	(83)	(9)
	(83) Sub-Total - Business Units	965	875	808	(67)	16
(164)	TOTAL - COMMUNITY & HOUSING	15,431	14,432	14,241	(191)	(27)

COMMUNITY & HOUSING

Budget Monitoring as at Month 12

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(213)	Employees	9,974	10,231	9,949	(282)	(69)
1,119	Premises	8,450	7,142	8,359	1,217	98
353	Transport	1,611	1,762	1,973	211	(142)
480	Supplies and Services	6,481	6,366	6,986	620	140
(572)	Third Party Payments	7,666	7,909	7,346	(563)	9
12	Transfer Payments	24	56	40	(16)	(28)
9	Support Services	(240)	(244)	(239)	5	(4)
221	Capital Financing	238	237	407	170	(51)
(1,573)	Income	(18,773)	(19,027)	(20,580)	(1,553)	20
(164)	TOTAL - COMMUNITY & HOUSING	15,431	14,432	14,241	(191)	(27)

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Out County Pooled Budget					
546	Special	1,278	1,278	1,570	292	(254)
546	Sub-Total - Out County Pooled Budget	1,278	1,278	1,570	292	(254)
	Libraries, Culture and Heritage					
(13)	Libraries and Arts	2,407	2,458	2,465	7	20
31	County Record office and Records Management	422	426	458	32	1
(26)	Museums and Heritage Service	380	380	341	(39)	(13)
-	Schools Library Service	334	334	333	(1)	(1)
(8)	Sub-Total - Libraries,Culture & Heritage	3,543	3,598	3,597	(1)	7
	Leisure Services					
337	Leisure Centres and Pools	2,483	2,483	2,846	363	26
18	Recreational Grounds and Amenities	415	415	441	26	8
9	Leisure services	267	282	276	(6)	(15)
(2)	Play Development	333	333	337	4	6
362	Sub-Total - Leisure Services	3,498	3,513	3,900	387	25
	Delegated Schools Budgets					
-	Nursery	108	108	108	-	-
-	Primary	36,554	36,608	36,608	-	-
-	Secondary	32,231	32,264	32,264	-	-
-	Special	3,016	3,016	3,016	-	-
-	Sub-Total - Delegated Schools	71,909	71,996	71,996	-	-
	School Improvement Service					
-	Early Years	1,073	1,074	1,074	-	-
(7)	Primary - non delegated	977	1,688	1,709	21	28
43	Secondary non - delegated	1,056	1,378	1,421	43	-
64	Inclusion	5,755	5,716	5,780	64	-
(101)	School Improvement Service	1,294	1,423	1,337	(86)	15
(15)	ICT Unit	1,083	1,083	1,083	-	15
14	Schools Related	390	358	368	10	(4)
34	Sports Development	136	136	170	34	-
32	Sub-Total - School Improvement	11,764	12,856	12,942	86	54
	Development and Resources					
	Cymorth - Childcare	312	314	274	(40)	(40)
-	Youth and Community	1,276	1,353	1,374	21	21
142	Pupil/Student Transport	6,147	6,199	6,199	-	(142)
(11)	Student Finance	108	108	97	(11)	-
(103)	Service Units	2,049	2,057	1,969	(88)	15
213	Facilities Services	1,190	1,335	1,554	219	6
13	Management and Administration	1,142	949	969	20	7
254	Sub-Total - Development & Resources	12,224	12,315	12,436	121	(133)
1,186	TOTAL - LIFELONG LEARNING	104,216	105,556	106,441	885	(301)

LIFELONG LEARNING

Budget Monitoring as at Month 12

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Balances	-	-	(177)	(177)	(177)
2,374	Employees	100,937	101,235	104,075	2,840	466
(832)	Premises	7,651	8,220	7,480	(740)	92
310	Transport	5,204	5,206	5,428	222	(88)
1,861	Supplies and Services	7,955	8,042	10,416	2,374	513
982	Third Party Payments	7,055	6,270	7,492	1,222	240
(69)	Transfer Payments	85	870	998	128	197
143	Support Services	409	442	604	162	19
(23)	Capital Financing	200	200	67	(133)	(110)
(3,560)	Income	(25,280)	(24,929)	(29,942)	(5,013)	(1,453)
1,186	TOTAL - LIFELONG LEARNING	104,216	105,556	106,441	885	(301)

ENVIRONMENT

APPENDIX 5

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Highways & Transportation					
	- Maintenance Works					
	- - Structural Maintenance	939	702	702	-	-
	- - Routine Maintenance	2,108	2,314	2,314	-	-
380	- Environmental Maintenance	2,198	2,179	2,559	380	-
350	- Winter Maintenance (Ringfenced Account)	488	488	988	500	150
	- - Street Lighting	750	819	819	-	-
	- - Structures	73	73	73	-	-
	- Car Parks	64	64	49	(15)	(15)
50	Fleet Services	75	75	125	50	-
95	Neighbourhood Services	935	1,140	1,235	95	-
(150)	Transportation	1,052	1,052	927	(125)	25
	- Concessionary Fares	269	270	270	-	-
	- Trunk Road Management Unit	(38)	(38)	(68)	(30)	(30)
75	Environmental Maintenance Trading Account	-	-	75	75	-
50	Highways Maintenance Trading Account	-	-	50	50	-
850	Sub-Total - Highways & Transportation	8,913	9,138	10,118	980	130
	Engineering Services					
	- Consultancy	46	6	6	-	-
(75)	Highways Strategy	1,047	1,012	947	(65)	10
(20)	Land Drainage Works	229	229	269	40	60
(85)	Traffic Services	519	497	432	(65)	20
(15)	Traffic Works	170	192	177	(15)	-
(195)	Sub-Total - Engineering Services	2,011	1,936	1,831	(105)	90
	Planning					
350	Planning Control	12	(18)	332	350	-
	- Service Development and Control	243	242	242	-	-
	- Policy and Implementation	518	752	752	-	-
(10)	Environment and Conservation	293	328	318	(10)	-
190	Land Charges	(234)	(219)	(29)	190	-
	- Countryside Service	359	318	318	-	-
530	Sub-Total - Planning	1,191	1,403	1,933	530	-
	Public Protection					
(10)	Pollution Control	317	285	285	-	10
	- Environmental Control	341	341	341	-	-
(5)	Food Safety	362	399	394	(5)	-
(20)	Health & Safety	293	255	215	(40)	(20)
	- Trading Standards	646	646	616	(30)	(30)
	- Building Control	261	261	261	-	-
	- Building Regulations Charging Account	-	-	-	-	-
(35)	Sub-Total - Public Protection	2,220	2,187	2,112	(75)	(40)
	Management Support & Performance					
	- Finance & Performance	684	615	615	-	-
(30)	Directorate Support	705	774	754	(20)	10
	Information Services	148	148	148	-	-
	Electronic Services	154	153	153	-	-
(15)	Geographical Information Services	88	88	83	(5)	10
(45)	Sub-Total - Management Support & Performance	1,779	1,778	1,753	(25)	20

ENVIRONMENT**APPENDIX 5****Budget Monitoring as at Month 12****Objective Analysis**

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Regeneration					
(10)	Economic Development	485	485	475	(10)	-
-	Tourism	132	132	132	-	-
-	European Partnership	-	-	-	-	-
-	Flintshire Business Services	358	358	358	-	-
-	Communities First	-	-	-	-	-
(10)	Sub-Total - Regeneration	975	975	965	(10)	-

1,095	TOTAL - ENVIRONMENT	17,089	17,417	18,712	1,295	200
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Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
140	Employees	17,532	15,125	15,290	165	25
-	Premises	1,574	1,722	1,707	(15)	(15)
125	Transport	5,321	2,765	2,890	125	-
(35)	Supplies and Services	5,439	3,944	3,909	(35)	-
270	Third Party Payments	8,577	8,009	8,514	505	235
-	Transfer Payments	6	6	6	-	-
40	Support Services	454	649	689	40	-
-	Capital Financing	-	10	10	-	-
555	Income	(21,814)	(14,813)	(14,303)	510	(45)

1,095	TOTAL - ENVIRONMENT	17,089	17,417	18,712	1,295	200
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CHIEF EXECUTIVE

APPENDIX 6

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
15	Management & Administration	440	440	447	7	(8)
(14)	Corporate Communications	332	345	339	(6)	8
						-
1	TOTAL - CHIEF EXECUTIVE	772	785	786	1	-

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
26	Employees	482	482	509	27	1
-	- Premises	1	1	1	-	-
2	Transport	3	3	5	2	-
9	Supplies and Services	201	219	216	(3)	(12)
-	- Third Party Payments	-	-	-	-	-
-	- Transfer Payments	-	-	-	-	-
(38)	Support Services	96	104	71	(33)	5
-	- Capital Financing	-	-	-	-	-
2	Income	(11)	(24)	(16)	8	6
1	TOTAL - CHIEF EXECUTIVE	772	785	786	1	-

SERVICES WITHIN FORMER CORPORATE STRATEGY

APPENDIX 7

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Management					
16	Management	294	209	227	18	2
16	Sub-Total - Management	294	209	227	18	2
	Human Resources & Organisational Development					
-	CRB Checks	74	74	73	(1)	(1)
(37)	Corporate Training & Development	278	278	242	(36)	1
47	Payroll	333	404	452	48	1
(6)	Human Resources	819	874	871	(3)	3
(3)	Job Evaluation	78	78	75	(3)	-
-	Temporary HR Projects	54	367	367	-	-
1	Sub-Total - HR & Org Development	1,636	2,075	2,080	5	4
	Occupational Health & Safety					
(36)	Occupational Health & Safety	679	679	653	(26)	10
(19)	Counselling Support	60	60	41	(19)	-
(55)	Sub-Total - Occupational Health & Safety	739	739	694	(45)	10
	Policy, Performance & Partnerships					
(27)	Civil Contingencies	136	136	108	(28)	(1)
-	Policy Grants	-	2	1	(1)	(1)
(81)	Policy, Performance & Partnerships	1,063	1,057	958	(99)	(18)
(108)	Sub-Total - Policy, Performance & Partnerships	1,199	1,195	1,067	(128)	(20)
	ICT & Customer Services					
15	Information Communication Technology	3,773	3,801	3,823	22	7
(13)	Customer Services	695	695	676	(19)	(6)
132	Design & Print	-	74	206	132	-
134	Sub-Total - ICT & Customer Services	4,468	4,570	4,705	135	1
(12)	TOTAL - CORPORATE STRATEGY	8,336	8,788	8,773	(15)	(3)

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(251)	Employees	7,054	7,012	6,745	(267)	(16)
9	Premises	44	44	54	10	1
8	Transport	83	85	90	5	(3)
58	Supplies and Services	3,593	3,757	3,962	205	147
(1)	Third Party Payments	173	314	313	(1)	-
-	Transfer Payments	-	-	-	-	-
(49)	Support Services	208	238	230	(8)	41
(8)	Capital Financing	21	106	120	14	22
222	Income	(2,840)	(2,768)	(2,741)	27	(195)
-12	TOTAL - CORPORATE STRATEGY	8,336	8,788	8,773	(15)	(3)

FINANCE AND LEGAL & DEMOCRATIC SERVICES

APPENDIX 8

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Management & Secretariat - Finance					
56	Management & Secretariat	495	309	366	57	1
56	Sub-Total - Management & Secretariat - Finance	495	309	366	57	1
	Financial Management & Audit					
(11)	Corporate & Capital Accounting	314	314	304	(10)	1
(40)	Financial Planning	195	195	155	(40)	-
(2)	Service Accounting	571	571	568	(3)	(1)
(36)	Internal Audit	578	550	515	(35)	1
19	Procurement	154	157	153	(4)	(23)
(70)	Sub-Total - Financial Management & Audit	1,812	1,787	1,695	(92)	(22)
	Funds & Customer Accounts					
1	Pensions & Funds	(8)	(8)	(17)	(9)	(10)
6	Insurance & Risk Management	18	18	24	6	-
(36)	Customer Accounts	1,164	1,179	1,152	(27)	9
(115)	Housing Benefit/Council Tax Benefit	(23)	(23)	(143)	(120)	(5)
(144)	Sub-Total - Funds & Customer Accounts	1,151	1,166	1,016	(150)	(6)
	Management & Secretariat - Legal & Democratic Services					
49	Management & Secretariat	-	190	238	48	(1)
49	Sub-Total - Management & Secretariat - Legal & Democratic Services	-	190	238	48	(1)
	Legal Services					
(41)	Legal Services	825	853	801	(52)	(11)
(41)	Sub-Total - Legal Services	825	853	801	(52)	(11)
	Democratic Services					
(3)	Business Development	79	77	74	(3)	-
1	Committee, Member & Electoral Services	2,160	2,224	2,209	(15)	(16)
(17)	Administration	494	499	474	(25)	(8)
(1)	Scrutiny	189	189	188	(1)	-
(20)	Sub-Total - Democratic Services	2,922	2,989	2,945	(44)	(24)
(170)	TOTAL - FLADS	7,205	7,294	7,061	(233)	(63)

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(42)	Employees	7,401	7,414	7,374	(40)	2
6	Premises	23	60	67	7	1
(15)	Transport	100	100	79	(21)	(6)
(237)	Supplies and Services	2,029	2,266	1,995	(271)	(34)
-	Third Party Payments	-	-	-	-	-
952	Transfer Payments	32,961	32,961	33,582	621	(331)
6	Support Services	196	195	205	10	4
-	Capital Financing	-	-	-	-	-
(840)	Income	(35,505)	(35,702)	(36,241)	(539)	301
(170)	TOTAL - FLADS	7,205	7,294	7,061	(233)	(63)

Budget Monitoring as at Month 12**Objective Analysis**

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Clwyd Theatr Cymru					
(98)	General Administration	(164)	(164)	(239)	(75)	23
(18)	Production Overheads	828	828	838	10	28
116	Clwyd Theatr Cymru Productions	497	497	598	101	(15)
-	Other Art Forms	(16)	(16)	(33)	(17)	(17)
-	Other Earned Income	(144)	(144)	(163)	(19)	(19)
-	TOTAL - CLWYD THEATR CYMRU	1,001	1,001	1,001	-	-

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
51	Employees	2,966	2,966	2,995	29	(22)
-	Premises	268	268	301	33	33
(5)	Transport	31	31	35	4	9
133	Supplies and Services	1,636	1,636	1,968	332	199
-	Third Party Payments	-	-	-	-	-
-	Transfer Payments	-	-	-	-	-
-	Support Services	-	-	-	-	-
-	Capital Financing	-	-	-	-	-
(179)	Income	(3,900)	(3,900)	(4,298)	(398)	(219)
-	TOTAL - CLWYD THEATR CYMRU	1,001	1,001	1,001	-	-

CENTRAL & CORPORATE FINANCE

APPENDIX 10

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Central & Corporate Finance					
(40)	Coroners	210	210	198	(12)	28
-	Central Services - Other	3	-	-	-	-
(948)	Central Loans & Investment Account	12,323	12,223	11,275	(948)	-
(73)	Financing & Funding (insurance, banking etc.)	3,611	3,711	3,638	(73)	-
-	Development Grants	292	279	279	-	-
(17)	Corporate Discretionary Rate Relief	95	95	78	(17)	-
(1,176)	Corporate Other	7,109	6,561	5,634	(927)	249
(2,254)	Sub-Total - Central & Corporate Finance	23,643	23,079	21,102	(1,977)	277
	Levying Bodies					
-	North West/Wales Sea Fisheries Committee	27	27	27	-	-
-	Fire Service	6,739	6,739	6,739	-	-
-	Sub-Total - Levying Bodies	6,766	6,766	6,766	-	-
	Other					
(250)	Central Service Recharges	(1,618)	(1,618)	(1,868)	(250)	-
869	Contribution to / (from) Balances	(2,876)	(3,939)	(3,070)	869	-
619	Sub-Total - Other	(4,494)	(5,557)	(4,938)	619	-

(1,635)	TOTAL - CENTRAL & CORPORATE FINANCE	25,915	24,288	22,930	(1,358)	277
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Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(374)	Employees	7,529	7,270	6,896	(374)	-
(334)	Premises	49	1,096	804	(292)	42
(490)	Transport	-	283	-	(283)	207
(153)	Supplies and Services	3,410	1,888	1,735	(153)	-
(79)	Third Party Payments	7,771	7,758	7,707	(51)	28
-	Transfer Payments	-	-	-	-	-
(250)	Support Services	(1,618)	(1,618)	(1,868)	(250)	-
(197)	Capital Financing	15,518	15,418	15,221	(197)	-
242	Income	(6,744)	(7,807)	(7,565)	242	-

(1,635)	TOTAL - CENTRAL & CORPORATE FINANCE	25,915	24,288	22,930	(1,358)	277
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HOUSING REVENUE ACCOUNT

APPENDIX 11

Budget Monitoring as at Month 12

Objective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Income					
103	Rents (Council Houses & Garages)	(22,074)	(22,074)	(21,969)	105	2
99	Capitalised Salaries	(443)	(443)	(340)	103	4
-	Interest	(4)	(4)	(4)	-	-
202	Sub-Total - Income	(22,521)	(22,521)	(22,313)	208	6
	Expenditure					
314	Building Maintenance Trading Account	300	300	479	179	(135)
(303)	Housing Subsidy (Deficit)	6,688	6,688	6,385	(303)	-
(253)	Estate Management	1,017	1,017	749	(268)	(15)
35	Home Ownership (Right to Buy)	(4)	(4)	30	34	(1)
(47)	Allocations and Welfare	347	347	280	(67)	(20)
86	Repair and Maintenance	8,059	8,059	8,255	196	110
174	Capital Financing	2,411	2,411	2,585	174	-
168	Finance and Support	2,125	2,125	2,237	112	(56)
-	Capital Expenditure from Revenue Account (CERA)	1,340	1,340	1,340	-	-
-	Supporting People Transitional Costs	330	330	330	-	-
174	Sub-Total - Levying Bodies	22,613	22,613	22,670	57	(117)
376	Net Expenditure before use of/to balances	92	92	357	265	(111)
376	Contribution to / (from) Balances	92	92	357	265	(111)
-	Net Expenditure after use of/to balances	-	-	-	-	-
	Balances					
(1,342)	Opening Balance	(1,078)	(1,342)	(1,342)		
468	Contribution to / (from) Balances	92	92	357	265	(111)
376	TOTAL - HOUSING REVENUE ACCOUNT	(986)	(1,250)	(985)	265	(111)

Subjective Analysis

Month 11 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(439)	Employees	6,687	6,687	6,272	(415)	24
78	Premises	7,595	7,595	7,819	224	146
10	Transport	788	788	854	66	56
641	Supplies and Services	3,888	3,888	4,485	597	(44)
-	Third Party Payments	-	-	-	-	-
(30)	Transfer Payments	229	229	165	(64)	(34)
93	Support Services	1,449	1,449	1,538	89	(4)
172	Capital Financing	3,811	3,811	3,983	172	-
(149)	Income	(24,355)	(24,355)	(24,759)	(404)	(255)
376	TOTAL - HOUSING REVENUE ACCOUNT	92	92	357	265	(111)

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **ENFORCEMENT AGAINST LITTER**

1.00 PURPOSE OF REPORT

1.01 To seek Member approval for the authorisation of Police Community Support Officers to carry out enforcement against the depositing of litter throughout the Flintshire area.

2.00 BACKGROUND

2.01 Local Authorities have a duty under Section 89(1) of the Environmental Protection Act 1990 to ensure that their land is, so far as is practicable, kept clear of litter and refuse.

2.02 Members will be aware that following the report entitled Street Scene Review that was submitted to the Environment and Regeneration Overview and Scrutiny Committee on 28th January 2009, a review process was set up whereby matters relating to street cleansing, including dealing with litter, were to be considered as part of the Council's Phase 2 Organisational Review.

2.03 In the meantime certain initiatives are going ahead of the review process, including the possible introduction of a Dog Control Order. It is proposed that the enforcement of any such Order will include the authorisation of Police and Community Support Officers to enforce the Order with the use of Fixed Penalty Notices.

2.04 It is accepted practice that where the Police and Community Support Officers have been authorised by Local Authorities for this kind of operation, they have also been authorised to issue Fixed Penalty Notices for litter offences.

3.00 CONSIDERATIONS

3.01 As the legislation is already in place that authorises Local Authorities to enforce litter control, the authorisation of the Police and Community Support Officers to undertake such work in Flintshire only requires a standard legal agreement being signed by the Police and County Council.

3.02 It is understood that the North Wales Police fully support the introduction of these measures and the approach suggested in this paper will provide a

further example of effective collaborative working between the Council and a key partner organisation in tackling irresponsible littering in our communities.

4.00 RECOMMENDATIONS

4.01 That Members support the introduction of joint working arrangements whereby the Police Authority's Community Support Officers can undertake litter enforcement on behalf of Flintshire County Council.

4.02 That this authorisation be instigated at the earliest opportunity and if applicable, in conjunction with a similar agreement for the enforcement against dog fouling.

5.00 FINANCIAL IMPLICATIONS

5.01 Income received from fixed penalty fines is retained by the Council. The costs of provision of the PCSO's with Fixed Penalty Notice documentation will be met by the Council.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 The authorisation would create the potential for environment improvement through the ability to address the problems of litter control.

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None applicable.

11.00 CONSULTATION UNDERTAKEN

11.01 None applicable.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: EXECUTIVE
DATE : 23 JUNE 2009
REPORT BY: DIRECTOR OF ENVIRONMENT
SUBJECT : ENFORCEMENT AGAINST DOG FOULING - CONSULTATION RESPONSE

1.00 PURPOSE OF REPORT

1.01 To seek Member approval for introduction of a Dog Control Order for Council's area, following the completion of the public consultation.

2.00 BACKGROUND

2.01 Following consideration of a report from the Director of Environment at the meeting of the Council's Executive on 1st April 2009, Members agreed in principle to the introduction of a Dog Control Order for the Council's area and authorised the Director of Environment to consult upon the proposal in accordance with Regulation 3 of the Dog Control Orders (Miscellaneous Provisions)(Wales) Regulations 2007.

2.02 It was also agreed that a further report should be submitted to enable the Executive to consider any responses to the consultation.

2.03 The consultation was undertaken in accordance with the aforementioned statutory requirements in that a notification was published on the Council's website. The notification was posted on the website on 17th April 2009 and the deadline given for representations was 18th May 2009, so that the consultation period slightly exceeded the minimum statutory requirement of twenty eight days. Flintshire County Council's Members were individually notified at the start of the consultation period, as were other partner organisations, such as the Town and Community Councils, the Countryside Council for Wales and the North Wales Police.

2.04 Additional publicity for the proposals and consultation was sought by the distribution of posters via Libraries, Leisure Centres, Town and Community Councils, Retail Stores, Boarding Kennels, Veterinary Surgeries and Animal Rescue Centres.

2.05 Press Releases were also issued.

3.00 CONSIDERATIONS

3.01 The consultation responses indicated overwhelming support for the introduction of the Dog Control Order. All the responses on behalf of Town

and Community Councils were in favour of the Order, with comments asking for the Council to ensure that enforcement is effective and that additional bins and similar facilities are made available. Individual responses from Elected Members of the County Council and the Town and Community Councils were also in favour of the Order. Within these there were requests from some individuals to take the Order further and for example, ban dogs from sports fields and from some parks, but there was also a request for the enforcement to be carried out in a reasonable manner.

- 3.02 The response received from the general public was overwhelmingly in favour of the Order being introduced. Many examples were provided of the problems that people faced due to dog fouling and there was also constructive comment as to the way enforcement may be carried out and the areas that could be prioritised for such action.
- 3.03 The few representations that were made against the Order cited the difficulty of enforcement and harshness of the penalty in the reasons for not making this Order.
- 3.04 It is evident from discussion with the Countryside Commission for Wales and with the Trustees of a private landowner that further consideration may be required as to whether the County-wide Order is appropriate for some of these areas of land. Therefore if the Order is introduced, any exclusion of specified privately owned locations will be the subject of a further report to the Executive.
- 3.05 In view of Members' agreement in principle to introduce a Dog Control Order and the positive response to the statutory consultation, it would appear to be appropriate to go ahead with the implementation of the Dog Control Order that would apply to the whole of the Council's area with regard to the specific offence of allowing a dog or dogs to foul on open land and then failing to remove the dog waste forthwith.

4.00 RECOMMENDATIONS

- 4.01 That Members agree to authorise the Director of Environment to proceed with the introduction of a Dog Control Order for Council's area.
- 4.02 That the Dog Control Order introduced would make people who allow their dog or dogs to foul on open land and fail to move the waste forthwith to be subject to prosecution or a fixed penalty fine. Fixed penalties amounts can be set by the local authority and can range between £25 - £75.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Initial resource implications may include cost of training and any re-assignment or recruitment of staff as well as cost for public notification. A provision of £35,000 per annum has been included in the Environment

Revenue Budget for 2009/10. There may be some income from fixed penalty notices.

6.00 ANTI POVERTY IMPACT

6.01 Potential impact from fixed penalty notices will be considered in the consultation process.

7.00 ENVIRONMENTAL IMPACT

7.01 The Orders create the potential for environment improvement through the ability to address the health and nuisance implications of inadequate dog control.

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

9.01 Additional resources are included in the 2009/10 Budget Strategy.

10.00 CONSULTATION REQUIRED

10.01 Public consultation has been undertaken in accordance with Regulation 3 of the Dog Control Orders (Miscellaneous Provisions)(Wales) 2007.

11.00 CONSULTATION UNDERTAKEN

11.01 The consultation responses are reported in Item 3.0 of this report.

12.00 APPENDICES

12.01 None

Local Government (Access to Information) Act 1985

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

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: EXECUTIVE
DATE : 23 JUNE 2009
REPORT BY: DIRECTOR OF ENVIRONMENT
SUBJECT : FOOD SERVICE PLAN 2009/2010

1.00 PURPOSE OF REPORT

- 1.01 To seek Member approval for the Food Service Plan for Flintshire County Council which details the service delivery programme for the period 1st April 2009 to 31st March 2010. This Plan includes a review of the Service Plan 2008 and therefore cannot be finalised until all the statistical data and all other information is compiled and reviewed for the previous year.

2.00 BACKGROUND

- 2.01 Local Authorities throughout the U.K. have been directed by the Food Standards Agency to take the necessary action to implement the new Framework Agreement on Local Authority Food Law Enforcement, operational from 1st April 2001. The Framework has been developed to ensure a consistent food law enforcement service throughout the country.

3.00 CONSIDERATIONS

- 3.01 The Service Plan, a copy of which is attached as Appendix 2, has been produced by Officers of the Environmental Health and Trading Standards Services in line with the model format contained within the Framework Agreement. It outlines the proposals for Service Delivery for the period 1st April 2009 to 31st March 2010, as well as a review of the Service Plan for 2008 with overall performance for 2008-09 shown as Appendix 1 within this document.

Food Safety Law Enforcement is delivered by the Environmental Health Service.

Food and Agricultural Standards Law Enforcement is delivered by the Trading Standards Service.

Both of these Services are located in the Public Protection Service area within the Environment Directorate.

- 3.02 The Service Plan outlines how the service will be delivered over the coming financial year. The Plan will be backed up by comprehensive documentation

and procedures which will be developed to ensure that the Council's Food Law Enforcement activities meet the requirements.

3.03 The Service Plan will be subject to annual review.

4.00 RECOMMENDATIONS

4.01 To seek approval of a recommendation to County Council..

5.00 FINANCIAL IMPLICATIONS

5.01 The cost of implementing the agreement on Food Law Enforcement will be met from within the existing Environment Directorate budget.

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 N/A.

11.00 CONSULTATION UNDERTAKEN

11.01 N/A.

12.00 APPENDICES

12.01 Appendix 1 - Performance 2008-09

12.02 Appendix 2 - Service Plan 2009/10

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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APPENDIX 1 – PERFORMANCE 2008-09

3. Service Delivery

3.1.1 Programmed Inspection Activity

Food Safety

Risk	Programmed	Achieved
A)	2	2
B) High Risk	76	76
C)	296	296
D	181	127
E	ALTERNATIVE ENFORCEMENT STRATEGY	
Unrated/Unclassified	69	56
TOTAL	624	557

Approved Premises (not on programme)	13	4
TOTAL Number of Revisits and other visits undertaken		620

Trading Standards

Risk	Programmed	Achieved
High	18	18
Medium	252	220
TOTAL	270	238

3.2 Food and Feeding Stuffs Complaints

Food Safety number of complaints	-	131
% achieved within Target Response time	-	96%
Trading Standards number of complaints	-	28
% achieved within Target Response Time	-	64%

3.3 Home Authority Principle

Food Safety	-	16 referrals received
Trading Standards	-	18 referrals received

3.4 Advice to Business

Food Safety	-	164 requests for advice
% achieved within Target Response Time	-	100%
Trading Standards	-	20 requests for business advice
% achieved within Target Response Time	-	85%

3.5 Food and Feeding Stuffs Inspection and Sampling

Food Safety	-	105 samples – statutory and monitoring
Trading Standards	-	83 samples – monitoring

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Food Safety only

Sporadic Notifications	-	214	
Sporadic Outbreaks	-	6	(All suspect outbreaks of Viral Gastroenteritis – not thought to be food related)

3.7 Food Safety Incidents

Number of Food Alerts	-	72
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3.8 Welsh Food Hygiene Award

Number of premises eligible for: Gold 9 Silver 83 Bronze 49



FLINTSHIRE COUNTY COUNCIL

PUBLIC PROTECTION FOOD SERVICE PLAN 2009

FLINTSHIRE COUNTY COUNCIL

FOOD SERVICE PLAN 2009

INTRODUCTION

This service plan relates to the year commencing 1st April 2009 and ending 31st March 2010.

It covers the service provision from both the Food Safety Service and Trading Standards of Flintshire County Council.

The purpose of this Plan is to provide:

- Information about the scope of the Service.
- Information about the Services provided.
- Information about the means of Service provision.
- Information about performance of the Food Service against Performance Targets set out in Plan as well as against national or locally defined Performance Indicators.
- Information relating to reviewing performance in order to address any variance from meeting the requirements of the Service Plan.

Service Plans will be produced annually to allow for meaningful review and progression, in accordance not only with the requirements of the Food Standards Agency “Framework Agreement on Local Authority Food Law Enforcement” but also with the principles of the “Wales Programme for Improvement”.

This Service Plan also forms part of the Authority’s commitment to delivering the “Making the Connections Agenda”, to provide citizen centred services and to work in collaboration and co-operation.

It is worthy of note that in the Rogers Review which has been accepted in full by central Government in 2007, that both Food Hygiene and Fair Trading were identified as two of the top five national priorities for Local Authority Enforcement. This review recognises that Local Authority Regulatory Services play a crucial role in their local communities.

<p>1. SERVICE AIMS & OBJECTIVES</p>	
<p>1.1 <u>Aims and Objectives</u></p>	<p>The <u>aim</u> of the food service is to fulfil statutory obligations in food law enforcement and respond to local need on food related matters. The broad <u>objectives</u> to meet this aim are listed below:</p> <p>To provide a complete and holistic food law enforcement service covering the areas of food hygiene and safety, food standards and animal feedingstuffs in accordance with relevant food legislation and Codes of Practice.</p> <p>To provide a responsive service to food safety incidents, outbreaks of food related infectious disease, complaints and request for advice from both businesses and members of the public, in accordance with locally defined performance indicators, relevant Codes of Practice, plans and protocols.</p> <p>To provide a food service committed to consistency of enforcement and promotion of good practice by way of the Primary and Home Authority Principles and including effective liaison with other relevant organisations, as well as partnerships, food hygiene courses and public awareness campaigns when appropriate.</p> <p>To maintain an up-to-date database of all food establishments in the County so that resources can be effectively defined and utilised to meet statutory, national and locally defined targets of inspection, sampling, specific initiatives and tasks set by the Food Standards Agency (FSA), other agencies, or based on local need.</p> <p>To provide an open and transparent food service with clear lines of communication for all service users.</p>

1.2 Links to Corporate Objectives and Plans

The Food Service links to the Council Plan of Flintshire County Council for 2007-2010 and the five corporate priorities contained therein which are:

1. Customer Focus – Putting People First
2. Safe and Clean Neighbourhoods
3. Healthy and Caring Communities
4. Investing for Tomorrow's Generation
5. Protecting Our Future Way of Life

The Food Service has direct links with all of the above. It also links with the Council's Community Strategy and with some of the key strategic priorities of WAG such as the "Health, Social Care and Well-Being Strategy" and "Health Challenge Wales".

The Food Service will participate actively in strategies and programmes associated with the "Wales Programme for Improvement" and the "Making the Connections Agenda" and will continue to develop performance management systems to improve the efficiency and effectiveness of service delivery in a meaningful way to the citizens of Flintshire.

2. BACKGROUND	
2.1 <u>Profile of the Local Authority</u>	<p>Flintshire is a Unitary Authority. The County has an area of 43,464 hectares and a population of approximately 150,077. The County is made up of a mixture of small towns and conurbations, particularly to the south, and predominately rural and agricultural land located in the north. The population is subjected to small seasonal fluctuations due to influx of tourists to the area. It has a number of industrial estates on which many manufacturers including food manufacturers are located, as well as headquarters for several food manufacturers including one large national food retailer. The coastal edge of Flintshire County Council abuts the Dee Estuary upon which cockle and mussel beds are situated and there is a small port located at Mostyn. This used to operate as a ferry route between Mostyn and Ireland, but since April 2004 this ferry route has stopped.</p>
2.2 <u>Organisational Structure</u>	<p>The organisational structure of the Food Service is illustrated on the attached charts which also detail where the service fits in the Management and Cabinet structure of the Council. The charts attached are listed below:</p> <ol style="list-style-type: none"> 1. Organisational structure of Flintshire County Council identifying the Directorate in which the Food Safety Service and Trading Standards Service are situated. 2. The Cabinet structure of Flintshire County Council. 3. The organisational structure of the Environment Directorate showing the location of the Environmental Health and Trading Standards Departments. 4. The organisational structure of the Environmental Health Department. 5. The organisational structure of the Food Safety Section. 6. The organisation structure of the Trading Standards Department. 7. The organisational structure of the Food Service Section of the Trading Standards Department.

Chart 1

FLINTSHIRE COUNTY COUNCIL ORGANISATIONAL STRUCTURE

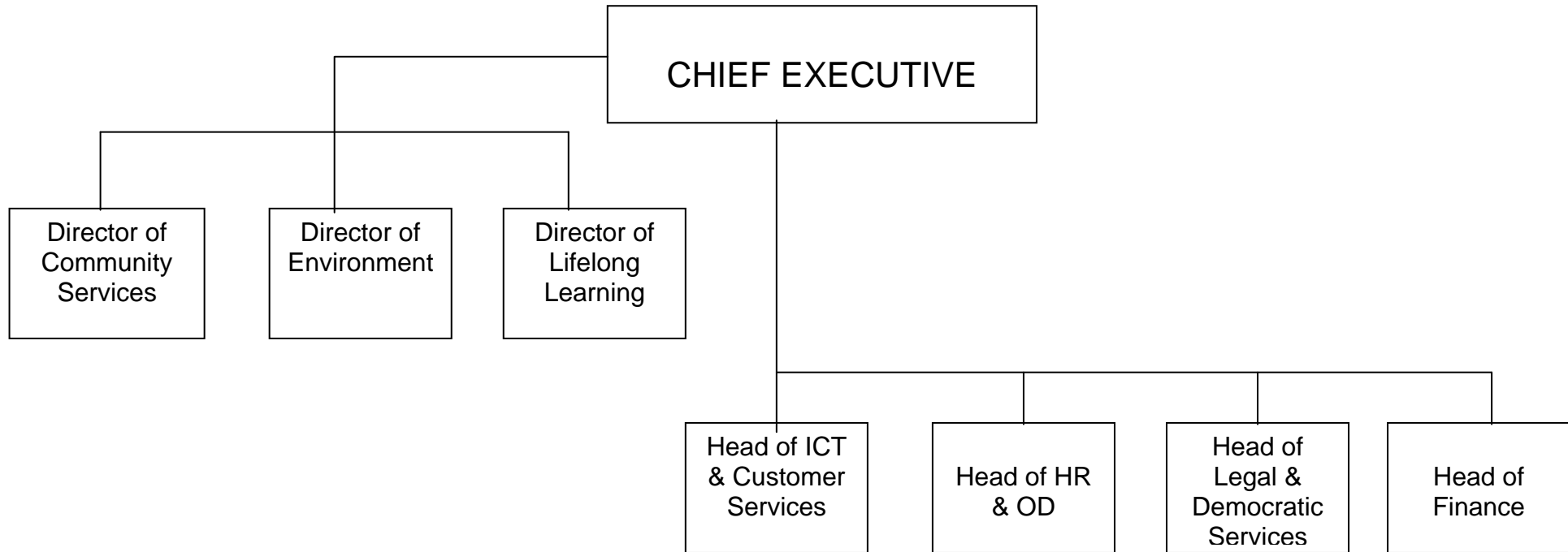


Chart 2

FLINTSHIRE COUNTY COUNCIL Democratic Structure

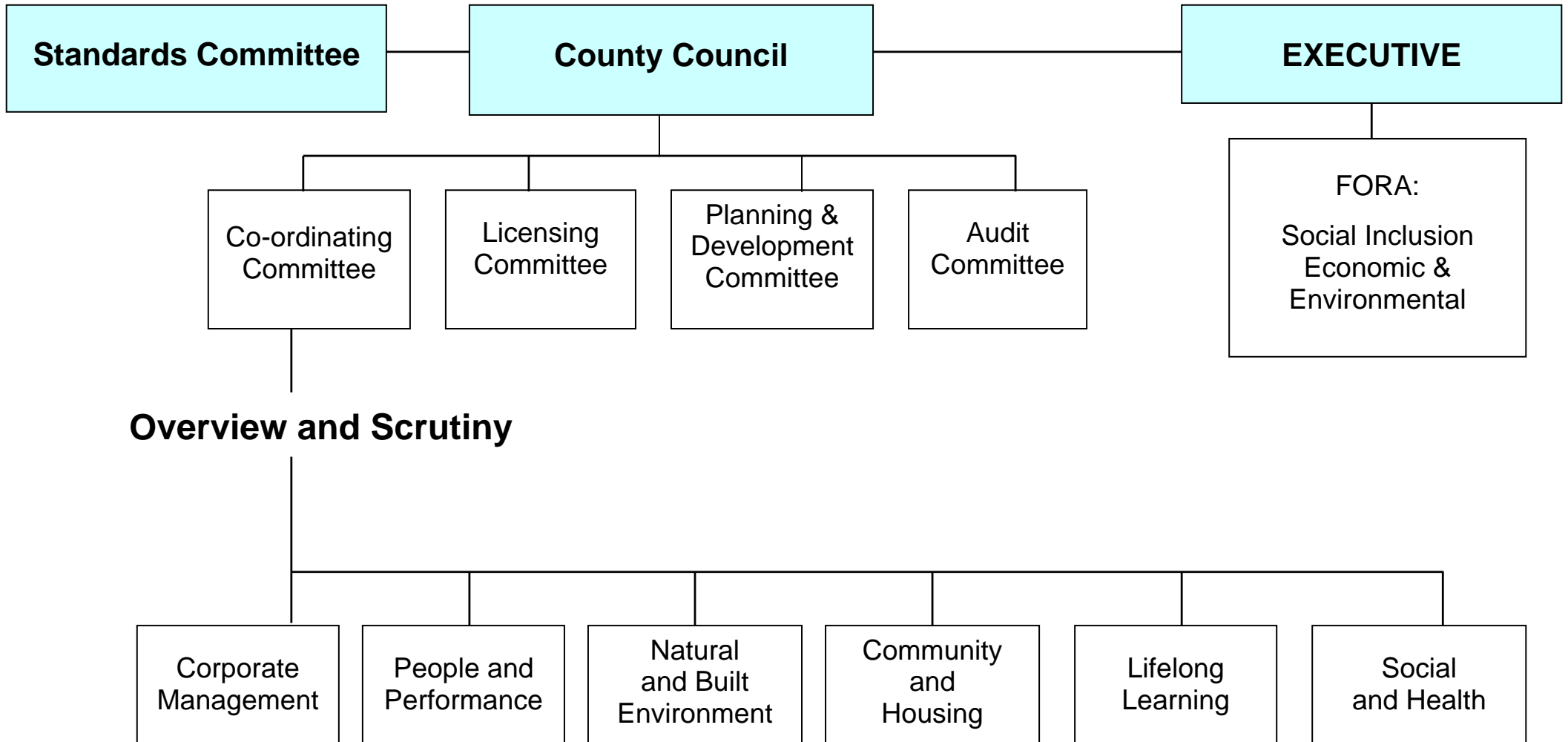


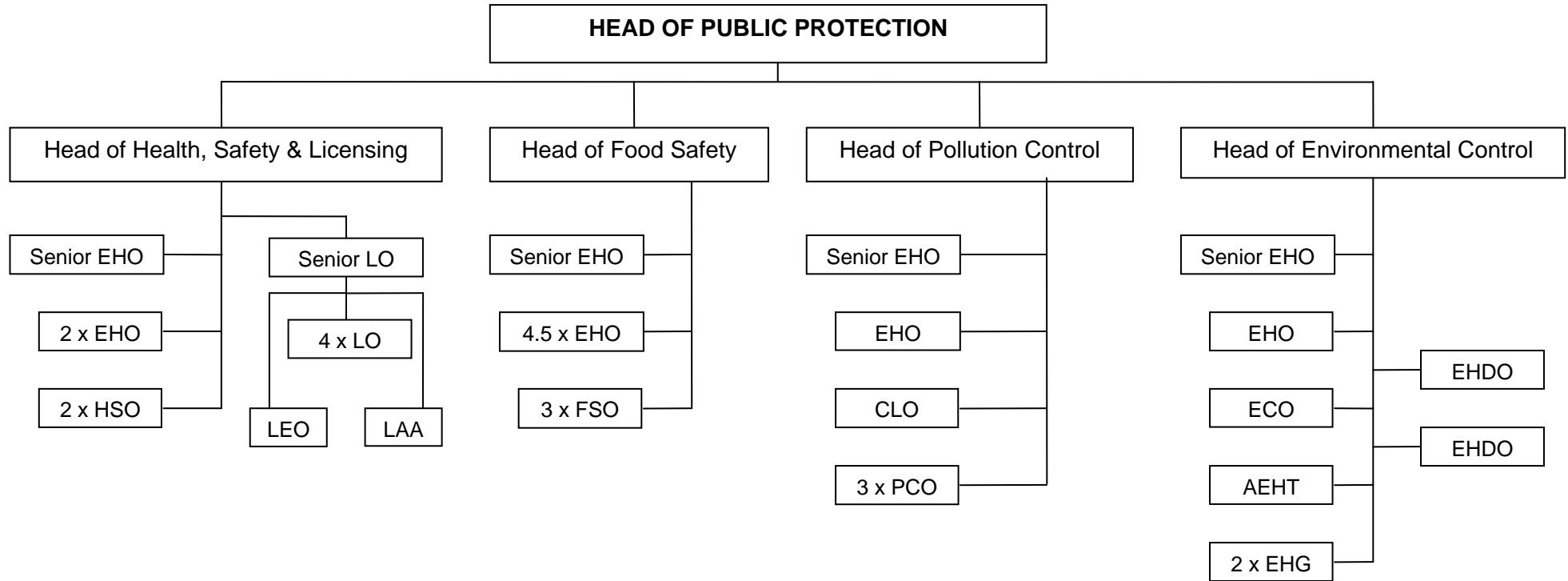
Chart 3

ENVIRONMENT DIRECTORATE STRUCTURE



Chart 4

ENVIRONMENTAL HEALTH DEPARTMENT - STRUCTURE



KEY			
Abbreviation	Full Title	Abbreviation	Full Title
Senior EHO	Senior Environmental Health Officer	PCO	Pollution Control Officer
EHO	Environmental Health Officer	CLO	Contaminated Land Officer
HSO	Health and Safety Officer	ECO	Environmental Control Officer
LO	Licensing Officer	EHDO	Environmental Health Development Officer
LEO	Licensing Enforcement Officer	EHDO	Empty Homes Development Officer
LAA	Licensing Admin Assistant	AEHT	Assistant Environmental Health Technician
FSO	Food Safety Officers	EHG	Environmental Health Graduate

Chart 5

PUBLIC PROTECTION FOOD SAFETY SECTION

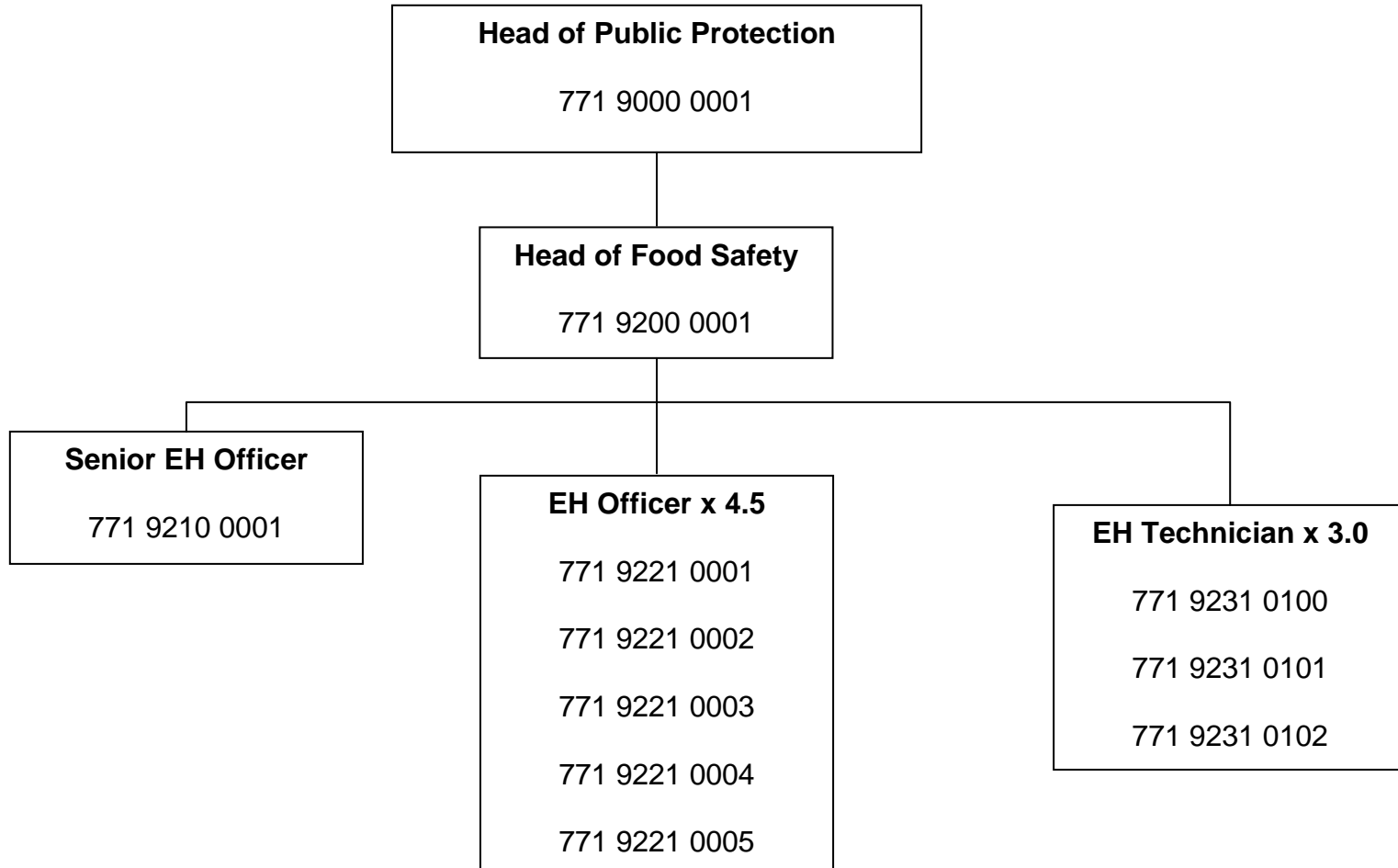


Chart 6

TRADING STANDARDS – STRUCTURE

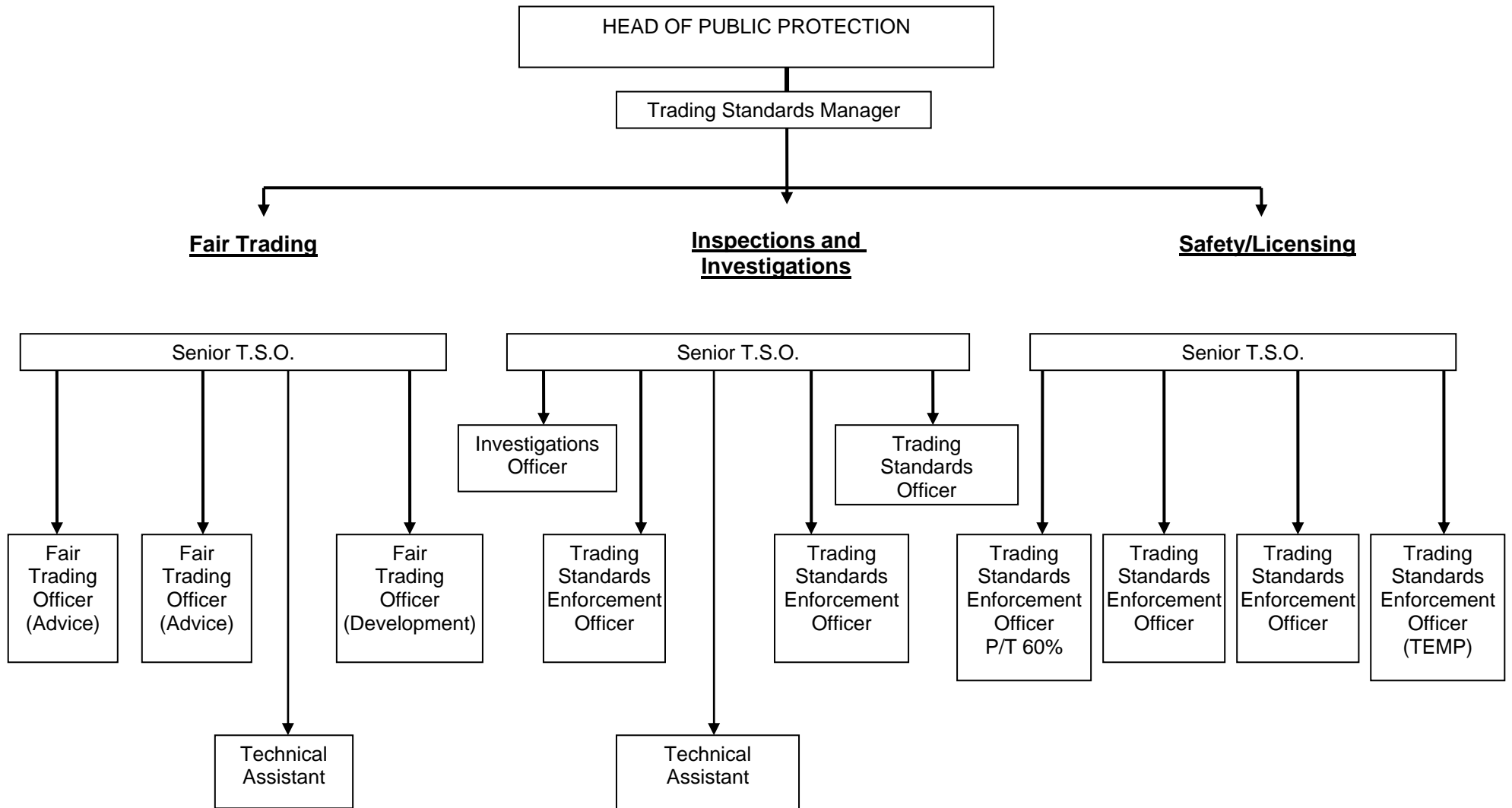
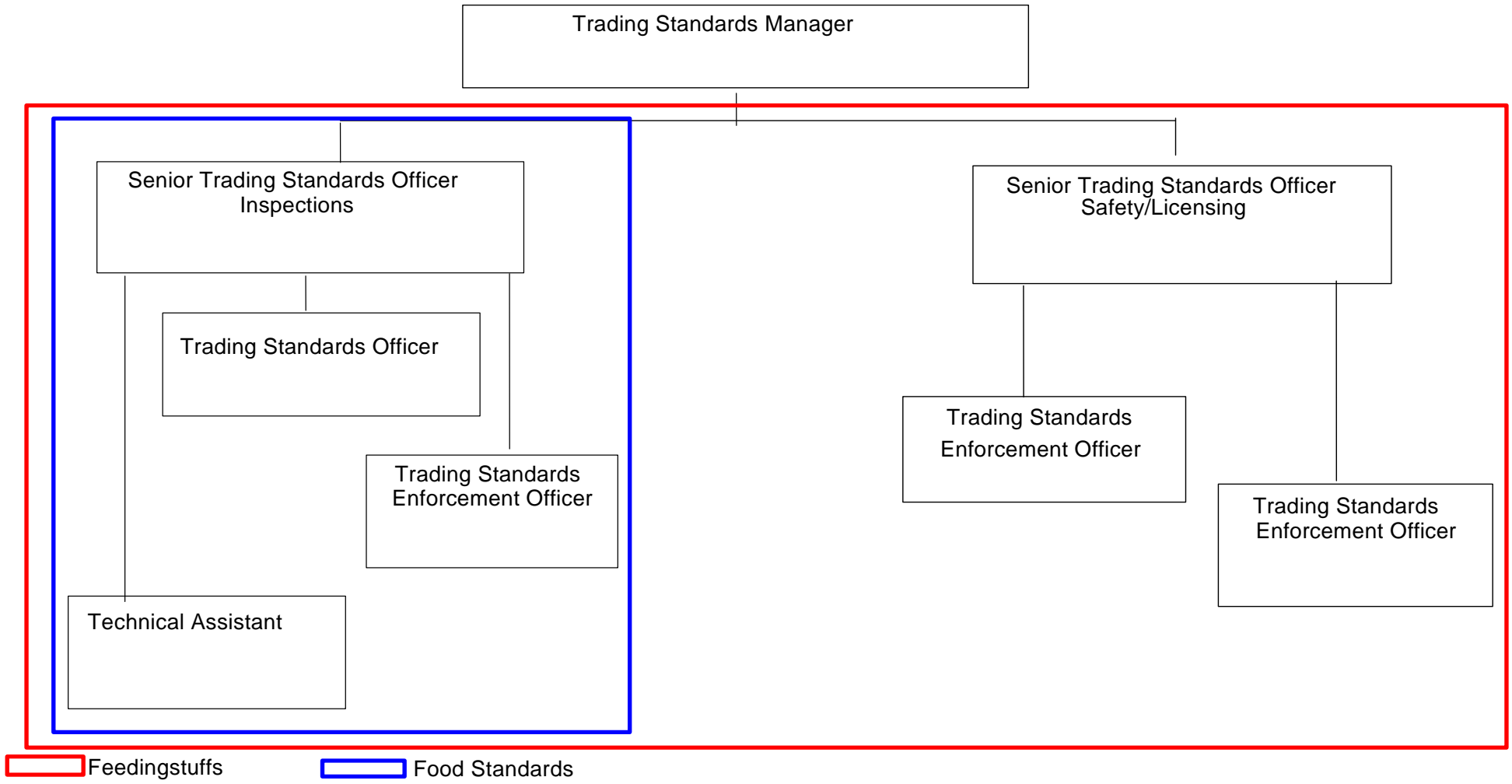


Chart 7

TRADING STANDARDS FOOD SERVICE STRUCTURE



2.3 Scope of the Food Service

The food service is now situated in one Directorate. Since 1st April 2007, both the Food Safety Service of the Environmental Health Department and the Food Standards Service of the Trading Standards Department are located in the Environment Directorate.

.

The scope of the respective component parts of the service are detailed below:-

The Food Safety Service has the following responsibilities and service provision:

1. Enforcement of relevant food safety and food hygiene legislation, in all food establishments in Flintshire.
2. Registration of food businesses and approval of premises subject to compliance with product specific legislation (meat products, fish, shellfish and fishery products and dairy products).
3. Investigation of food complaints that relate to fitness of food for human consumption as well as food complaints that relate to the nature, substance or microbiological quality of the food, taking appropriate action as necessary. In addition, investigation of all complaints which relate to hygiene matters (premises, practices, personnel) in food businesses.
4. Investigation of sporadic cases of food (including water) related notifiable diseases and suspected cases of food poisoning.
5. Investigation and control of outbreaks of food poisoning and food related notifiable diseases.
6. Response to Food Alerts (formerly Food Hazard Warnings) and food related incidents taking appropriate action as necessary.

7. Advice to new and existing business, responses to plans and licensing justices referrals.
8. Act as Primary Authority for Iceland Food retail stores and act as Home and/or Originating Authority for other companies where necessary.
9. Undertake food sampling in accordance with the Sampling Programme.
10. Educational and promotional initiatives including the Welsh Food Hygiene Award Scheme and public awareness campaigns such as Food Safety Week which takes place in June each year, and the Mold Food Fair which takes place in September.

The Trading Standards service has the following responsibilities and service provision:

1. Respond to requests for consumer advice in matters regarding food standards.
2. Undertake a pre-planned programme of visits to food premises within Flintshire.
3. Undertake a programme of test purchases and food samples.
4. Undertake investigation of complaints alleging criminal infringements of the Food Safety Act and take appropriate action in relation to disclosed offences.
5. Provide advice, information and assistance to food businesses including promotion of the use of the Flintshire Trading Standards Information Pack.
6. Undertake duties and responsibilities as Home Authority and Originating Authority for food businesses within Flintshire.
7. Undertake a pre-planned programme of visits to feed premises within Flintshire.

2.4 Demands of the Food Service

There are 1652 food businesses in Flintshire of which 1277 are registered food businesses. Not all food businesses are required to register with the Local Authority; hence it is acceptable that the two figures are not the same.

Of the total number of food premises in Flintshire approximately 1,000 are caterers, with the remainder being made up predominantly by retailers as well as a current total of 24 food manufacturers in the area.

The food manufacturers in the County cover a wide range of food processing and production including specialist processes such as the manufacture of food stabilisers as well as several large manufacturing companies producing such foods as cooked meats and ready-made meals both for the retail and catering outlets. The County also has 3 on-farm pasteurisers as well as an ice cream manufacturer.

13 of the 24 food manufacturers are Approved Premises approved by the Food Safety Section of Flintshire County Council which means that they need to comply with relevant legislation and they need to display an EC Approved Health Mark, which is allocated to them by Flintshire County Council, on their packaging.

The premises profile as defined in the Food Law Code of Practice (Wales) September 2008.

Table 1

TRADING STANDARDS			FOOD SAFETY			
Risk	Min	No of		Risk	Min.	No of
High	1 year	14	High	A	6	2
				B	12	68
Medium	2 years	528	Medium	C	18	567
Low	5 years	590	Low	D	2 years	234
				E	3 years	491

The Service Delivery Point for both the Food Safety Service and Trading Standards is County Hall, Mold. Both Service Delivery Points are open during normal office hours of 8.30 a.m. – 5.00 p.m. There is no official “out of hours” provision.

There is little seasonal variation on food activities, although typically the Food Safety Service is busier in the Summer months due to increase demand on the Service.

	<p>The vast majority of food business owners are English speaking with just a couple of businesses requiring written reports in Welsh. All advisory literature is produced bilingually in accordance with the Welsh Policy of the Council. Approximately 4% of food businesses are of ethnic origin (Asian, Chinese, Turkish and Greek) and once again advisory literature is available in the majority of ethnic languages to assist in understanding.</p>
<p>2.5 <u>Enforcement Policy</u></p>	<p>The Food Service undertakes enforcement in accordance with its documented Enforcement Policy which has been adopted by Members in July 2001. This policy has been based upon the principles of the Enforcement Concordat adopted by Members in September 2000.</p>
<p>3. SERVICE DELIVERY</p>	
<p>3.1.1 <u>Programmed Inspection Activity</u></p>	<p>Both the Food Safety Service and the Trading Standards Service will carry out inspections in accordance with pre-planned programmes drawn up annually and commencing on 1st April each year. These inspection programmes are based on the risk rating of the premises/trader so that there is a targeting of resources to ensure that those premises/traders with a high or medium risk are prioritised for inspection.</p> <p><u>Food Safety</u></p> <p>The total number of programmed inspection for the year 2009/2010 is 614.</p> <p>This is based on a rolling programme of inspections determined by the risk rating of the premises. The number of programmed inspections for the year is illustrated in Table 2 on the next page.</p>

Table 2

PROGRAMMED INSPECTIONS - FOOD SAFETY	
Risk	Number Due
A	4
B	68
C	288
D	69
E	148
Unrated	27
Approved	10
TOTAL	614

It is estimated that a total number of between 400 and 500 revisits will be

Trading Standards

All 14 of the traders risk assessed as High Risk will be inspected this year. 264 of Traders assessed as Medium will be inspected this year. It is estimated that a total number of 20 revisits will be required, based on the revisit policy documented in the Enforcement Policy.

Feeding Stuffs

There are 2 traders risk assessed as high for feeding stuffs and both will be visited this year.

**3.1.2. Additional Targeted
Inspection/Enforcement
Activity
(Based on New Legislation,
National or Local Priorities)**

Food Safety

1. The introduction of the FSA's fundamental review to Food Law Enforcement known as the CLAE Project (Changes to Local Authority Enforcement), most notably the new Interventions Strategy and the new Local Authority Enforcement Monitoring System (LAEMS) will both introduce additional burdens to the Section for this year both in the way in which the work is carried out and the way in which it is recorded and reported. This should ease in future years as the systems become embedded.
2. The official report from Professor Hugh Pennington following the Public Inquiry into the E.coli 0157 outbreak in South Wales has now been published in March 2009. Flintshire is committed to full implementation of all relevant recommendations made in this report and this will have an impact on both service provision and resources.
3. Implementation of the Primary Authority Principle following the introduction of the Regulatory and Enforcement Sanction Act in October 2008 and more recently the formal introduction of Primary Authority Principle, made under this legislation, which became effective from 6th April 2009. Flintshire has signed up to a formal legally binding Primary Authority Agreement with Iceland Foods Limited and is the first Local Authority in Wales to have done so. Successful implementation of this scheme will impact upon resources, but at this stage it is not known to what extent.
4. Proposed implementation of a "Scores of the Doors" scheme in Flintshire. The FSA have now agreed on a 6 tier scheme as the National Scheme for England and Wales and it is hoped and anticipated that implementation of this Scheme in Flintshire should be possible, most likely in 2010. A lot of preparatory work will be necessary in relation to setting up the Scheme, I.T. commitments and subsequent maintenance. Flintshire is very much committed to the introduction of this Scheme to aid transparency for consumers and hopefully drive up compliance and standards in food businesses.

5. Increased numbers of water disconnections to food businesses as a result of the “credit crunch”. This results in increased number of visits being necessary and additional enforcement work. This has already been evident for the early part of 2009
6. Preparation for the Mold Food Fair due to take place in September 2009. This builds on and will be bigger than the extremely successful event which took place last year. It is planned to have both a promotional and enforcement role at this event.
7. Increased cockle harvesting activity in the Dee Estuary following the introduction of the Regulating Order in 2008 to allow for an extended fishery season to Licence Holders. This impacts on the Food Safety Service as increased monitoring is required of the beds and increased regulatory and enforcement activity.
8. Increased Port Health inspection activity at Mostyn due to Flintshire’s successful application to National Assembly for Wales to be authorised to issue Ship Sanitation Certificates.
9. Introduction of the Welsh Healthy Options Award Scheme for caterers in Flintshire.

Trading Standards

The new Feed Hygiene Regulations for animal feeding stuffs will require additional resources. Also Trading Standards will undertake Food Hygiene inspections at primary producers. At the fourth Mold Food Fair Trading Standards, along with Food Safety, will man a stall aimed at educating consumers about food standards. Flintshire County Council has entered into a Primary Authority agreement with Iceland supermarket this year. It is envisaged that this will bring about an increasing number of requests for advice from the

company.

<p>3.1.3 <u>Resources and Estimated Resource Implications of Additional Targeted Inspection/Enforcement Activity</u></p>	<p><u>Food Safety</u></p> <p>The programmed food hygiene inspections will be undertaken by one Senior Environmental Health Officer (SEHO), 4.5 Environmental Health Officers (EHO), and 3 Food Safety Officers (FSO).</p> <p>It is hoped that the resource implications of the additional targeted inspection/enforcement will be met out of the current resource provision. However, the implications of both the Pennington Report into the South Wales E.coli outbreak and the implementation of the Primary Authority Principle may mean that additional resource provision is required. There will also be an additional budget requirement of approximately £3,000 due to the extension of the cockle fishery season on the River Dee as a result of the introduction of the Dee Regulating Order in 2008.</p> <p><u>Trading Standards</u></p> <p>The programmed Food Standards Inspections are part of the functions of the Inspection Team of the Trading Standards Service. This team comprises of one Senior Trading Standards Officer, one Trading Standards Officer, one Trading Standards Enforcement Officer and one Technical Assistant. Feedingstuffs premises inspections is split between the Inspections Team and the Safety Team of the Trading Standards Service.</p>
<p>3.2 <u>Food and Feeding Stuffs Complaints</u></p>	<p>Food complaints relating to fitness for human consumption, presence of extraneous matter in food or microbial contamination of food are dealt with by the Food Safety Service, as well as complaints relating to hygiene matters (premises, practices, personnel) in food businesses. Food complaints concerning food standards, food labelling and chemical adulteration are dealt with by the Trading Standards Service.</p> <p>It is the policy of the Food Service to investigate all food and hygiene complaints reported including those made anonymously.</p>

All food complaints are dealt with in accordance with the Food Law Code of Practice (Wales) September 2008, having regard also to the documented Enforcement Policy of the Food Service as a whole. The performance indicator for first response to complaints made is 5 working days following receipt of the complaint.

Based on statistics for previous years, the estimated number of food and hygiene complaints that will be referred to the Food Safety Service is between 140 and 190. This equates to 1 FTE (EHO or FSO) involved in such investigations.

For the Trading Standards Services the estimated number of food complaints that will be referred is 25. Investigating Trading Standard complaints is part of the function of Inspections Team and will be carried out by the Senior Trading Standards Officer, the Trading Standards Officer, and the Trading Standards Enforcement Officer from that team. The performance indicator for first response to complaints made is 5 working days following receipt of the complaint.

Feedingstuffs complaints will be dealt with by the Inspections Team or the Safety Team of the Trading Standards Service. The estimated number of feedingstuffs complaints for the forthcoming year is 5. These will be dealt with by two Trading Standards Enforcement Officers.

Please note the above figures do not indicate dealing with food complaints referred by other Local Authorities when acting as Home or Originating Authority.

<p>3.3 <u>Home Authority Principle/Primary Authority Principle</u></p>	<p>Flintshire County Council subscribes to both the Primary and the Home Authority Principle. The Food Service acts as both Home Authority and/or Originating Authority for 25 food businesses and has recently entered into a Primary Authority relationship with Iceland, the National Supermarket chain whose Head Office is in Deeside. Flintshire is the first Local Authority in Wales to have entered into such a relationship. With respect to the Trading Standards Service, this is part of the function of the Inspections Team. For Food Safety, these are dealt with by the Environmental Health Officer most familiar with the manufacturing premises. The resource implications were equivalent to 0.25 FTE of one EHO post to deal with this function but are likely to increase this year due to the introduction of the Primary Authority relationship with Iceland.</p>
<p>3.4 <u>Advice to Business</u></p>	<p>The policy of the Food Service is to provide a balanced approach between the provision of advice and enforcement activity. The Service is committed to providing an effective and responsive advice and assistance service, both on the spot during inspections or upon request, for all Flintshire businesses, including a service in accordance with the LBRO Primary Principle and the LACORS Home Authority Principle. In addition, the Service provides advisory literature, (either produced nationally or in-house) free of charge to businesses to assist them with compliance with relevant legislation. Training courses/seminars will be run subject to demand, for which there is usually a fee, to also assist businesses in compliance. In line with the stated first response time for responding to complaints, the performance indicator to responding for requests for advice from food businesses is also 5 working days.</p> <p>Based on last years trends, the estimated number of requests for advice including those proposing to start up a food business for the forthcoming year is anticipated to be approximately 200 for Food Safety and 20 for the Trading Standards Service.</p>

	<p>Advice to food businesses is part of the function of the Inspections Team of the Trading Standards Service and will be the responsibility of the Senior Trading Standards Officer, the Trading Standards Officer, and the Trading Standards Enforcement Officer on that team and by 0.25 FTE of either an Environmental Health Officer or Food Safety Officer post in the Food Safety Service.</p>
<p>3.5 <u>Food and Feeding Stuffs Inspection and Sampling</u></p>	<p>Sampling will be carried out in accordance with the documented Sampling Policy for the Food Service which was referred for Member Approval in July 2001. The sampling programme is devised so that the procurement of samples will follow a risk based approach. The programme will take in to account statutory requirements as well as the requirements of the Food Standards Agency, LACORS, the Welsh Food Microbiological Forum and local need.</p> <p>The number of samples to be taken is determined by a financial allocation and/or credits allocated by the Countess of Chester Hospital NHS Trust, Microbiology Department to the Service each year. As part of the sampling programme the estimated number of samples to be submitted by the Food Safety Service and by the Trading Standards Service is 150 each.</p> <p>Samples taken by the Trading Standards Service are invariably submitted for analysis by the formally appointed and NAMAS accredited Public Analyst for the Council which has now relocated to:</p> <p>Eurofins Laboratories Limited, D3 Broadoak Business Park, Ashburton Road West, Trafford Park, Manchester. M17 1RW</p>

Whereas, samples taken as part of the Sampling Programme by the Food Safety Service are submitted for microbiological examination by the designated and NAMAS accredited laboratory of:

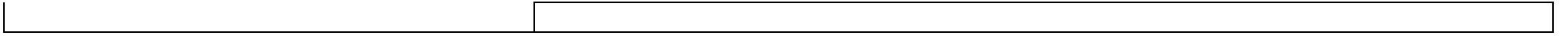
Chester Microbiology Services,
Countess of Chester Health Park,
Liverpool Road,
Chester.
CH2 1UL

With respect to food sampling in relation to complaints received, the Food Safety Service may also submit samples to the formally appointed Public Analyst as well as the Health Protection Agency (HPA) detailed above.

The estimated number of food samples to be taken in relation to complaints for the Food Safety Service is 10 and 5 for the Trading Standards Service.

In the Trading Standards Service sampling is part of the function of the Inspections Team and will be carried out by the Senior Trading Standards Officer, the Trading Standards Officer, the Trading Standards Enforcement Officer and the Technical Assistant from that team and in the Food Safety Service it will be carried out by an Food Safety Officer with reference to the sampling programme and by either an Environmental Health Officer or an Food Safety Officer with respect to the sampling in relation to complaints.

<p>3.6 <u>Control and Investigation of Outbreaks and Food Related Infectious Disease</u></p>	<p>Investigation and control of outbreaks of food related infectious disease will be carried out in accordance with the All Wales Outbreak Control Plan which has been subject to Member approval. This Plan has been updated and the updated Plan dated February 2007 has also been given Member approval. The Plan has been further reviewed following the focused audit by the FSA and minor revisions made to form the 2008 Plan.</p> <p>The plan is based on the All Wales Model Plan which has been compiled in consultation with all relevant organisations.</p> <p>Investigations of sporadic notifications of food related infections disease shall follow the documented procedure of the Food Safety Service. Based on previous years trends, it is estimated that there will be approximately between 200 and 300 cases of sporadic notifications and between 0 and 5 outbreaks.</p> <p>Outbreaks are characteristically very resource intensive and therefore the anticipated burden on staffing cannot be predicted. Sporadic notifications are expected to account for between 0.2 and 0.5 FTE post throughout the year.</p>
<p>3.7 <u>Food Safety Incidents</u></p>	<p>Food Alerts, as these are now called, will be initiated and responded to in accordance the Food Law Code of Practice (Wales) September 2008.</p> <p>Responses to Food Alerts will be kept in a centralised documented format and the contact details (including out of hours contact) will be kept up to date. Based on previous years trends, it is estimated that the Food Safety Service will need to respond to up to 80 Food Alerts. It is difficult to quantify the resource implication of this function as it depends upon the category of Food Alert which are graded either for action or information. The Trading Standards Service is also informed of Food Alerts by the electronic mail system and depending on the nature of the alert, dictates whose responsibility it is to respond. There is always close liaison between Food Safety and Trading Standards with respect to response responsibility.</p>



3.8 Liaison with Other Organisations

The Food Service as a whole is committed to ensuring effective liaison with other relevant organisations to enforce consistency of approach. This includes liaison with:

- Food Standards Agency (FSA).
- Local Better Regulation Office (LBRO).
- Professional bodies such as the Chartered Institute for Environmental Health and Trading Standards Institute.
- LACORS, Health Protection Agency (England), National Public Health Service for Wales and other relevant advisory/liaison bodies.
- Other LA's in Wales as a whole. Both the Trading Standards Service and Food Safety Service have representatives on the All Wales Technical Panels, for Food Safety this relates to the Food Safety Technical Panel and Communicable Disease Technical Panel, and for Trading Standards The Quality Panel.
- Neighbouring LA's. Both the Trading Standards Service and Food Safety Service have a representative on North Wales Regional Technical Groups namely for Quality and Metrology for Trading Standards and combined Food Safety and Communicable Disease for Food Safety.
- Liaison with other relevant local bodies, e.g. Magistrates Courts, the Licensing Committee as well as liaison with the Environment Agency and with local fishermen by way of the North Wales and Deeside Shellfish Liaison Group.

Liaison with other departments within Flintshire County Council, namely Planning and Building Control where appropriate. A system of formal consultation with relevant sections of the Environmental Health Department has been set up, so that prompt, appropriate advice may be given to ensure compliance with relevant

	<p>legislation.</p> <p>In terms of staff resources, this equates to approximately 0.25 of Environmental Health Officer post (mainly Head of Food Safety).</p> <p>In addition to all of the above, liaison is also maintained between Trading Standards and Food Safety as well as within these services by regular Team Meetings which are held bi-monthly in Food Safety and Trading Standards.</p>
<p>3.9 <u>Food and Feeding Stuffs</u> <u>Safety and Standards</u> <u>Promotion</u></p>	<p>The following promotional work is proposed:</p> <ul style="list-style-type: none"> ▪ Involvement in the Mold Food Fair scheduled for September 2009. ▪ Involvement in Flintshire Business Week scheduled for late September 2009. ▪ Involvement in Food Safety Week which takes place in June each year. ▪ Promotion and publicity for the Welsh Food Hygiene Award Scheme and the Welsh Healthy Options Award Scheme launched on 1st March 2007. ▪ Development of Flintshire County Council website relative to Food Safety. ▪ Development of a “Scores of the Doors” Scheme for Flintshire Food Businesses. ▪ Continuation of the hand washing project in different service sectors that cater for vulnerable groups – currently ongoing in schools. <p>In the next year the Trading Standards Service will be involved in the Mold Food Fair.</p>

4.0 RESOURCES													
4.1 <u>Financial Allocation</u>	The financial allocation for the Food Service is split between budgets provided for the Trading Standard Service and budgets provided for the Food Safety Service.												
	<p>The overall level of expenditure for providing the <u>Food Safety Service</u> is detailed below in Table 3.</p> <p>Table 3</p> <table border="1" data-bbox="813 699 2056 1058"> <thead> <tr> <th data-bbox="813 699 1534 746">COST ITEM</th> <th data-bbox="1534 699 2056 746">FINANCIAL ALLOCATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="813 746 1534 794">a) Staffing (total staff costs)</td> <td data-bbox="1534 746 2056 794">£377,436</td> </tr> <tr> <td data-bbox="813 794 1534 879">b) Travel (lump sum and mileage) and Subsistence</td> <td data-bbox="1534 794 2056 879">£14,451</td> </tr> <tr> <td data-bbox="813 879 1534 963">c) Equipment (including investment in I.T.*)</td> <td data-bbox="1534 879 2056 963" rowspan="2">}</td> </tr> <tr> <td data-bbox="813 963 1534 1011">d) Sampling</td> <td data-bbox="1534 963 2056 1011">£16,232</td> </tr> <tr> <td data-bbox="813 1011 1534 1058">e) Financial Provision for Legal Action</td> <td data-bbox="1534 1011 2056 1058"></td> </tr> </tbody> </table> <p data-bbox="813 1106 2056 1358">* The equipment budget includes provision for maintenance of equipment, such as annual calibration for the Reference Thermometer and any repairs required for equipment in use. There is no budgetary provision for investment in I.T. made available directly to the Food Safety Service as I.T. requirements are currently provided centrally by Central Support I.T. Services and the Directorate's own I.T. budget.</p>	COST ITEM	FINANCIAL ALLOCATION	a) Staffing (total staff costs)	£377,436	b) Travel (lump sum and mileage) and Subsistence	£14,451	c) Equipment (including investment in I.T.*)	}	d) Sampling	£16,232	e) Financial Provision for Legal Action	
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c) Equipment (including investment in I.T.*)	}												
d) Sampling		£16,232											
e) Financial Provision for Legal Action													

There is no specific level of expenditure for food standards work within the Trading Standards Service. The figures given are a percentage of the financial allocation for the Inspections Section.

COST ITEM	FINANCIAL ALLOCATION
a) Staffing (total staff costs)	£74,369
b) Travel (lump sum and mileage) and Subsistence	£5,408
c) Sampling	£13,000
e) Others (inc legal costs)	£3,198

There is now no separate costs for I.T. within Trading Standards as I.T. requirements are provided centrally by Central Support I.T. Services.

4.2 Staffing Allocation

The staffing allocation to the Food Safety Service stands at 6.5 FTE at Environmental Health Officers level and 3 FTE at Food Safety Officer level. Two E.H.O's share 1.5 E.H.O's posts on a job share basis.

There is no dedicated administrative support staff to the Food Safety Service. There is a pool of four Administrative Officers who undertake all administration work for the Environmental Health Department as a whole, including central administration and financial functions. In terms of FTE, it is estimated that pro-rata, the administrative support equates to 0.80 FTE.

In accordance with the Food Law Code of Practice (Wales) September 2008, all Environmental Health Officers in post are qualified Environmental Health Officers, registered with the Environmental Health Registration Board (E.H.R.B.). All three FSO's are qualified to the Higher Certificate in Food Premises Inspection and all officers are qualified in HACCP Principles (Hazard Analysis Critical Control Points).

All staff are authorised appropriately for the duties they perform. In addition to the above, two of the Environmental Health Officers are also qualified Lead Assessors having successfully completed the five day Lead Auditor Training Course.

Trading Standards

Food Standards are dealt with by the Inspections Section of the Trading Standards Service. The staffing allocation for the Inspections section is one Senior Trading Standards Officer, one Trading Standards Officer, one Trading Standards Enforcement Officer and one Technical Assistant.

The Senior Trading Standards Officer and the Trading Standards Officer both hold the Diploma in Trading Standards and have also both successfully completed the five day QMS Auditor/Lead Auditor training course. The Trading Standards Enforcement Officer holds the Diploma in Consumer Affairs including the Food and Agriculture paper. The Technical Assistant has successfully completed The Basic Food Hygiene Handling Course.

<p>4.3 <u>Staff Development Plan</u></p>	<p><u>Food Safety Service</u></p> <p>The total training budget for Food Safety is £889. During the forthcoming year the following training is planned:-</p> <ul style="list-style-type: none"> (i) Support of national and regional seminars on relevant subject matters. (ii) In-house training sessions on relevant subject matters. <p>Each member of the Team will receive the required ten hours Continuing Professional Development as required by the Food Law Code of Practice (Wales) September 2008.</p> <p>Staff will be subject to individual Staff Appraisals in line with the newly introduced Corporate H.R. Policy which will result in a Staff Development Plan for each member of staff.</p> <p><u>Trading Standards Service</u></p> <p>This year each member of staff will undergo a Staff Appraisal. As part of the appraisal training requirements are assessed. As a result of this assessment a training plan will be devised. Any member of staff involved in Food Standards Enforcement will received the required ten hours CPD in Food Standards Enforcement.</p>
<p>5. QUALITY ASSESSMENT</p>	
<p>5.1 <u>Quality Assessment</u></p>	<p>Within the <u>Food Safety Service</u>, quality systems are in place to ensure that all work is completed and checked by a competent person (Food Safety Manager or Senior Environmental Health Officer) and documented procedures and work instructions exist to ensure consistency of approach.</p>

	<p>These are updated and amended as and when necessary. In addition, external audit including focussed audits are undertaken by the Food Standards Agency on a periodical basis (every 3 years for full external audit).</p>
	<p>The <u>Trading Standards Service</u> has a Food Standards Enforcement Quality Manual which is subject to both internal audits and the external inter authority audit. Procedures within the manual are updated and amended as and when necessary.</p>

6. RESOURCES	
6.1 <u>Review against the Service Plan</u>	The Service Plan shall be subject to annual review.
6.2 <u>Review against Service Plan 2008 and Identification of any Variation from this Service Plan</u>	
6.2.1 <u>General Summary</u>	<ul style="list-style-type: none"> ▪ During the year under review both the Food Safety Service and the Trading Standards Service have continued to work hard to meet the parameters and targets set out in the Service Plan of 2008. ▪ Appendix I provides data of service delivery during the year under review including achievements against targets set.
6.2.2 <u>Points of Special Note</u>	<p><u>Food Safety</u></p> <p><u>Performance</u></p> <ul style="list-style-type: none"> ▪ 100% of high risk food business inspections were undertaken this year representing a figure of 374 inspections out of a total of 374. This was a great result. <p>In addition, 69% of low risk rated inspections were undertaken and 75% of unrated premises. This was a considerable improvement from last year and was a direct result of a focussed targeted activity to address these food businesses.</p>

- It was also very pleasing to note that the target for inspecting new food businesses in line with the WAG Performance Indicator, was met and exceeded – (target of 80%, 84% achieved). Again, this was a direct result of a focussed targeted activity.
- The number of food businesses awarded a Welsh Food Hygiene Award has also increased this year to 31% of eligible businesses (formally 22%). This is also a pleasing result.
- Professor Pennington’s Report following the Public Inquiry into the South Wales E.coli 0157 outbreak in 2005 was published in March 2009. Prior to this date, Flintshire had already undertaken a lot of work to review systems in place and implement changes where appropriate. Since the report’s publication, an Executive Report together with a detailed Action Plan and Audit Checklist has been produced which will form much of the focus of the work for 2009/10.
- Work continued throughout the year on the Effective Handwashing Project for sectors catering for vulnerable groups. The residential and nursing homes for older people were the focus of targeted activity for this project in 2008/09 and this work has been completed. Work has now started to introduce this project into Flintshire schools with an exceptionally high response and success rate to date.
- During the year a joint project with Corporate Health and Safety was undertaken to provide a “snapshot survey” of the hygiene standards in a randomly selected 10% of Flintshire schools. This revealed them to be of a generally satisfactory standard. The survey was undertaken to address concerns following the South Wales E.coli 0157 outbreak and was a very successful joint working exercise with Corporate Health and Safety.
- The Food Safety Section played an active, promotional and informative

	<p>role in the Mold Food Fair and Food Safety Week, all of which were very successful events in Flintshire. The Mold Food Fair stand was particularly well received by visitors.</p> <ul style="list-style-type: none"> ▪ 2008 saw the first introduction of the Dee Regulatory Order for cockle fishing on the Dee. This meant a longer fishery season of 6 months (July to end December 2008) with subsequent greater monitoring and regulatory activity required by the Food Safety Team. The hygienic monitoring of the beds is a statutory requirement and as a consequence of a longer “opening season” greater monitoring is required. This has implications on the budget provision as this monitoring is contracted out due to the need to have a boat to undertake this. Overall, it was generally considered to be a more successful way to manage the fishery. ▪ A total of 357 Service Requests were received during the year, 98% of which were responded to within the target response time.
	<p><u>Trading Standards</u></p> <ul style="list-style-type: none"> • The target for food standard inspections on high risk premises was 18 this year. 100% of high risk premises were visited. 87% of planned medium risk premises were visited which represents a figure of 220. • A total of 83 samples were submitted to the Public Analyst during the year. The majority of these were reported as being satisfactory. Those that were reported as being unsatisfactory were dealt with by way of advice to the company or Home Authority referral. One sample is currently the subject of an investigation. • A total of 28 food complaints were received during the year. These were all dealt with by means of advice to the trader or Home Authority

	referral.
<p>6.3 <u>Areas of Improvement</u></p>	<p><u>Food Safety</u></p> <ul style="list-style-type: none"> ▪ Maintain current performances against the NAW Performance Indicators relating to inspection of high risk premises. ▪ Maintain and improve compliance with the NAW Performance Indicator relating to inspection of new food businesses. ▪ Development of new intervention strategies in line with the FSA’s CLAE (Changes to Local Authority Enforcement) Project. ▪ Upgrading of Flintshire County Council’s website notably with a view to providing Scores on the Doors information relating to food businesses inspected and to provide more “Downloadable” food safety information. ▪ Continue work on Customer Feedback for all areas of the service including issues relating to equality and diversity and explore methods of feedback from other stakeholders in addition to service users. ▪ Greater engagement and promotion of the ‘All Wales Healthy Options Award’. <p><u>Trading Standards</u></p> <p>Ensure that inspection targets for medium risk premises are met this year.</p> <p>Develop alternative inspection strategy for low risk food premises.</p>

APPENDIX I – PERFORMANCE 2008-09

3. Service Delivery

3.1.1 Programmed Inspection Activity

Food Safety

Risk	Programmed	Achieved
A)	2	2
B) High Risk	76	76
C)	296	296
D	181	127
E	ALTERNATIVE ENFORCEMENT STRATEGY	
Unrated/Unclassified	69	56
TOTAL	624	557

Approved Premises (not on programme)	13	4
TOTAL Number of Revisits and other visits undertaken		620

Trading Standards

Risk	Programmed	Achieved
High	18	18
Medium	252	220
TOTAL	270	238

3.2 Food and Feeding Stuffs Complaints

Food Safety number of complaints	-	131
% achieved within Target Response time	-	96%
Trading Standards number of complaints	-	28
% achieved within Target Response Time	-	64%

3.3 Home Authority Principle

Food Safety	-	16 referrals received
Trading Standards	-	18 referrals received

3.4 Advice to Business

Food Safety	-	164 requests for advice
% achieved within Target Response Time	-	100%
Trading Standards	-	20 requests for business advice
% achieved within Target Response Time	-	85%

3.5 Food and Feeding Stuffs Inspection and Sampling

Food Safety	-	105 samples – statutory and monitoring
Trading Standards	-	83 samples – monitoring

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Food Safety only

Sporadic Notifications	-	214	
Sporadic Outbreaks	-	6	(All suspect outbreaks of Viral Gastroenteritis – not thought to be food related)

3.7 Food Safety Incidents

Number of Food Alerts	-	72
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3.8 Welsh Food Hygiene Award

Number of premises eligible for:	Gold 9	Silver 83	Bronze 49
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: EXECUTIVE
DATE : 23 JUNE 2009
REPORT BY: DIRECTOR OF COMMUNITY SERVICES
**SUBJECT : IMPLEMENTATION OF COMMUNITY EQUIPMENT SERVICE
INTEGRATION ACROSS FLINTSHIRE COUNTY COUNCIL,
WREXHAM COUNTY BOROUGH COUNCIL, FLINTSHIRE
LOCAL HEALTH BOARD, WREXHAM LOCAL HEALTH
BOARD AND NORTH WALES NHS TRUST (EAST)**

1.00 PURPOSE OF REPORT

- 1.01 To seek Executive approval to formally implement a Partnership Agreement and Pooled Budget Arrangement under Section 33 of the National Health Service (Wales) Act 2006 for a Community Equipment Service Integration across Flintshire and Wrexham Local Authorities and Local Health Boards and North Wales NHS Trust (East) with Flintshire Local Authority as Host Partner.
- 1.02 The building will be acquired alongside the approval of the Partnership Agreement.

2.00 BACKGROUND

- 2.01 Previous reports to Executive have detailed background to this project, North East Wales Community Equipment Services (NEWCES), also known as Community Equipment Service Integration. The new arrangement will provide a combined operation offering a more effective and efficient service through bringing together not just the operational management of the service and property but also treating the financial arrangements as a whole under a Section 33 pooled funding arrangement, which is in the process of being set up.
- 2.02 There are five participating organisations for this proposal, known as Partners, all of whom will sign the Partnership Agreement.
- Wrexham County Borough Council
 - Flintshire County Council
 - Wrexham Local Health Board
 - Flintshire Local Health Board
 - North Wales NHS Trust (East)
- 2.03 A legally binding 'Service Framework Partnership Agreement' will govern the new integrated service. Previous reports detailing this have been made as the integration has developed.

2.04 Research undertaken in late 2005 including from a service user perspective was undertaken. It was clear from this that integration will provide the following benefits to service efficiency and improved service for the end customers :

- Improved equipment storage capacity and efficiency
- Improved equipment monitoring and handling systems
- Inventory of more useful stock
- Better ability to respond to customer needs
- Increased clinical effectiveness

2.05 Considerable improvements in the service were identified through the above research which would affect the quality of life for service users, carers and families. The provision of a single appropriate building in a suitable location was identified as an important factor in supporting this change.

2.06 A capital grant application was made in late 2006 to the Welsh Assembly Government by both Flintshire County Council and Wrexham County Borough Council. This was in response to a capital grant being made available by the Welsh Assembly Government to all Local Authorities in Wales as a national initiative for the integration and modernisation of community equipment services in Wales. This grant application by Flintshire County Council and Wrexham County Borough Council sought, and was awarded, funding of £1.119m to acquire a new building which would be suitable for use by an integrated service. The key benefits of the project were listed as :

- Improved quality of service
- Improvement in community care services
- Competency framework for accessing equipment
- Effective systems for ordering equipment
- Effective demonstration, delivery and installation of equipment
- Effective procurement system and benefits or economies of scale
- Easier and more effective stock control
- Improved and cleaning facilities for cleaning and contamination

2.07 Executive approved the acquisition of the selected building, Unit 3 Hawarden Business Park, on terms as agreed by the Head of Technical Services and County Solicitor to protect Flintshire and Wrexham's interest in liaison with officers of both Authorities. (Reference - Schedule 7)

3.00 CONSIDERATIONS

3.01 Human Resources Implications

A primary objective in the integrated service plan is to create a shared staffing structure part of which has already been achieved by introducing

single line management of the two stores. Appendix 1 shows the staff employed by Flintshire County Council once the transfer of Wrexham County Borough Council staff to the North East Wales Community Equipment Service has occurred.

- 3.02 Human Resources officers from Wrexham and Flintshire Local Authorities are proposing that the integration of staff into a single staffing structure, takes place in line with Cabinet Office guidelines (which follows the principles of TUPE legislation).
- 3.03 The impact on Flintshire staff based at the Flintshire Community Equipment Stores in Buckley and Pethau Glan, Flint is that they will relocate to the new building in Hawarden.
- 3.04 The impact on Wrexham staff currently based at Wrexham Community Equipment Stores in Wrexham is that their employment will be transferred to Flintshire County Council following Executive approval by all Partner Agencies and staff will relocate to the new building in Hawarden once it is operational.
- 3.05 Wrexham staff have had the opportunity, through a consultation process which involved union representation, to make informed individual decisions on the transfer. Individuals will be given the option to move onto Flintshire's terms and conditions in full after transfer, remain on their Wrexham terms and conditions of employment post transfer, or be re-deployed prior to the commencement of the integrated service.
- 3.06 It has been agreed that by the Integrated Community Equipment Service Steering Group, in conjunction with HR officers and Trade Unions that the integrated service commences with the signing of the Section 33 Partnership Agreement and that the transfer under TUPE principles commences the same date, with affected staff who have elected to do so, transferring to Flintshire's terms and conditions of employment one day later.
- 3.07 Partnership Agreement and Schedules
The Section 33 Service Framework Partnership Agreement documents the legal aspects of the agreement between the partners and the length of the agreement, being initially for a 3 year period. The Schedules to the Partnership Agreement set out how the Partnership Agreement operates in practice. The Partnership Agreement and all Schedules are available from Members Services. All Schedules will be kept under review, at least annually, by the Partnership Management board and are as follows:
- 3.08 Finance Issues
Schedule 5 to the Section 33 Partnership Agreement is the Finance and Resources schedule which sets out the financial arrangements for operation of the agreement and the pooled budget, including financial planning and

budget setting process, budget monitoring, contributions to be made by partner organisations and internal and external audit arrangements.

3.09 Governance Arrangements

The ongoing governance of the North East Wales Community Equipment Service will be by a Partnership Management Board. A Schedule to the Section 33 Partnership Agreement is Schedule 6a - Governance which sets out the duties of the Partnership Management Board, including scope, obligations, membership, role, frequency of meetings, and the information and reports it will receive to manage its obligations.

3.10 Partnership Management Board

Schedule 6a - Governance states the Members of the Partnership Management Board. One vote is allocated to each Partner. Other representatives including service users, carers and voluntary organisations, and relevant statutory bodies such as education and housing, will be in attendance at the Partnership Management Board, as set out in the grant conditions. (Reference to Schedule 6a)

4.00 RECOMMENDATIONS

4.01 That Executive approves the implementation of a Partnership Agreement and Pooled Budget Arrangement under Section 33 of the National Health Service (Wales) Act 2006.

4.02 That Executive approves the formal acquisition of the building at Unit 3, Hawarden, alongside the signing of the Partnership Agreement, to accommodate and facilitate the North East Wales Community Equipment Service.

5.00 FINANCIAL IMPLICATIONS

5.01 The total capital grant of £1.119m awarded to Flintshire County Council and Wrexham County Borough Council will fund the purchase of the new Community Equipment Service stores in Hawarden.

5.02 The revenue costs of operating the Joint Community Equipment Service will be funded by contributions from the Partner organisations. Contributions will be calculated by taking account of activity levels; this will be reviewed annually as detailed in Schedule 5.

5.03 The contribution from Flintshire County Council will be at the same level as the existing Community Equipment Service revenue budget as previously detailed in the report to Executive of 7th October 2008 as updated in the 2009/10 budget.

6.00 ANTI POVERTY IMPACT

- 6.01 The joint Community Equipment Service will be provided on an equitable basis, to people who need it, providing items which cost more than £10.00 all of which will be loaned free of charge.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None arising from this report.

8.00 EQUALITIES IMPACT

- 8.01 The Community Equipment Service makes a significant contribution to the lives of people with physical disabilities. An efficient and effective equipment service contributes towards enabling people with disabilities to access services and achieve their goals.

- 8.02 An Equality Impact Assessment has been undertaken in respect of the new service.

- 8.03 All Human Resources Policies apply.

9.00 PERSONNEL IMPLICATIONS

- 9.01 These were dealt with in the Executive report of 03 June 2008.

- 9.02 A table is attached as Appendix 1 detailing the Human Resources available to the North East Wales Community Equipment Service upon integration.

- 9.03 The Human Resources Arrangements in place for the integrated service are covered in Schedule 4 of the Partnership Agreement.

10.00 CONSULTATION REQUIRED

- 10.01 Stakeholders, staff, Trade Union representatives and service users working at Pethau Glan, their carers and families, and other interested parties have been involved as required or appreciate.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation with staff and trade unions at Flintshire Community Equipment Stores and staff at Pethau Glan has continued throughout this process.

- 11.02 Formal consultation with staff and trade unions at Wrexham Community Equipment Stores remains ongoing.

- 11.03 Information and communication with service users at Pethau Glan and their carers / families is a priority and effective liaison in respect of the relocation of the Team Members who will work at NEWCES remains ongoing.

12.00 APPENDICES

12.01 Appendix 1 - Structure chart

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

Report to Executive - 1st November 2005 - "The Development of a North East Wales Joint Equipment Stores".

Report to Corporate Management Team - 26th October 2006 "Capital Grant for the Integration and Modernisation of Community Equipment Services in Wales".

Report to Executive - 3rd June 2008 - "Continued Development of North East Wales Community Equipment Service".

Report to Executive - 7th October 2008 - "North East Wales Community Equipment Service".

Guidelines for Integrating Community Equipment Services - January 2009 - Welsh Assembly Government.

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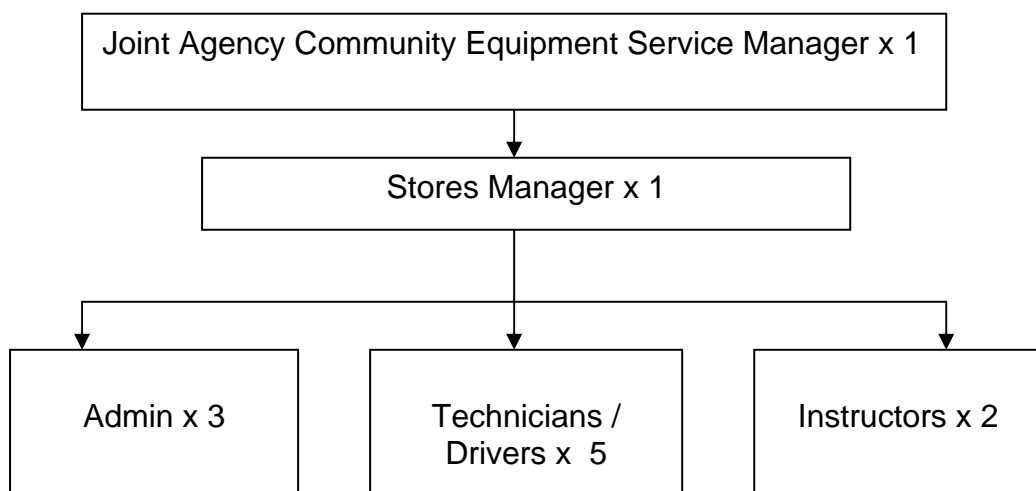
Appendix 1

NORTH EAST WALES COMMUNITY EQUIPMENT SERVICE

HUMAN RESOURCES

The following organogram shows the staff employed by Flintshire County Council once the transfer has occurred to the North East Wales Community Equipment Service.

North East Wales Integrated Community Equipment Service



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **PUBLIC PROTECTION ENFORCEMENT POLICY**

1.00 PURPOSE OF REPORT

1.01 To present for approval a generic Enforcement Policy for Public Protection Services which takes account of the latest guidance and best practice and which outlines in clear and simple terms the Services' approach to regulation and enforcement.

2.00 BACKGROUND

2.01 The aim of the Government's 'Better Regulation Agenda' is to ensure effective and consistent practice in regulation and enforcement in order to minimise regulatory burdens on legitimate businesses. This approach also ensures individuals and businesses who are engaged in illegal trading practices are appropriately dealt with.

2.02 The approach was informed by a major review of national and local regulation. This resulted in the publication of the Hampton Report which contained a number of principles for effective enforcement. These principles were used to inform the Regulators' Compliance Code – a 'Statutory Code of Practice for Regulators', which was published on 17 December 2007. Although the Code only applies to England, it is sensible to adopt its core principles. Therefore, the proposed generic Enforcement Policy, attached to this Report at Appendix I, is based upon the key elements of the Code and outlines the Public Protection Service's proposed approach to effective and consistent regulation and enforcement.

3.00 CONSIDERATIONS

3.01 The Public Protection Service currently has separate enforcement policies for its various functional areas. For example, there are similar but separate enforcement policies for Trading Standards, Food Safety and Health and Safety matters. Apart from the time taken to draft, update and seek approval for separate policies, this does not meet the key principles for effective regulation and enforcement and regulation referred to in the paragraphs above.

3.02 Therefore, it is sensible to develop and publish a more generic enforcement policy which reflects the latest guidance and best practice. The next key step will be to ensure that the new policy, if Members are minded to approve it, is

effectively communicated with the business and wider community and consistently applied in practice.

4.00 RECOMMENDATIONS

- 4.01 That Members consider the draft policy and give their approval to its adoption, publication and implementation.
- 4.02 That Members authorise the Head of Public Protection to update the Policy, as necessary in consultation with the Executive Member for Leisure and Public Protection, in order to take account of changes in national guidance, legal process or best practice.

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 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 None

12.00 APPENDICES

- 12.01 Appendix I - Flintshire County Council Public Protection Service Draft Enforcement Policy.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Flintshire County Council Public Protection Service Draft Enforcement Policy

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Flintshire County Council

Public Protection Service

Draft Enforcement Policy

May 2009

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1 Introduction

1.1 Intelligence-led and targeted regulation is essential in promoting fairness and protection from harm. Public Protection services fully recognise that effective regulation needs to be proportionate and flexible enough to support and encourage economic prosperity. Good businesses need good regulators and good regulators work constructively with businesses to ensure fair competition and support thriving local economies.

1.2 The Council is committed to promoting efficient and effective approaches to regulatory inspection and enforcement which promotes key regulatory outcomes without imposing unnecessary burdens.

Key Regulatory Outcomes:

- | |
|--|
| <ul style="list-style-type: none">• <i>fewer health inequalities;</i>• <i>fewer food poisoning or animal disease outbreaks;</i>• <i>fewer accidents, injuries and ill health caused by work;</i>• <i>less pollution and other environmental crime</i>• <i>safer and stronger communities</i>• <i>improved standards of business compliance.</i> |
|--|

1.3 We will therefore adopt a positive, proactive and balanced approach to ensure compliance. This will be achieved through a combination of:

- advice, information, help and support for businesses which reflects individual business needs and expectations; and
- intelligence-led, targeted and proportionate interventions where regulatory breaches have been identified.

1.4 In this Policy we outline how we propose to work to these principles in practice. We describe our general approach and the circumstances in which serious regulatory sanctions like prosecution will be considered and applied so that local residents and citizens fully understand and support our approach to effective regulation in Flintshire.

1.5 We have developed effective policies to deal proportionately with criminal activity which would have a damaging effect on legitimate businesses and in achieving desired regulatory outcomes. However, there is also an expectation that legitimate businesses work with regulators to improve standards of trading thereby supporting the achievement of regulatory outcomes.

1.6 This policy is primarily focused on regulation of the business community but a number of regulatory functions involve enforcement against individuals e.g. dog fouling and littering. Where enforcement action is contemplated against individuals we will take into account the relevant principles and standards outlined in this policy.

2 Our Approach - how will we work in practice?

2.1 We have adopted accepted principles of effective enforcement. These include:

- **Publishing our Service Standards:** we will publish clear and explicit service standards
- **Being Open:** we will provide information in clear and simple language and explain how we intend to support legitimate businesses and protect consumers and citizens.
- **Being Helpful:** we believe prevention is better than cure and will therefore explore ways to encourage businesses to seek help and advice so we can help businesses 'get things right first time'.
- **Responding positively to complaints about our service or approach:** ideally if we get the approach right we should not get many complaints but we have a clear pathway to report and hopefully resolve complaints satisfactorily.
- **Taking proportionate and sensible action where legislative breaches are identified:** we will establish the facts and circumstances which led up to the breach, we will consider the action taken to reduce the effect of the breach and we will assess the approach the business proposes to take to avoid future breaches as part of our deliberations around possible sanctions.
- **Being fair and consistent:** we will ensure our own policies and practices are fully understood and applied by our officers on the ground. We will invest in their learning and development, and whilst we expect our people to exercise discretion and work to high levels of professional practice, we have developed safeguards to ensure our policies and practice is applied fairly and consistently. The approach includes effective liaison with other regulatory and enforcement agencies and adhering to the latest national guidelines and best practice.

3 Effective Regulation for the 21st Century

3.1 Supporting Economic Prosperity

3.1.1 Effective regulation and enforcement are critical to supporting economic prosperity. Good regulators are more aware of the issues affecting economic prosperity and the impact that they have on both individual businesses and the local economy if they get the balance of regulation and enforcement wrong. Therefore, this enforcement policy and the way it is implemented fully takes into account the need to support legitimate businesses through a programme of effective advice and information in the first instance to 'help businesses get things right first time'. This approach delivers benefits for regulators and businesses. Our approach really is one of *'prevention is better than cure'*:

Our approach will involve:

- Working proactively to develop constructive and trusting relationships with local businesses, particularly new businesses, so that they are confident about seeking help if things go wrong rather than trying to hide things and make matters worse
- Understanding and taking into account the size, complexity and scope of business operations to provide an appropriate and proportionate level of advice and support, particularly having regard to the impact of regulation on small to medium sized businesses
- Consulting with local businesses, identifying their needs and expectations and providing an appropriate level of advice and support to meet or preferably exceed those expectations
- Providing a responsive and effective business advice service so that businesses can get access to high quality people to help them comply with the law through the provision of sensible and pragmatic advice
- Using intelligence-led and targeted interventions based on an objective assessment of risks so that resources are appropriately directed to areas of the highest risk
- Developing an effective system for the resolution of disputes so that the right regulatory outcomes can be achieved without creating unnecessary burdens for businesses
- Systematically and regularly reviewing our policies, strategies and practice in order to ensure they remain relevant and effective in achieving

regulatory outcomes without imposing unnecessary burdens on businesses

3.2 Using Effective Risk Assessment Methods

3.2.1 Effective risk assessment will guide all of regulatory and enforcement activity. It will inform how we use our resources to focus on areas of high risk to that they are used to maximum effect in supporting business and protecting consumers thus leading to improved regulatory outcomes.

3.2.2 We will use risk assessment to:

- Identify the likelihood of significant risks to health, wealth or wellbeing of local people and communities, the environment and fair trading and economic prosperity; and
- Ensure that our actions and interventions are based on a detailed analysis of the best evidence available so that resources are effectively targeted at and successful in reducing the highest risks to local people, communities and legitimate businesses

3.2.3 Our risk assessment framework is comprehensive and includes an assessment of the combined effect of:

- the potential impact of non-compliance on regulatory outcomes; and
- the likelihood of that non-compliance occurring.

3.2.4 Our intelligence-led, evidence-based approach will inform the development of a programme of planned inspections, the balance between preventative and compliance activity and the application of enforcement techniques and the appropriate sanctions in accordance with clearly defined policies.

3.2.5 In evaluating the likelihood of non-compliance, we will consider the following factors:

- previous levels of business compliance and the identification of potential future risks;
- the existence of effective risk management systems;
- evidence of regular and effective third party certifications; and
- management competence and willingness to comply.

3.3 Focusing on Prevention

3.3.1 A key focus of our approach to prevention will involve developing positive and constructive working relationships with businesses through existing networks and contacts and through the creation of a business support function and an aspiration to create single point of contact for all regulatory enquiries. We recognise that small businesses, in particular, can be overwhelmed by the scale and complexity of legislation covering their business operations. Our approach is to provide easy access to advice, provide simple, clear and concise information and to provide follow-up advice where it is needed. Where national guidance exists, we will promote this to ensure consistency in its application, but where no national guidance exists we will endeavour to consult with businesses to ensure locally developed guidance meets their specific needs, where this is sensible and practical.

3.3.2 In all our dealings with businesses we will aim to:

- inform them about any new legislation likely to affect their business as soon as we know about it and will apply the same principle in respect of changes to existing legislation;
- where necessary and appropriate, provide sector-based information, advice and guidance;
- provide general information, advice and guidance to make it easier for businesses to understand and implement what needs to be done;
- ensure the information, advice and guidance we provide is simple, clear and concise and is available in a range of formats and media; and
- regularly and systematically assess the quality and accessibility of our information, advice and guidance to ensure it remains accurate, reliable and fit for purpose by assessing satisfaction levels with businesses.

3.3.3 We will always try to ensure that, in all our dealings with businesses, we differentiate between specific legal requirements and guidance/best practice aimed at delivering improvements above minimum standards. However, we will actively encourage businesses to strive to achieve higher standards and help to support those that wish to take this approach.

3.3.4 Advice services will generally be provided free of charge. Where charges are applicable we will make this clear in advance of the provision of any of these services to the business community. For example, the development of a Primary Authority relationship has scope for charging.

3.4 Targeting Inspection Visits

3.4.1 No inspection without a valid reason - We will try not to undertake any inspection visits to business premise unless there is a specific and justifiable reason for so doing. Any programmed inspection visits will be informed by the use of a robust and transparent risk assessment framework. The sharing of information and intelligence and the development of effective communication channels to provide evidence of risk will be a key element of our approach to targeted inspection. Intelligence analysis and the application of the risk assessment framework will be used to deploy resources and direct inspection effort where both a compliance failure would pose a serious risk to the community and the business is likely to continue to operate illegally.

3.4.2 Timely and effective feedback - At the conclusion of any inspection visit, our officers will give a verbal update of his/her findings in order to seek agreement on the proposed corrective actions. This will include an outline of good practice as well as areas of improvement. Any advice, guidance or specific instructions will normally be confirmed in writing.

3.4.3 Joint Inspection Visits - We will try to coordinate our inspection programmes so that businesses are not subject to multiple inspections where this is sensible and practical. We will develop our inspection programmes to ensure that we achieve the right balance between providing the right information and advice at the right time against the need to avoid contact with different specialist inspectors. We will also work collaboratively with other regulatory agencies to ensure that, wherever practicable, our respective inspector programmes do not cause unnecessary burdens for businesses. This will include the development of information sharing and inspection protocols where the shared regulatory outcomes can be achieved through a co-ordinated approach to inspection visits.

3.5 Reviewing Processes for Requesting Information

3.5.1 Keeping requests for information to a minimum - We will try to ensure that we do not ask businesses for information unless it is absolutely necessary to verify compliance with a key legislation and we will develop information systems to try to avoid any situations where we ask for the same information more than once.

3.5.2 Offering choice in the way businesses are able to provide information - Where information has to be provided we will try to ensure that the systems and processes for providing such information are clear, simple and accessible. In particular, we will develop appropriate web-based applications to allow for electronic submission and to offer a choice of access routes based on an analysis of business expectations.

3.5.3 Data Protection - We will also try to ensure that any information or data we hold is accurate, regularly cleansed and safely stored.

3.5.4 Using Intelligence-led and Targeted Enforcement - We recognise that the majority of businesses we come into contact are legitimate and want to engage constructively with regulators. We have described our approach to prevention through advice, information and guidance to this group of businesses. However, we also recognise, as do the vast majority of the business community, that there is no place for those who wish to operate outside the regulatory framework. Therefore, our approach will be different for individuals and businesses who:

- operate fraudulently or unfairly; and/or
- persistently use unfair trading practices and fail to follow advice; and/or
- put at risk the health, safety and well being of staff, customers and consumers; and/or
- persistently fail to follow advice about legal requirement despite significant attempts from the regulator to ensure compliance; and/or
- attempt to gain a competitive advantage over legitimate businesses through fraudulent or unfair trading practices.

3.5.5 This approach to formal enforcement action will only be considered after all other reasonable efforts to achieve compliance have been exhausted, except where immediate action is necessary to prevent or respond to a serious breach, imminent risk to health or where the circumstances dictate that such a course of action would itself put the proposed enforcement action at risk.

3.5.6 Therefore, we will satisfy ourselves that reasonable efforts have been made to:

- achieve compliance including: the use of positive incentives to deliver improvement in appropriate circumstances;
- change the behaviour of the offender;
- eliminate any financial gain or benefit from non-compliance
- take into account the type of offence, the nature of the offender and ensure the action considered is appropriate and proportionate;
- mitigate against the harm or damage caused by the offending behaviour; and
- deter future non-compliance;

and that all those efforts have failed and there is no alternative to formal enforcement action.

3.5.7 We will ensure that all of our officers are fully aware of, and committed to, following the policies and principles outlined in this document through a programme of learning and development and management review processes. Our aim is to ensure that the policy is applied fairly and consistently across all service areas so that we achieve high compliance levels without the need for heavy-handed enforcement practice.

4 What happens when the preventative/advisory approach fails to achieve compliance?

4.1 Decision to undertake formal enforcement

4.1.1 When the advisory approach fails to secure an adequate level of compliance formal enforcement action will be the next step. Where formal enforcement action is being considered (Step 3 below) we will always try to explain reasons for the proposed action. A decision to take formal enforcement action will only be taken after all reasonable efforts to secure compliance have been exhausted, except where the non-compliance is of a very serious nature and immediate action is necessary and appropriate. Any such decision made will be communicated in a timely and effective manner.

4.2 Levels of Enforcement Action

4.2.1 Where evidence of legislative non-compliance has been established the following hierarchy of approach will be considered:

Step 1 Promotion – as part of our ongoing programme of advice, information and assistance we will seek to persuade by negotiation the adoption of good practice and to increase the businesses understanding of the legislation in order to secure improved levels of compliance. This will involve the broad range of activities described in this document and through direct contact with businesses and trade associations.

Step 2 Informal Warnings – will be used when there is evidence of non-compliance but the nature of that non-compliance does not warrant formal action. For example, this might be technical issues resulting from a lack of understanding or misinterpretation of the advice, information or guidance which has been provided. The nature of the non-compliance together with the corrective action necessary to put the matter right will be

explained verbally and confirmed in writing together with a deadline for completing the corrective action. The business will be afforded the opportunity to have these decisions reviewed by a senior manager if they believe the warning was unjustified or inappropriate.

Step 3 Formal Enforcement Action – this includes the issuing of statutory notices, written undertakings and enforcement orders; refusal to grant or revocation of a licence or registration; the issue of cautions, fixed penalty notices, penalty notices for disorder and/or prosecution. This course of action will be taken in accordance with statutory legal procedures, relevant codes of practice and any national professional guidance e.g. the Code of Practice for Crown Prosecutors to name one. Additionally, where members of the public need protection from behaviour that is likely to cause, harassment, alarm or distress, the Council may seek an Anti-Social Behaviour Order either as an independent action or following conviction.

4.2.2 Where formal enforcement action is contemplated (Step 3) we will apply two ‘tests: the **Evidential Test** and the **Public Interest Test**. For the Evidential Test we will satisfy ourselves that there is sufficient evidence to provide a ‘realistic prospect of conviction’ against each defendant on each charge. This is an objective test that means a jury or bench of magistrates, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged. The Public Interest Test will be considered in each case where there is enough evidence to provide a realistic prospect of conviction. We will balance factors for and against prosecution carefully and fairly. Public interest factors usually depend on the seriousness of the offence or the circumstances of the suspect.

4.3 Statutory (Legal) Notices

4.3.1 Many pieces of legislation enforced by the Council provide for the service of statutory notices. These notices require a person, business or organisation to comply with specific legal requirements. Where a formal notice is served, the method of appealing against the notice (i.e. if the recipient feels that the notice is unjustified or excessive in its requirements) will be provided in writing at the same time. The notice will explain what is wrong, what is required to put things right and outline the consequences for failure to comply with the notice.

4.3.2 In general, failure to comply with a properly written and served statutory notice will render the recipient liable to prosecution. In some cases the Council is able to, and will generally carry out works to comply with the notice and recover the cost of doing so from the recipient of the notice. In some circumstances both prosecution and service of a notice may be appropriate.

4.4 Written Undertakings and Enforcement Orders

4.4.1 Where an individual or organisation persistently fails to comply with the law, the Council may seek a written undertaking from that person that they will cease the action complained of. In such circumstances, the Council may determine that no further formal action will be taken.

4.4.2 In cases where an individual or organisation has breached or has refused to provide a written undertaking to cease the action complained of, an application to a court may be made for an enforcement order, or for other formal action in accordance with the relevant legal provisions.

4.5 Fixed Penalty Notices

4.5.1 A fixed penalty notice may be used as a means of disposing of the offence by means other than prosecution. It is the offender's opportunity to avoid a conviction if they pay a penalty instead. Non-payment of a penalty notice is generally not an offence in its own right and should a recipient not pay the penalty offered, prosecution will be necessary for the actual offence.

4.5.2 The Council will comply with any relevant guidance on the use of fixed penalty notices. In particular, the following conditions will be satisfied:

- (a) there must be evidence sufficient to give a realistic prospect of conviction;
- (b) the offence is not too serious and is of a nature suitable for being dealt with by a penalty notice

4.6 Simple Cautions

4.6.1 Under certain circumstances, a caution may be an appropriate alternative to prosecution. This option will be considered before prosecution. A caution is a serious matter. It is recorded on the Central Register of Convictions and may be used to influence any decision whether or not to institute proceedings if the person should offend again. It may be referred to in any subsequent court proceedings. It will not be referred to in respect of any conviction recorded more than three years earlier.

4.6.2 Cautions serve the following purposes:

- a) to deal quickly and simply with less serious offenders;
- b) to avoid unnecessary appearance in criminal courts;
- c) to reduce the chance of offenders re-offending.

4.6.3 We will comply with Home Office guidance on the cautioning of adult offenders and in particular before issuing a caution, the following conditions must be satisfied:

- (a) there must be evidence of guilt sufficient to give a realistic prospect of conviction;
- (b) the suspected offender must admit the offence, usually by signing a declaration;
- (c) the suspected offender must understand the significance of a caution and give an informed consent to the caution.

4.7 Prosecutions

4.7.1 The Council will use discretion in deciding whether to initiate a prosecution. Where the circumstances justify it, prosecution without prior warning may take place.

4.7.2 The Council will consider prosecution when:

- (a) it is appropriate in the circumstances, as a way to draw attention to the need for compliance with the law, especially where there would be a normal expectation of a prosecution, or where,
- (b) through the conviction of offenders, others may be deterred from offending; or
- (c) there is the potential for considerable harm arising from the breach; or
- (d) the gravity of the offence, taken together with the general record and approach of the offender justifies it.

4.7.3 The decision to prosecute will always take account of the criteria set down in the **'Code for Crown Prosecutors'**.

4.7.4 Before deciding to prosecute there must be sufficient evidence for a realistic prospect of conviction taking account of any defence that may be available, and it **must be in the public interest**.

4.7.5 The following public interest criteria will normally be taken into account when deciding on the relevance of legal proceedings, although this list is not exhaustive:

- The prevalence of the type of offence
- The need for a suitable deterrent
- The risk of danger or injury to the public
- The failure to comply with a statutory notice or respond to advice about legal requirements

- The disregard of legal requirements for financial reward
- Significant financial loss, potential or actual, to a third party
- A history of similar offences
- Persistent breaches of legislation
- Where fraud, gross negligence or guilty knowledge is a factor
- Minor breaches of a number of statutes

4.7.8 Where possible an offender will be told as soon as sufficient evidence is obtained that a prosecution may follow. All prosecutions will be brought without unnecessary delay.

4.7.9 The Council will aim to maximise our effectiveness by working with other authorities and other agencies whenever appropriate, sharing intelligence where it is lawful to do so and mounting joint operations where that would bring benefits. Outside agencies who we work with include:

- Police,
- Environment Agency
- Health and Safety Executive
- Food Standards Agency
- Gambling Commission
- Vehicle and Operator Services Agency -VOSA
- Fire Service
- HM Revenue and Customs
- Defra/State Veterinary Service
- Office of Fair Trading
- Assets Recovery Agency
- The enforcement arms of trade protection organisations such as the Federation against Copyright Theft

4.7.10 Where there has been a breach of the law leading to a work-related death, the enforcement authority will liaise with the Police, Coroner and the Crown Prosecution Service (CPS) and if there is evidence of manslaughter (including corporate manslaughter) pass the case to the Police or, where appropriate, the CPS.

4.8 *Proceeds of Crime*

4.8.1 In appropriate cases, an application may be made under the Proceeds of Crime Act for confiscation of assets to recover the financial benefit that the offender has obtained from a criminal conduct. Proceedings are carried out in accordance with the civil standard of proof and applications are made after a conviction has been secured but before the offender has been sentenced.

4.9 Gathering Evidence

4.9.1 Regulatory bodies are empowered to gather evidence by numerous means, including, where appropriate, covertly (without the targeted individual/s being aware of surveillance). Remote CCTV and other recording devices may be utilised. In each case appropriate authorisation will be sought prior to the undertaking of covert surveillance in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA).

4.10 Equality and Diversity

4.10.1 Equality and diversity issues have been considered when drawing up this policy. It reflects the Council's values, and is in line with anti-discrimination legislation. It will be applied in accordance with the legal obligations of the Council irrespective of disability, gender, race, religion, age, sexual orientation and marital status or any other grounds which would constitute unfair or unreasonable discrimination.

4.10.2 The policy will have no detrimental impact on minority groups and such groups will be afforded the same level of protection from crime and anti-social behaviour and crime specifically targeted at minority groups will be appropriately addressed.

4.10.3 The Council will regularly review our policies and practice to ensure a continuing commitment to providing services that do not discriminate against minority groups.

5 General Principles of Officer Conduct

5.1 In addition to the principles set out in this Policy, officers will always present themselves professionally and courteously. Officers will, as the circumstances allow, announce who they are and in what capacity they are acting to someone in authority in the business. However, there may be occasions when officers legitimately delay identifying themselves until a later stage of an investigation, particularly where they are engaged in authorised covert operations. Officers will carry, and show their identity card or authorisation as appropriate.

5.2 Officers will engage with individuals and groups fairly, constructively and effectively without discrimination.

Documents can be provided in other formats such as audio, large print or CD.

6 Having Clear Accountability for our Decisions and Actions

6.1 The Council has a clearly defined scheme for delegated authority in relation to regulatory services and enforcement policy. Public Protection Services are generally led by an officer at Assistant Director level usually designated as Head of Public Protection.

6.2 The Head of Public Protection provides elected Member with professional advice and support in addition to leading and managing the service. Regulatory outcomes are normally defined within a Service Strategy/Service Plan framework which also outlines the operational priorities and activities for the next 12 months.

6.3 Service strategies are normally published and generally informed by the needs and expectations of key client groups: consumers and businesses. Needs and expectations are normally identified following formal consultation with these client groups and are reflected in service plans. Regular and systematic work is undertaken throughout the year to assess satisfaction levels and to target improvement activity where satisfaction levels are found to be unsatisfactory.

6.4 Additionally, Service Plans generally contain detailed information about:

- Service standards e.g. response times, opening hours etc
- Regulatory outcomes
- Service priorities, projects and enforcement activities

7 Complaints Procedure

7.1 The Council has a formal complaints procedure in the event that businesses or residents wish to complain about the quality of service they have received. Where the complaint cannot be satisfactorily resolved, through the Council's Complaint's Procedure, the complainant can usually complain further to the Local Government Ombudsman.

8 Feedback and Comments

8.1 We welcome feedback on this or any of our policies – please direct any feedback or comments on this Enforcement Policy to:

Dr Paul McGreary
Head of Public Protection/Pennaeth Diogelu'r Cyhoedd
Environment Directorate/Cyfarwyddiaeth yr Amgylchedd

Flintshire County Council/Cyngor Sir y Flint
County Hall/Neuadd y Sir
Mold/Yr Wyddgrug CH7 6NF
Tel/Ffon: 01352 703413

This Policy can be made available in a variety of formats and media on request.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: EXECUTIVE
DATE : 23 JUNE 2009
REPORT BY: HEAD OF LEGAL AND DEMOCRATIC SERVICES
**SUBJECT : APPROVAL OF THE SEVENTH ANNUAL REPORT OF THE
FLINTSHIRE LOCAL ACCESS FORUM**

1.00 PURPOSE OF REPORT

1.01 For the County Council to note and approve the seventh annual report of the Flintshire Local Access Forum, prepared in accordance with Regulation 16 of the Countryside Access (Local Access Forums) (Wales) Regulations 2001.

2.00 BACKGROUND

2.01 The Flintshire Local Access Forum was established in 2002 by the County Council in accordance with the provisions of the above Regulations. It is a requirement of those Regulations that an annual report be prepared and approved by the County Council which must include the following:-

- (i) information relating to the Forum's functions during the twelve month period ending on 31st March in each year, and
- (ii) a programme of works which has been agreed between the Forum and the County Council which the Forum plans to undertake during the twelve months commencing immediately after 31st March in each year.

2.02 Appended to this report is the draft report (excluding the minutes of the Forum meetings which are referred to at Appendix 4 of the report) for the period 1st April 2008 to 31st March 2009, as prepared by the Forum Secretary, David M. Davies, who is a principal solicitor employed in my Department. Copies of the draft report, with all the accompanying appendices, are available in the Members' Library. The format of the report follows the advice issued by the Countryside Council for Wales.

2.03 At the Forum meeting on 20th April 2009, it was agreed that the report should be submitted to the County Council for approval.

3.00 CONSIDERATIONS

3.01 The attached report follows the format of the previous annual reports. It has been completed in accordance with the guidance issued by the Countryside Council for Wales regarding the preparation of annual reports.

- 3.02 The Countryside Council will maintain a central record of annual reports of all the local access forums in Wales. A copy of the appended report, once approved, will be sent to the Countryside Council.

4.00 RECOMMENDATIONS

- 4.01 That the seventh annual report of the Flintshire Local Access Forum for the period 1st April 2008 to 31st March 2009 be noted and approved by the County Council and be submitted to the Countryside Council for Wales for their records.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are continuing costs associated with the administration of the Local Access Forum. Additional funding has been, and continues to be, made available by the Welsh Assembly Government to cover additional work arising out of the Countryside and Rights of Way Act 2000, of which the Local Access Forum forms part.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Under the terms of the 2000 Act, the function of the Forum is to advise the County Council, the Welsh Assembly Government and the Countryside Council as to the improvement of public access to land in the area for the purposes of open-air recreation and the enjoyment of the area.

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 The report has already been considered by the Local Access Forum.

12.00 APPENDICES

12.01 Draft seventh annual report of the Flintshire Local Access Forum (excluding minutes of the Forum meetings).

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Minutes of the Local Access Forum meetings on 21st April, 19th May, 7th July, 6th October, and 2nd December 2008 and 26th January 2009.

Contact Officer: David M Davies
Telephone: 01352 702325
E-Mail: david_m_davies@flintshire.gov.uk

FLINTSHIRE LOCAL ACCESS FORUM
SEVENTH ANNUAL REPORT 2008/09

Prepared in accordance with
Regulation 16 of the Countryside Access (Local Access Forums)
(Wales) Regulations 2001
(approved by Flintshire County Council on ????????)

[as submitted to and agreed by
the Flintshire Local Access Forum on 20th April 2009]

FLINTSHIRE LOCAL ACCESS FORUM

SEVENTH ANNUAL REPORT 2008/09

INTRODUCTION

1. The Flintshire Local Access Forum was established for the whole of the geographical area of Flintshire on 14th October 2002. Flintshire County Council had a statutory duty to establish the Forum as required by the Countryside and Rights of Way Act 2000. The statutory function of the Forum is to advise the County Council, the Countryside Council for Wales and others as to the improvement of public access to land in the area for the purposes of open air recreation and the enjoyment of the area. All meetings of the Forum are open to the public.
2. The present Forum membership was appointed with effect from 22nd December 2008, for a period of three years.
3. This is the seventh annual report of the Forum.

THE STATUTORY FUNCTIONS OF THE FORUM

3. The Forum was consulted during the year in relation to the following matter:-

Topic Considered :	Flintshire's Draft Rights of Way Improvement Plan (ROWIP).
Date Considered :	19 th May 2008.
Consultation by :	Flintshire County Council.
Consultation Response:	As set out in the minutes of the above meeting.

OTHER MATTERS CONSIDERED BY THE FORUM

4. The following matters were considered by the Forum during the year:-

Topic Considered :	Maintenance Priorities Committee.
Date Considered :	21 st April 2008, 26 th January 2009.
Summary :	The Forum endorsed the continuation of the Committee; noted the allocation of addition funding from the County Council's revenue account for additional maintenance contracts; and was reconstituted, the membership now being:- David Bolton Alison (Sally) Chamberlain Bryan Harrison Eileen Hird David Hÿtch.

Topic Considered :	All Wales Coastal Path/Coastal Access.
Dates Considered :	21 st April 2008, 7 th July 2008, 6 th October 2008, 22 nd December 2008, 26 th January 2009.
Summary :	The Forum was advised of progress on the Wales Coastal Access Improvement Plan; Eileen Hird replaced Jim Irvine on the Coastal Access Steering Group.

Topic Considered :	Clwydian Range AONB Joint Advisory Committee.
Date Considered :	19 th May 2008.
Summary :	The Forum agreed that David Hÿtch would be its representative on the Joint Advisory Committee.

Topic Considered :	North Wales Alliance To Influence The Management Of Off-Roading (NWAIMOR).
Date Considered :	7 th July 2008.
Summary :	A presentation by the Chair and Secretary of NWAIMOR. The Forum agreed to support its aims and objectives.

Topic Considered :	Mold to Saltney Junction Greenway Project.
Dates Considered :	7 th July 2008, 26 th January 2009.
Summary :	A presentation and then update by Chris Salomon, the County Council's Highways Policy Manager.

Topic Considered :	Flintshire's Draft Rights of Way Improvement Plan (ROWIP).
Date Considered :	6 th October 2008.
Summary :	It was noted that the ROWIP had been adopted by the County Council on 4 th September 2008.

Topic Considered :	Approval of the Fifth and Sixth Annual Reports of the Forum.
Date Considered :	6 th October 2008.
Summary :	The Forum agreed the contents of the draft reports for submission to the County Council for approval.

Topic Considered :	Information Pack for New Local Access Forum Members.
Date Considered :	6 th October 2008.
Summary :	The Forum approved an information pack to be distributed, in due course, to new Forum members.

Topic Considered :	Cycling Provision in Flintshire..
Dates Considered :	6 th October 2008, 26 th January 2009.
Summary :	Updates were presented to the Forum.

Topic Considered :	Appointment of the new Forum membership.
Date Considered :	2 nd December 2008.
Summary :	The appointment of the new Forum membership took effect at this meeting.

Topic Considered :	Appointment of the new Chair and Deputy Chair of the Forum.
Date Considered :	26 th January 2009.
Summary :	Dr. Jean Rosenfeld and Bryan Harrison were appointed as, respectively, Chair and Deputy Chair of the Forum.

Topic Considered :	Representation of the Forum on other bodies.
Date Considered :	26 th January 2009.
Summary :	The Forum nominated the following:- Clwydian Range AONB Joint Advisory Committee: David Hýtch Halkyn Common Joint Consultative Board: Gareth Williams Coastal Access Steering Group: The Chair Eileen Hird David Hýtch.

Topic Considered :	Observers.
Date Considered :	26 th January 2009.
Summary :	The Forum agreed to accord observer status to David Evans in view of his interest in, and knowledge of, the Deeside area.

PROGRAMME OF WORKS FOR THE COMING YEAR (2009/10)

5. Regulation 16(2)(b) of the Countryside Access (Local Access Forums) (Wales) Regulations 2001 requires the annual report to include a programme of works which has been agreed between the Forum and the County Council which the Forum plans to undertake during the twelve months commencing after 31st March in each year.
6. The County Council has advised the Forum that it will seek advice from the Forum in relation to the following matters in the forthcoming year:-
 - Rights of Way Improvement Plan
 - Public Rights of Way Maintenance Priorities
 - Improvement of Coastal Access

- Leisure Strategy
- Denbigh – Mold – Saltney Greenway.

7. The Forum has already been advised by the Countryside Council for Wales that it will be consulted upon the matters set out on the following table supplied by CCW:-

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LOCAL ACCESS FORUMS – WORK PLANS 2009 / 2010

The following are matters that CCW & WAG anticipate that they will refer to LAFs during the year. This is for guidance only and may change to reflect work priorities. **It should not be taken as definitive.** In addition Local Authorities and National Park authorities will refer matters to LAFs. LAF members themselves should also be encouraged to put forward agenda items.

	Referred by	Approx Timing	Nature of Referral	Which LAFs?
CRoW Act 'Relevant Authority Guidance' - a statutory consultation on a revised version of the guidance regarding access land.	CCW	May to July 2009	LAFs and others will be consultees with regard a revision (by Natural England, Defra and CCW) of the guidelines used by Relevant Authorities (CCW, National Parks and the Forestry Commission) in determining exclusions and restrictions to public access on CRoW Act 'Access Land'. Feedback requested from LAFs where appropriate.	All

ROWIP implementation	WAG	Ongoing	Work with local authorities to implement the provisions of the rights of way improvement plans.	All
Coastal Access - Implementation of the Wales Coast Path	WAG	Ongoing	Work with coastal local authorities and the 2 national parks (SNP and PCNP) to ensure that locations suitable for cyclists, horse riders and disable people are identified and incorporated into the all Wales Coast Path'.	Those with coastal areas
Implementation of the Walking and Cycling Action Plan for Wales 2009 - 2013	WAG	Ongoing	Support the implementation of the Walking and Cycling Action Plan for Wales 2009-2013 by supporting local and national initiatives to improve access networks and promote walking and cycling tourism.	All
Access to water	WAG/ CCW	2009 - 2012	Take an active interest in promoting access to water agreements. It would be helpful if LAF considered potential areas for new or improved access to water (lakes rivers and the coast) and identified any obvious barriers that could be resolved.	All

Jo Ronald, Access Policy Officer, 01/04/09

FLINTSHIRE COUNTY COUNCIL DETAILS

8. The details of the County Council are set out in Appendix 1 to this report, and are substantially unchanged from the previous annual reports.

DETAILS OF MEETINGS OF THE FORUM

9. The date and venues of meetings of the Forum are set out in Appendix 2 to this report.

MEMBERSHIP DETAILS

10. The present Forum consists of 15 Members, including the Chair and Deputy Chair, as originally did the previous Forum. However, that number had reduced due to the non-attendance at meetings of certain members (membership terminated under regulation 14(1)(g) of Countryside Access (Local Access Forums) (Wales) Regulations 2001), as well as the sad death of another member.
11. The present Forum membership was appointed with effect from 22nd December 2008.
12. Brief details of all persons who have served as Members of the Forum during 2008/09 are set out in Appendix 3 to this report.

FORUM COMMITTEES

13. At its meeting on 15th May 2006, the Forum established the Maintenance Priorities Committee. Its purpose is to provide to Flintshire County Council a prioritised list of public rights of way requiring maintenance works, in order to inform the County Council's budget preparations, based upon criteria agreed with the appropriate Council officers.

14. Whilst there has only been one formal meeting of the Maintenance Priorities Committee this year on 2nd March 2009, informal contact has continued between members of the Committee and relevant County Council officers. Relevant matters have been considered by Forum meetings (as referred to in paragraph 4 of this report).
15. At the Forum meeting on 26th January 2009, the Maintenance Priorities Committee was reconstituted.

MINUTES OF THE FORUM

16. Copies of the approved minutes of the six meetings of the Forum held during the year are set out in Appendix 4 to this report.

COSTS OF THE FORUM

17. The costs of the Forum during the year are shown in summary below:-

Cost Heading	Cost 2008/09
	£
Officer time (estimated)	9412.07
Room Hire, Refreshments and lunches	381.80
Members' and Secretary's Travelling Expenses	19.61
Printing, postage and sundries	3,069.18 (incl. recruitment advertisement costs)
Translation	301.55

18. The above costs are paid for from the budget of the Environment Directorate of the County Council.

FLINTSHIRE COUNTY COUNCIL DETAILS

The appointing authority for the Flintshire Local Access Forum is Flintshire County Council. The area covered by the Forum is the whole of the County of Flintshire.

The Secretary of the Forum is:-

David M. Davies
Principal Solicitor
Corporate Directorate
Flintshire County Council
County Hall
Mold
Flintshire CH7 6NR

Telephone 01352 702325
Fax : 01352 700289
e-mail : david.m.davies@flintshire.gov.uk

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DETAILS OF MEETINGS

Meetings of the Forum took place on the following dates, the venue on each occasion being either the Clwyd or the Delyn Committee Room at County Hall, Mold:-

21st April 2008

19th May 2008

7th July 2008

6th October 2008

22nd December 2008

26th January 2009

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DETAILS OF MEMBERSHIP

The membership of the Forum during 2008/09 was as follows :-

Name	Date Appointed to LAF	Date LAF Membership Terminated	Date Reappointed (if applicable)	Brief Background Details
Mr. David J. Bolton	22.12.08	N/A	N/A	Semi-retired maintenance technician. Main outdoor activity is rock climbing. Member of VMC (affiliated to British Mountaineering Council). Member of, and nominated by, Gwernaffield Community Council.
Mrs. Alison Chamberlain	5.12.05	5.12.08	22.12.08	Stud owner and horse rider. British Horse Society member.
Mrs. Sarah J. Davies-Cooke	14.4.05	5.12.08	22.12.08	Landowner, and Member of Country Land and Business Association.
Mr. William Glynn	5.12.05	5.12.08	N/A	Self-employed pre-cast concrete manufacturer. Member of Halkyn Mountain Common Joint Consultative Board.
Mr. Donald Griffiths	5.12.05	9.7.08	N/A	Member of Buckley Common Consultative Group since 1993, and commoner.

Name	Date Appointed to LAF	Date LAF Membership Terminated	Date Reappointed (if applicable)	Brief Background Details
Mr. Bryan Harrison (Deputy Chair: appointed 26.1.09)	5.12.05	5.12.08	22.12.08	Chairman, Flintshire Disability Forum and Flintshire Access Group. Member of Access Panel for Wales.
Mrs. Eileen Hird	14.10.02	5.12.08	22.12.08	Retired, Footpath Officer to the Clwydian Group of the Ramblers Association, and involved with the BTCV (British Trust for Conservation Volunteers).
Mr. David M. Hýtch	5.12.05	5.12.08	22.12.08	Retired teacher. Experienced mountain walker. Volunteer ranger – SUSTRANS. Volunteer warden – RSPB. Member of Deeside Naturalists. Member of Friends of Rhydymwyn Valley.
Mr. James B. Irvine	14.10.02	17.6.08	N/A	Retired, Member of the Ramblers Association and Deeside Urban Wildlife Group.
Councillor James F. Jones	22.3.06	4.5.08	N/A	Appointed by Flintshire County Council as its representative. Chairman of the Planning and Development Control Committee.
Mr. Phil Pearce	5.12.05	5.12.08	N/A	Countryside manager. Founder of Ecological Land Management.
Mr. P. John Richards	22.12.08	N/A	N/A	Retired former Head of Flintshire CC Countryside Service.
Dr. Jean Rosenfeld (Chair from 16.1.06: reappointed 26.1.09)	5.12.05	5.12.08	22.12.08	Research Scientist (renewable energy, solar). Past Chair of Clwyd/Flintshire branch of CPRW.

Name	Date Appointed to LAF	Date LAF Membership Terminated	Date Reappointed (if applicable)	Brief Background Details
Mr. Howard Sutcliffe	5.12.05	5.12.08	22.12.08	Countryside Officer and AONB Officer for Clwydian Range AONB for Denbs. CC. Manages Moel Famau Country Park for DCC and FCC.
Mr. John Les Tomos	22.12.08	N/A	N/A	Retired teacher. Chairman of Flintshire Tourism Association. Director of Cadwyn Clwyd. Member of North Wales Tourism Partnership Board.
Mr. Howard White (Deputy Chair from 16.1.06)	14.10.02	5.12.08	22.12.08	Self-employed Planning Consultant, Member of the Ramblers' Association, Open Spaces Society, North Wales Wildlife Trust, National Trust, SUSTRANS and Forestry and Timber Association.
Mr. E. Gareth Williams	22.12.08	N/A	N/A	Retired. Member of Halkyn Graziers' Association. Nominated by the Association.
Miss Janet O. Williams	22.12.08	N/A	N/A	Retired. British Driving Society Commissioner for NE Wales/N Powys. Chair of Coed Llandegla Carriage Driving & Horse Riding Association.
Mr. T. Henry (Harry) Williams	22.12.08	N/A	N/A	Farmer. Member of the FUW Land Use and Parliamentary Committee. Nominated by FUW.
Councillor Matt Wright	20.5.08	5.12.08	22.12.08	Appointed by Flintshire County Council as its representative. Chairman of its Environment and Regeneration Overview and Scrutiny Committee.

APPENDIX 4

Copies of the approved minutes for the meetings on:-

21st April 2008 (Appendix 4A)

19th May 2008 (Appendix 4B)

7th July 2008 (Appendix 4C)

6th October 2008 (Appendix 4D)

22nd December 2008 (Appendix 4E)

26th January 2009 (Appendix 4F)

are enclosed.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **OUTCOMES OF THE CARE AND SOCIAL SERVICES**
INSPECTORATE (CSSIW) OF THE FLINTSHIRE FOSTER
CARE SERVICES FOR 2008/09

1.00 PURPOSE OF REPORT

1.01 To advise and inform the Executive of the outcome of the annual inspection of Flintshire's Foster Care Service for 2008/09 conducted by the Care and Social Services Inspectorate Wales (CSSIW) which was conducted during January and February 2009.

2.00 BACKGROUND

2.01 The Foster Care Service has the responsibility for the organisation, management, recruitment, assessment and support of all Foster Carers and Kinship Foster Carers within Flintshire.

At the time of the Inspection, this was made up of :-

- > General Foster Care
- > Teenage Foster Care Scheme
- > Short-break Carers
- > Kinship Carers

2.02 In general the service seeks to provide care settings for urgent/ emergency placements as well as planned arrangements for long term care settings.

2.03 The purpose of the annual inspection was to review

- > Management and staffing of the service
- > Arrangements made under Regulation 38 current/emergency placements and Kinship Care
- > Quality of care for the children in placements
- > Placement disruption
- > Placement stability

2.04 CSSIW operates under the auspices of the Care Standards Act (2000) and the Fostering Services (Wales) Regulation 2003 against which the Foster Care Services are inspected.

3.00 CONSIDERATIONS

3.01 The conclusions for this inspection can be summarized as following

3.02 **Achievements of the Foster Care Service 2008/09**

- > The service continues to be managed effectively and efficiently
- > Procedures are comprehensive and up to date.
- > The service has a stable staff group who are committed, qualified and experienced.
- > There are robust monitoring systems, through file audits, case load management and regular supervision.
- > Significant improvements have been made in training opportunities for staff in the Family Placement Team and foster carers.
- > There has been a good response to advertising campaigns and Foster Carer recruitment publications are produced to a high standard.
- > The Local Authority demonstrates a commitment to involving children in the development of the service; these include the Stepping Stones Group, the Annual Pride of Flintshire Awards and Speak Out events.
- > The development of the Disruption Meeting Service which records and identifies issues why placements have been unsuccessful and will in future deploy a "lessons learnt" approach to such meetings.

3.03 **Areas for improvement highlighted in 2008/09**

- > Concerns have been raised at each inspection since 2005 about the adequacy of the office space for staff and a compliance notice has now been issued to the Local Authority in this regard.
- > Issues were noted about the quoracy of the monthly Foster Care Panel with the requirement that decisions from May 2008 are reviewed and the outcome reported back to the CSSIW.
- > The Local Authority was asked to carry out a review of its Kinship Care Process, particularly around timeliness and decision making.

3.04 In 2008 the CSSIW introduced a new system of compliance notifications which require the Foster Care Service to demonstrate the actions they intend to take in relation to 3.03. These have been considered and the Inspectorate informed of these outcomes by the Head of Social Services for Children.

- 3.05 The 2008/09 Inspection recognises the continuous progress of the service, since the Inspectorate regime was instigated in 2003. It recognises that the range of support, assessment and management provided meets National Standards in Foster Care, other than those improvement areas noted in 3.03.

4.00 RECOMMENDATIONS

- 4.01 That the Executive receives the report, and notes the achievements which have been made and the areas for development as identified in the action plan.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The recommendation for more appropriate office accommodation for the team has been prioritised within the Capital Programme for 2009/10. An allocation of £42k has now been approved by County Council.

6.00 ANTI POVERTY IMPACT

- 6.01 An effective Foster Care Service provides a range of social, educational and economic opportunities to children and young people who might otherwise, due to family circumstances, experience poor parenting.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None noted

8.00 EQUALITIES IMPACT

- 8.01 None that directly relate to the Inspection report

9.00 PERSONNEL IMPLICATIONS

- 9.01 None that directly relate to the Inspection report

10.00 CONSULTATION REQUIRED

- 10.01 see 11.01

11.00 CONSULTATION UNDERTAKEN

- 11.01 In completing the Inspection, the process involving engaging with the following stakeholders.

- > Looked After Children
- > Foster Carers
- > Social Services for Children staff

- > External partners from
 - > health service providers
 - > the local education services
 - > private foster care providers

CSSIW made a recommendation that more is done to involve parents of looked after children in the evaluation. In fact, this was already in hand as the Head of Social Services for Children had replicated an initiative from the DfCSF in England which was in print at the time of the Inspection and will be circulated to all parents of looked after children during the summer of 2009.

12.00 APPENDICES

12.01 Summary reports of the Inspection (31/03/09)

Full reports are available in hard copies if required.

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

Contact Officer: Carol Salmon
Telephone: 01352 702503
E-Mail: carol_salmon@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **23 JUNE 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **ARTIFICIAL TURF PITCH (A.T.P): ELFED HIGH SCHOOL /
BUCKLEY LEISURE CENTRE**

1.00 PURPOSE OF REPORT

1.01 To update Members on the current position concerning the A.T.P at the Buckley Leisure Centre site.

2.00 BACKGROUND

2.01 Members will recall that the capital programme bid for funding to replace this pitch in 2009/ 10 was not successful. However, since that date there have been some further developments following concerns about further deterioration of the pitch.

3.00 CONSIDERATIONS

3.01 A site inspection involving Corporate Health and Safety colleagues was held on 21 May 2009 and the findings are attached to this report. Briefly, the report confirmed that one third of the surface is no longer suitable for use. The remainder was deemed safe for use. Use by the school in teacher led sessions only with no break or lunch time use was recommended. Community use was advised to be by managed bookings, with prior advice being issued before use. A programme of daily inspections was commissioned.

3.02 However, on Thursday 4 June a further Health and Safety Inspection took place following a sudden further deterioration in the playing surface. The whole ATP has had to be closed for use as the remaining surface has raised causing the seams to be exposed carrying a risk to users. Further specialist assessment confirms that further corrective works are not feasible.

3.03 A budget estimate has been obtained from Nottssport Ltd for full refurbishment, based on their inspection in February 2008 and tendered prices received for similar refurbishment projects in the last 6 months. On the basis of this estimate with allowance for contingency and fees, the budget sum is estimated at £175,000. From the point of confirmation of funding allocation to a commencement of works on site, it is estimated that a period of up to 12 weeks should be allowed.

4.00 RECOMMENDATIONS

- 4.01 Members are invited to consider whether the replacement of the ATP at Elfed High School / Buckley Leisure Centre should now proceed with a capital allocation of £175,000 from 2009-10 Capital Programme contingency funding.

5.00 FINANCIAL IMPLICATIONS

- 5.01 A capital programme allocation of up to £175,000 is required. It is possible tendered prices could enable a small reduction in that total.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 A replacement of the A.T.P. would ensure that students and wider community in Buckley would continue to have access to this facility.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Discussions with School and Health & Safety colleagues.

12.00 APPENDICES

- 12.01 Safety Inspection of 22 May 2009
12.02 Email following inspection of 4 June 2009.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None.

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

FLINTSHIRE DEPARTMENTAL MEMORANDUM

From Andrew Platt

Your Ref

To: Mike Hornby

My Ref: 220509/1

Date 22 May 2009

Enc:

Subject: Safety Inspection at Buckley All Weather Pitch

Background

At the request of Mike Hornby a site inspection meeting was held to review the current condition of the joint school and community use All Weather Surface at Elfed High School Buckley. This follows concerns raised by the school about the on-going safety of the facility.

At the request of Cllr Dennis Hutchinson, a site pre-meeting was undertaken to enable him to contribute to the process. A verbal telephone report was given to Cllr Hutchinson following the inspection.

Date of Inspection: 21/05/09

Attendees:

Celia Meredith

Corporate Health and Safety

Andrew Platt

Corporate Health and Safety

Rosemary Jones (p/t)

Headteacher Elfed High School

Blethyn Lewis Jones

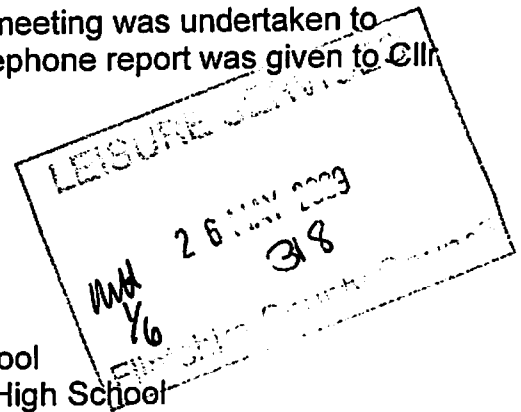
Acting Head of Sport, Elfed High School

Keith McManus,

Buckley Leisure Centre

Neil Rimell

Buckley Leisure Centre



Inspection Findings

- Current method of segregation of unsafe area is inadequate.
- Remainder of surface appeared to be consistent in nature and is currently in a usable condition.
- The current regime of maintenance and inspection is adequate.
- No patches, holes, tears, or raised seams were found within the demarked playing areas. A single patch was noted adjacent to the main gated entrance.
- The carpet is thin and will not stand any further repair.
- Level of sanding did not appear to give rise to a slip hazard.
- An accurate estimate of length of further safe usability was difficult to establish. Best current guess is that the surface should last until September, but significant doubt was expressed about the sustainability throughout the high volume use period starting in September and through to summer 2010.

Actions/Control Measures

- School to restrict use to teacher led curriculum based sessions.
- The use by pupils at break and lunch times to be suspended
- The method of segregating the area of carpet deemed unsafe for continued use to be modified. The existing fencing arrangement has now become a hazard in itself and needs to be removed.
- The new method of segregation, possibly cones or linked plastic barriers, should extend across the whole width of the enclosed area.
- Leisure use to be generally restricted to supervised/managed bookings. Ad-hoc use to be reviewed on a booking by booking basis in order to eliminate as far as possible inappropriate use and behaviour.
- Prior to play, leisure users to be informed in writing of the restrictions and hazards associated with the segregated area, and required to acknowledge receipt of this information.
- Daily inspection regimes by Leisure Services to be continued.
- "Before use" inspection regimes by School to continue.
- Should further deterioration or defect be identified or reported then use should be suspended.
- Patched area adjacent to gated entrance needs maintenance to reduce potential tripping hazard.
- Leisure Services to review previous independent inspection report (believed to be have been undertaken end 2007), and to commission a further independent inspection. This should enable a better estimate of "end-of-life" to be made.

Andrew Platt
Assistant health and Safety Advisor

cc

Cllr Dennis Hutchinson

Ian Budd

Celia Meredith

Rosemary Jones

Blethyn Lewis Jones

Keith McManus,

Neil Rimell

Director Life Long Learning

Corporate Health and Safety

Headteacher Elfed High School

Acting Head of Sport, Elfed High School

Buckley Leisure Centre

Buckley Leisure Centre

**Andrew
Platt/CorporateStrategy/Flintshire/
GB**

04/06/2009 15:25

To Mike
Hornby/Education/Flintshire/GB@Flintshire, Ian
Budd/LifelongLearning/Flintshire/GB@Flintshire, Rosemary
Jones/Education/Flintshire/GB@Flintshire

cc Celia
Meredith/CorporateStrategy/Flintshire/GB@Flintshire, Dennis
Hutchinson/Members/Flintshire/GB@Flintshire

Fax to

Subject Buckley Sports centre all weather pitch
ct

Further to my earlier report regarding the safety of the Buckley Sports Centre all weather pitch,

I have to-day been asked by Leisure Services to carry out a further visit to the Centre to review a further deterioration in the condition of the carpet. I understand that during routine "before use" inspection by the school PE Department a significant amount of raised rippling of the carpet together with areas of damaged and raised seams were identified. This was reported by the school to the Sports Centre. The Sports Centre have inspected the surface and taken the decision that the surface is now unfit for safe use. Upon inspection I endorse their view. Consequently the decision has been made to close the all weather pitch in its entirety to both community and school users. This e-mail confirms the verbal instruction given by myself to the school. The all weather pitch should now remain out of use until the surface is either replaced or effective repairs are carried out to eliminate the latest hazards.

Andrew Platt
Occupational Health & Safety/Iechyd a Diogelwch Galwedigaethol
Flintshire County Council/Cyngor Sir y Fflint
Llwynegrin Hall/Llwynegrin y Sir
Mold/Yr Wyddgrug
01352 702966

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 23 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

<u>Directorate</u>	<u>Subject</u>
Chief Executive's	Llangollen International Musical Eisteddfod - £1,000 contribution towards the 2009 festival
	Denbigh and Flint Show 2009/10 – Increased Sponsorship from £1,000 to £5,000
Environment	Renewal of Lease – Land off Barmouth Close, Connah's Quay
	Deed of Rectification Relating to 39 Alyn Road, Buckley, Flintshire
	Disposal of House and Small Area of Adjacent Land from Part of the Smallholding at Glan Isaf, Lixwm Road, Brynford
Community Services	Homecare Cluster Leader Posts – deletion of 5 homecare assistant posts and replace with 5 homecare cluster leader posts
	Reviewing Officer Post (part time equivalent 0.6) to strengthen the monitoring and review function of the service

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:-

Chief Executive Update

- Governance Framework
(The Governance Framework is deferred until the next cycle. The elements and contents of the framework are undergoing finalisation of style and presentation)

Environment Update

- Air Quality Review and Assessment Report
(The updating and screening assessment has entailed extra work and will be complete by the end of June 2009. A detailed assessment of traffic pollution is currently taking place at a residential location close to a busy junction near Mold. This will be completed in the autumn so a more comprehensive report on both matters will be submitted in the autumn of this year)
- Holywell Communities First Outcome Fund Regeneration Project
(This needs to be deferred as more details are being obtained about the bid)

Lifelong Learning Update

- 14-19 Strategy Submission
(Feedback still not received from WAG so will go forward to the next round)

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

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 23 June 2009

AGENDA ITEM NO: 21

REPORT OF: (Director of originating Department)

Director of Community Services and Director of Environment

SUBJECT:

Proposed new staffing structures for support services in Environment and Community Services

The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.

	<u>Para</u>	
Information relating to a particular individual *	12	<input checked="" type="checkbox"/>
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	<input checked="" type="checkbox"/>
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	
<u>Confidential</u> matters which the County Council is not permitted to disclose	Sec. 100A(3)	

PLEASE TICK APPROPRIATE BOX

* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

REPORT: Proposed new staffing structures for support services in Environment and Community Services

AUTHOR: Alan Butterworth; Tony Davies

MEETING AND DATE OF MEETING: Executive on 23 June 2009

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

Paragraphs 12 and 15.

Factors in favour of disclosure:

Transparency.

Prejudice which would result if the information were disclosed:

Disclosure would be likely to undermine labour relations within the authority as dealing with such re-organisation proposals in public would be contrary to good human relations practice.

My view on the public interest test is as follows:

That the balance is in favour of treating the information as exempt to ensure confidence in the consultation process.

Recommended decision on exemption from disclosure:

To treat the information and report as exempt.

Date: 16/06/2009

Signed:



Post: Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 16/06/2009