

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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{COO}

Date / Dyddiad 15/06/2010

Ask for / Gofynner am Nicola Gittins

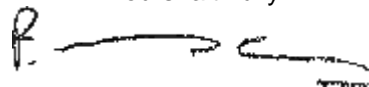
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Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 22 JUNE 2010** at **09:30** to consider the following items.

Yours faithfully



Democracy and Governance Manager

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 01/06/2010 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. CORPORATE ASSET MANAGEMENT PLAN

Report of the Director of Environment - Portfolio of the Leader and Executive Member for Finance and Asset Management

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5. **FLINTSHIRES MUNICIPAL WASTE STRATEGY**
Report of the Director of Environment - Portfolio of the Executive Member for Waste Management
6. **RACE AND GENDER EQUALITY SCHEMES -ANNUAL REPORTS 2009-2010**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management

OPERATIONAL REPORTS

7. **QUARTER 4/YEAR END PERFORMANCE REVIEW 2009/10**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
8. **2009/10 PERFORMANCE REPORTING**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
9. **REGULATION OF ACUPUNCTURE, TATTOOING, SEMI-PERMANENT SKIN COLOURING, COSMETIC PIERCING & ELECTROLYSIS**
Report of the Director of Environment and Head of Legal and Democratic Services - Portfolio of the Executive Member for Leisure and Health & Safety
10. **NORTH WALES PROCUREMENT PARTNERSHIP (NWPP) UPDATE**
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management
11. **NORTH EAST WALES COMMUNITY PLAY PROJECT**
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure and Health & Safety
12. **OUTCOME OF THE CONSULTATIONS RELATING TO THE PROPOSAL TO AMALGAMATE WATS DYKE INFANTS AND MYNYDD ISA JUNIOR SCHOOLS**
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
13. **OUTCOME OF THE CONSULTATIONS RELATING TO THE PROPOSAL TO AMALGAMATE BROUGHTON INFANTS AND BROUGHTON JUNIOR SCHOOLS**
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
14. **EXERCISE OF DELEGATED DECISIONS**
Report of the Chief Executive enclosed
15. **FORWARD WORK PROGRAMME - FOR INFORMATION**
A copy of the Executive Forward Work Programme (months 05/10 to 10/10) together with an update are enclosed for information

EXECUTIVE **1 JUNE 2010**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 1 June 2010.

PRESENT: Councillor A. Woolley (Chairman)

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

ALSO PRESENT:

Councillors: K. Armstrong-Braun, J. B. Attridge, R. G. Hampson, P. G. Heesom, R. Hughes, D. I. Mackie, A. P. Shotton and C. A. Thomas.

IN ATTENDANCE:

Chief Executive, Director of Lifelong Learning, Democracy and Governance Manager, Head of Human Resources and Organisational Development, Head of Housing, Corporate Finance Manager, Chief Regeneration Officer and Team Manager – Committee Services

APOLOGY:

Councillor H. D. Hutchinson

The Chairman welcomed Councillor M. G. Wright to his first meeting of the Executive since being appointed the Executive Member for Regeneration.

He also paid tribute to Mr Phil Wilson, Corporate Finance Manager, who was leaving the authority, for his work and dedication during his time at Flintshire County Council. The Chief Executive added his thanks and best wishes to Mr Wilson and explained that the post had been advertised but an appointment had not been made. In the interim period, whilst the Finance Function Review was underway, Jo Hughes and Gary Ferguson had been appointed to the roles of Interim Corporate Finance Managers.

16. MINUTES

The minutes of the meeting of the Executive held on 12 May were confirmed as a correct record.

The Chief Executive provided an update on minute number 13 and explained that Neal Cockerton had been successfully matched to the post of Head of Assets and Transport. The second post, Head of Streetscene would be put out to advert.

17. DECLARATIONS OF INTEREST

Councillor A. Woolley declared an interest in agenda item number 5 – Voluntary Sector Funding – Update Report, as he was the Director of Flintshire Citizens Advice Bureau (FCAB).

18. REGULATORY PROGRAMME

The Chief Executive presented the proposed Regulatory Programme for Performance Audit Plan of the Wales Audit Office (WAO) for the period November 2009 to March 2011 and the Financial Audit Strategy for Flintshire County Council (FCC) and the Clwyd Pension Fund.

There were two significant changes for the authority. The Regulatory Plan now appeared as two documents - the Regulatory Programme for Performance Audit and the Financial Audit Strategy, and the change to the External Auditors.

The Chief Executive added that the fees had reduced for the second successive year which demonstrated the confidence of the Regulators in the Authority.

RESOLVED

- (a) That the proposed Regulatory Programme for Performance Audit Plan of the Wales Audit Office for the period November 2009 to March 2011 be noted and endorsed; and
- (b) That the 2009/10 Financial Audit Strategy for Flintshire County Council and the Clwyd Pension Fund be noted and endorsed.

19. VOLUNTARY SECTOR FUNDING – UPDATE REPORT

Councillor A. Woolley vacated the chair and left the room prior to discussion of this item. Councillor L. A. Sharps took the chair.

The Chief Executive presented the status of the Core Funding Agreements with voluntary organisations and the funding position of the organisations receiving relocation costs following the closure of Ty'r Binwydden and the Community Chest grant scheme. The Core Funding Agreements had gone well and he said the financial support had enabled bodies to relocate from Ty'e Binwydden successfully.

The Chief Executive added that there were unallocated funds of £26,309 which would be reclaimed as efficiency savings subject to any future voluntary sector approved needs or the result of ongoing reviews during 2010/11 for core funded bodies.

Councillor Woolley returned and resumed chairing the meeting.

RESOLVED

- (a) That the current status of the Core Funding Agreements with voluntary organisations be endorsed; and

- (b) That the funding position for voluntary organisations receiving either relocation costs following the closure of Ty'r Binwydden or Community Chest grant be noted.

20. HOUSING ALLOCATIONS POLICY

The Executive Member for Housing introduced the policy which contained amendments on the allocation of council housing. She thanked the Members of the Community and Housing Overview and Scrutiny Committee for their contributions and said comments resulting from meetings of the Committee were reflected in the document.

A number of Members at a meeting of Community and Housing Overview and Scrutiny Committee had expressed an interest in attending the Medical Assessment Panels. The Executive Member explained that this was open to all Members of the Council on an observer basis.

The Head of Housing added that the wording 'for the purposes of consultation' needed to be included after the word 'approve' in recommendation 4.01.

RESOLVED

- (a) That, for the purposes of consultation, the proposed changes to the Allocations Policy, subject to a broader consultation exercise to be undertaken with stakeholders and customers, be approved;
- (b) That the proposals are developed to re-designate and or re-design some unpopular and difficult to let sheltered accommodation, and that any such proposals will be brought forward for formal approval, be agreed; and
- (c) That the voids deemed too expensive to repair as a 'day to day' void (in excess of £17k) will be 'held', classified as "long term" void and removed from the rent debit until a programme of capital works can be undertaken, or alternative action can be considered as part of an Asset Management Strategy, be agreed.

21. REVENUE BUDGET MONITORING 2009/10 (MONTH 12)

The Corporate Finance Manager introduced the month 12 budget monitoring information for the General Fund and the Housing Revenue Account in 2009/10.

The position at month 12 was:

- General Fund – Net overspend of £0.562m (overspend of £0.467m at Month 10) (Excludes schools over allocation)
- Housing Revenue Account – Net underspend of £0.361m (overspend of £0.029m at Month 10)

The overall movement in General Fund projections between month 10 and month 12 was an increased overspend of £0.095m which was mainly due to an increase in the overspend of £0.513m in Lifelong Learning, offset by improved positions within Community Services (£0.051m), Corporate Services (£0.217m) and Central and Corporate (£0.165m). The increased overspend in Lifelong Learning was mainly due to Leisure Centres (£0.138m), Recreational Grounds (£0.071m), Out of County Placements (£0.093m) and Service Units (£0.094m).

The report provided details of the contingency reserve and the current projected balance of £0.202m. This did not include any adjustments that could be required for schools over allocation which was being dealt with as part of the final outturn. The report also provided the requests for carry forwards.

The Chief Executive explained the impact that the severe weather conditions had placed on a number of areas of the budget and the additional demand for Out of County Placements which was in excess of that budget.

The Chief Executive added that there was work currently underway to identify 1% efficiency savings in the current financial year in order to top up the contingency fund. At present, it was not clear if the pre-budget savings announced by the National Government would impact on Wales this financial year or be deferred until 2011/12.

RESOLVED

- (a) That the report be noted;
- (b) That the carry forward requests included in paragraphs 3.07-3.14 of the report be approved;
- (c) That the General Fund Contingency Sum available as at 31 March be noted; and
- (d) That the projected final level of balances on the Housing Revenue Account (paragraph 6.05) be noted.

22. BAD DEBT WRITE OFFS

The Corporate Finance Manager presented the report which sought approval to write off debts to the value of £97,776.50.

Financial Procedure Rules required that all write offs in excess of £25,000 be referred to the Executive. Details of the two debts were contained within the report.

The amounts written off would be charged against the respective provisions for bad debts and therefore, there was no direct impact on the Council's Revenue Account in the current year.

RESOLVED

That the write off of the debts totalling £97,776.50 be approved.

23. WORKFORCE INFORMATION REPORT

The Executive Member for Corporate Management introduced the report which provided up to date workforce information data for the fourth quarter and year end for 2009/10. He expressed his disappointment in the recent press coverage on sickness absence days in the authority following a recent Overview and Scrutiny meeting. He said the report considered by the Committee was one of good news and there were many positive comments made at the meeting which were not reflected in the press report.

The Head of Human Resources and Organisational Development said two key pieces of data were detailed in the report; sickness absence and employee turnover.

Two sickness absence figures were detailed, the first was a figure based on the calculation required for the Welsh Local Authority Key Performance Indicator (KPI). The second figure was based on industry recommendations and showed a percentage absence rate figure. There had been a consistent reduction in the number of days lost in 2009/10 (10.83 days) compared to 2008/09 (11.61 days).

Work was ongoing with the aim of managing attendance. An Attendance Management Policy had been developed which came into effect on 1 April 2010 and focussed on improving the performance and consistency of attendance. Challenging targets were applied for all services and areas of concern were being focussed on.

On employee turnover, significant work was being carried out to increase the number of exit interviews to better understand the reasons for leaving which would be reflected in future reports.

The Chief Executive said he had discussed the recent press coverage on sickness absence with the Editor of the newspaper concerned. He said reports in the press such as the one referred to did not help staff morale or the reputation of the Council. There were marked improvements in the numbers but further work was required. An all Member Workshop was due to be held where Member input was welcomed. Flintshire County Council was below the Welsh Local Government average and improving, with the senior management committed to higher targets of attainment.

The Executive Member for Waste Management felt employees with 100% attendance should be celebrated.

The Executive Member for Environment asked for a report on short term absence and the Chief Executive said that information would be made available for the Member Workshop.

RESOLVED

That the workforce information report for the fourth quarter be noted.

24. PLAY AREAS: MATCH-FUNDING PROPOSALS

The Executive Member for Housing presented the report on behalf of the Executive Member for Leisure and Health & Safety. The report outlined the response of Town and Community Councils regarding a match-funding improvement programme to play areas.

A number of the responses indicated that funding was not available in 2010/11 but they would be interested in joining the initiative if funding could be made available in 2011/12 and 2012/13.

The Executive Member for Education welcomed the report and the success of the scheme and said he looked forward to next year when Town and Community Council had planned for the initiative in their budgets.

RESOLVED

That the match-funding allocations to the Town and Community Council identified in paragraph 3.2 of the report be approved.

25. PROPOSED EXTRA CARE HOUSING SCHEME AND LEARNING DISABILITY ACCOMMODATION IN JASMINE CRESCENT, MOLD

The Executive Member for Social Services introduced the report which provided an update on the progress of the Second Extra Care Scheme for Flintshire and on the progress of the learning disability accommodation.

The estimated revenue cost was £940k and the Council had made a provision of £500k per annum available from 2012. It was planned that the balance would be met from the re-alignment of residential and domiciliary care budgets. The Chief Executive commented that the funding adjustment must be achieved and there was a need to review the scope for further schemes in the county subject to demand and funding.

RESOLVED

That the expected completion of the scheme by mid 2012 be noted.

26. EXERCISE OF DELEGATED POWERS

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

The actions taken were as set out below:-

Community Services

- 6 month secondment for the Carelink service due to capacity issues
- 6 month secondment to assist and receive training in the role of Prevention Officer due to capacity issues
- Additional post of Architectural Technician to Community Services

Environment

- Disposal of land fronting Glanrafon Road, Mold for the construction of a Primary Health Care Centre

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

RESOLVED:

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

Minute 28 – Paragraphs 12 and 14

Minute 29 – Paragraph 14

28. MODERNISING THE HOUSING GRANTS TEAM TO FORM A HOUSING RENEWAL SERVICE

The Head of Housing introduced a report which sought Member approval for a new staffing structure, as part of the development of an enhanced Housing Renewal Service.

RESOLVED

- (a) That the restructure on the terms set out in the report be approved;
- (b) That an increase to the establishment costs of £42,330 from 2011/12, to support countywide assistance and the Council's newly declared Renewal Area be approved; and
- (c) That ongoing discussions with the Monitoring Officer about minor amendments to the Scheme of Delegations, which will be presented to the Leader of the Council in due course for approval, be noted.

29. DEESIDE LEISURE CENTRE: REDEVELOPMENT PROPOSALS

The Executive Member for Housing presented the report on behalf of the Executive Member for Leisure and Health & Safety. The report provided an update on recent negotiations with the preferred partner and to invite consideration of the first work package of the Deeside Leisure Centre renewal programme.

RESOLVED

- (a) That the issue of the Partnering/Framework Agreement to Company B for confirmation and execution be approved; and
- (b) That subject to a being concluded, the first work package (as detailed in paragraph 3.06 of the report) agreement based on competitive tendering of the proposals identified at Appendix 1 and taken over a seven year rental term be approved.

30. DURATION OF MEETING

The meeting commenced at 9.30a.m. and ended at 10.25a.m.

31. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 2 members of the press in attendance.

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Chairman

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

EXECUTIVE	DATE: 1 JUNE 2010
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MEMBER	ITEM	MIN. NO. REFERS
Councillor A. Woolley	Voluntary Sector Funding – Update Report	19

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **CORPORATE ASSET MANAGEMENT PLAN**

1.00 PURPOSE OF REPORT

1.01 To report the Council's Corporate Asset Management Plan 2010-2015.

2.00 BACKGROUND

2.01 The last decade has seen an increasing emphasis by Central Government and the Welsh Assembly on the important role public sector assets have in improving efficiencies in service delivery. The Audit Commission report in 2000 'Hot Property' brought to prominence Asset Management as a key issue for Councils. This was later reinforced by the Government commissioned Lyons report which urged Councils to make asset management a more strategic activity within the organisation. There is no doubt the effective management of assets can contribute significantly to the Welsh Assembly Government's 'Making the Connections' agenda. Flintshire County Council has regularly produced Asset Management Plans and two years ago produced a Property Strategy which provided a medium term overview.

2.02 Central Government has just published the Operational Efficiencies Programme (OEP) which has concluded there is scope for £15 billion of efficiency savings throughout the public sector by 2014. Split into five key reviews, the Programme is the latest stage in the efficiency drive which has accumulated £26.5 billion in savings since 2004.

2.03 In terms of public sector property, the Programme states that nationally £1.5 billion savings can be made in annual running cost efficiencies and £20 billion in property sales (excluding Council Housing) over the next ten years.

2.04 The current economic situation and consequent budget constraints mean that it is more important than ever to review our assets and make them 'sweat', whilst ensuring that they are suitable and sufficient to support service delivery. The process of challenging our assets and the reasons why we hold them is a fundamental element of Asset Management.

3.00 CONSIDERATIONS

3.01 To deliver a comprehensive Asset Management function it is imperative that a corporate strategic approach is adopted. The Council's assets exist for the

Date: 15/06/2010

benefit of the whole authority and are utilised by all service areas without exception, consequently there must be clear linkages with service areas and wider corporate aims and priorities.

- 3.02 There has been significant organisational change within the Council, which is continuing. We need to align our asset provision with future service delivery requirements. We need to consider new ways of working and be prepared to effect large scale changes so that we can rationalise our property holdings. These objectives also need to take account of wider Public Sector reform. Opportunities to add value are likely to be created through working strategically with other Public Sector partners so that we are able to maximise and create strategic mergers of land or assets. This position will become more relevant as we move into a period of significant financial constraint.
- 3.03 There is a therefore a clear need to explore the potential benefits collaborative working can bring. We need to identify synergies within the public sector and develop a framework within which Asset Management becomes a cross-cutting issue. There is a need for a fundamental review of our approach to customer contact and the rationalisation of our current asset base. Multiple contact points often exist within our towns where Council service can be accessed, this can create confusion with customers. The creation of single multi-functional modern access centres will assist in consolidating current accommodation, generate opportunities for capital receipt generation as well as revenue savings and lead to a much leaner property asset base from which to operate. Opportunities to join and deliver services with other Public Sector and Third Sector partners assists in developing a more joined up approach.
- 3.04 A framework document was produced last autumn which set out our approach to the Asset Management Plan. This was considered by Corporate Management Overview and Scrutiny Committee. The Plan in its final format was also considered at a meeting of the Corporate Management Overview and Scrutiny Committee on the 24 May 2010.
- 3.05 In light of the strategic importance that land and property has for the Council's future, a Corporate Asset Management Plan has been developed which sets out a five year vision for our land and property assets for the next five years. It identifies and considers internal and external drivers and influences affecting our assets. It seeks to address key challenges by the identification of ten work areas which will be developed over this period and which will result in real improvements and efficiencies.

The ten areas are as follows, a detailed description can be found in section 8 within the plan:-

- Collaboration
- Corporate thinking

- Re-think our Accommodation
- Accommodation Management
- Service Asset Management Planning
- Agile Working
- Property Review and Rationalisation
- Sustainability
- Data Management
- Performance Management

Within the five year period, annual reviews will be undertaken which will report progress and refresh the Action Plans.

4.00 RECOMMENDATIONS

- 4.01 That Members approve the Corporate Asset Management Plan included at Appendix 1.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The effective management of the council's assets will lead to greater efficiencies and improved service delivery. There is an opportunity to realise significant financial benefits by the rationalisation and modernisation of our assets in line with future service delivery models.

6.00 ANTI POVERTY IMPACT

- 6.01 This plan seeks to support a service delivery model that ensures services are accessible by all and can be effectively delivered.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The rationalisation and design of our buildings together with collaborative service provision can provide a significant contribution to the Council's Carbon Reduction Strategy.

8.00 EQUALITIES IMPACT

- 8.01 None directly from this Report, however, the more effective provision of assets to support equality of service provision will be a consequence.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly from this Report.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Corporate Asset Management Plan

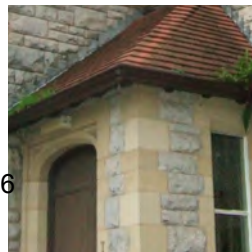
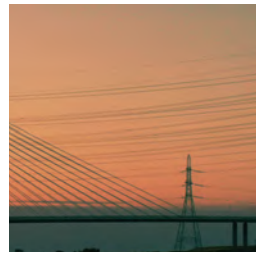
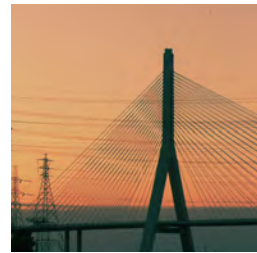
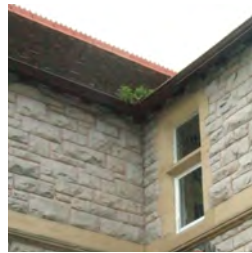
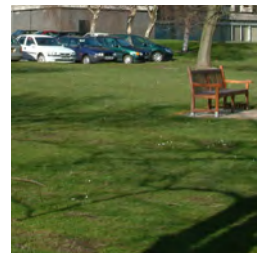
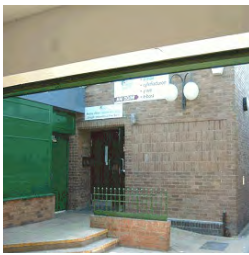
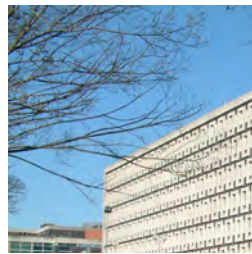
LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Report

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Corporate Asset Management Plan 2010–2015

June 2010



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Foreword

Our land and property assets are a vital part of our organisation, they are utilised by all service areas without exception and consequently underpin our service delivery. With a recent value in excess of £1 billion they represent a significant resource and the importance of their management cannot be overstated.

The current economic difficulties are having an impact within our communities and will inevitably put greater constraints on our budgets in the future. This combined with the Operational Efficiency Programme, recently announced by the Government, means that it has never been more vital to maximise efficiencies in our land and property holdings. We must seek to make our assets work harder whilst ensuring that improvements in service delivery are continually supported.

The regeneration of our towns, the modernisation of our schools and the development of sustainable communities is of major importance for the future of Flintshire. Our assets will play a major role in this.

The climate change agenda is obviously a global issue in which Flintshire must play its part. Proper management of our properties will have a significant impact on our carbon reduction initiatives.

It is quite clear that the extensive and influential nature of our assets dictate that a corporate approach to their management must be adopted. This will have a cohesive effect and ensure that assets support service delivery more effectively.

This is a strategic document which sets out the vision for our assets and a route map for achieving our objectives. Its implementation will lead to greater efficiencies and the effective provision of land and property to support and enhance the services we provide and bring about major benefits for the citizens of Flintshire



**Councillor
Arnold Woolley**

Lead Member for
Finance and Asset
Management



Carl Longland

Director of
Environment

Executive Summary

The last decade has seen an increasing emphasis by Central Government and the Welsh Assembly on the important role public sector assets have in improving efficiencies in service delivery. The recently published Operational Efficiencies Programme has reinforced the Government's commitment to achieving major savings within the public sector, it is estimated that £15 billion of efficiencies can be made within the next five years.

Within this context we have produced our Corporate Asset Management Plan which sets out our aims for our assets and how they will continue to support service delivery. It recognises the important role our land and property has in the achievement of corporate priorities. It also highlights the potential for asset rationalisation and consequent efficiencies.

The key elements of the plan are:

- ▶ We have set the scene within which we manage our assets, this includes the economic and geographic context of Flintshire and our organisational structure.
- ▶ Our Corporate Asset Objectives are identified and how we monitor our performance and how we challenge our assets. Also, those areas of Government policy which directly influence the way in which our services will be delivered.
- ▶ Drivers for change have been assessed and leading from this we have been able to outline the key areas of influence for the way in which our services will be delivered and from this we detail what our future requirements will be.
- ▶ We have summarised the current performance of our portfolio and from this have been able to identify the key areas of challenge.
- ▶ Finally we detail how these challenges will be addressed by providing a route map with ten key work areas which will deliver real change and tangible efficiencies.

1.0 | The Flintshire Context

1.1 | The County

Flintshire County Council is a unitary authority in North East Wales which has been providing a full range of services to approximately 150,000 citizens since its inception in 1996.

Flintshire is a strategically placed gateway to North West England forming part of the major trading route between Ireland and England. As such, the county benefits from trade within North Wales and Ireland but more importantly there is ready access to the 1.6 million people living within 30 minutes drive of the county. This forms the most important trading area of North West England. In addition it has the benefit of links to two international airports; and motorway networks. Flintshire contributes approximately 60% toward the North East Wales GDP of £4,269 million (NUTS 2005).

Deeside Industrial Park was created as a result of the demise of Shotton Steelworks in 1980 when 6,500 workers were made redundant. The effect of this large scale redundancy was significant for Flintshire and the surrounding areas although much has been done to counter this, such as the building of the park as an industrial centre focused on manufacturing.

Deeside Industrial Park covers approximately 574 hectares and represents one of the largest employment centres in Wales, with 10,000 + people employed by over 600 businesses. Business intelligence collected locally suggests that 400 of these businesses are SMEs. It houses some of North Wales' biggest employers, including the Big Food Group (formerly Iceland Foods), Toyota and UPM Kymmene, amongst others. The park is one of the most successful industrial locations in Wales, attracting a wide variety of manufacturing and distribution companies involved in food production, aerospace, pharmaceuticals, paper, packaging and engineering. The high quality of the local labour force is often regarded as one of the main contributors of the area's success.

To the west the County is characterised by more rural economic activities and is bordered by the resort towns of Prestatyn and Rhyl. The South is predominantly rural, interspersed with small towns and villages with the centrally located market town of Mold forming the administrative hub of the County.

In 2001, 2% of the Flintshire area was occupied by 16.5% of the population living in the eight wards that had a population density above 20 people per hectare.

1.2 | Corporate Planning Framework

The Council Planning framework is a group of inter-related documents which state ambition, priorities and targets within a governance framework of values, roles and responsibilities.

The framework comprises three main parts:

- ▶ The Governance (Council) Plan Framework
- ▶ Service and Directorate Planning
- ▶ Annual Statements

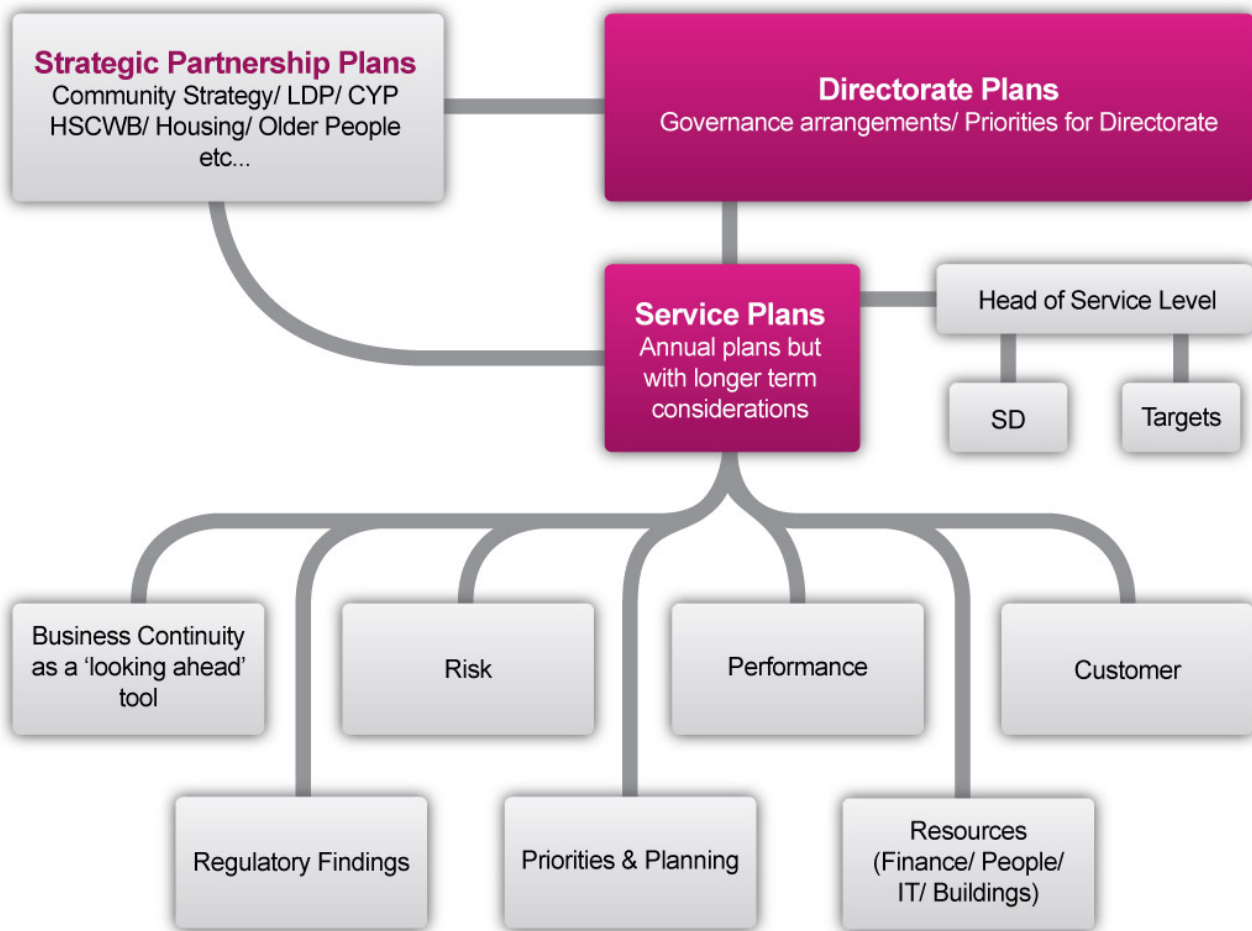
The Governance Planning Framework identifies organisational values, roles and responsibilities. The Corporate Asset Management Plan sits within this framework together with other strategic documents.

This diagram represents the sort of content included in the framework.



These strategic documents have major influence on the Corporate Asset Management Plan. The planned provision of our assets must align with our strategic aims and ambitions in order to support their continued development and drive efficiencies and value for money.

The information within each element of the Council Planning Framework is considered when producing Directorate and Service Plans; however the diagram below illustrates further factors which are taken into consideration.



Service Plans are produced annually and are reviewed at least quarterly. In addition the three service Directorates produce Directorate Plans which summarise critical performance, risk and improvement activity, including key aspects of delivery commitments for the strategic partnerships and corporate priorities.

A key purpose of the Corporate Asset Management Plan and Asset Management structure is to bring together the issues identified by and the agreed priorities of all service areas and ensure they are translated into an effective provision of property.

The outcomes of the elements outlined above are reported in various Annual Statements which are both historic and predictive. Some are statutory requirements and some have been developed as good practice. Predictive reports are produced at the start of each financial year with identified risks and performance targets recorded in the Statement of Risks and Challenges (SARC). Historical reporting of the previous year's performance is in line with the Improvement Agreement with the Welsh Assembly.

1.3 | Organisational Framework

The Council consists of seventy Councillors elected every four years; Ordinary Meetings are held every ten weeks and approve budgetary and overall policies.

Flintshire's organisational framework is through a cabinet style management structure. This is known as the Executive at Flintshire. The Executive comprises the Leader and nine portfolio holders.

The portfolio areas are:

- ▶ Financial and Asset Management
- ▶ Environment, Regeneration and Tourism
- ▶ Social Services/ Children's Services
- ▶ Education and Youth Services
- ▶ Waste Management Strategy and Function
- ▶ Corporate Management and Strategy
- ▶ Housing Management Function and Planning
- ▶ Leisure, Public Protection and Team Cleaning Activity
- ▶ Housing Strategy and Planning

The Executive meets every three weeks and makes decisions within the constitutional framework decided by the Council as a whole.

There are six Overview and Scrutiny Committees each comprising fifteen members which meet twice within each ten week committee cycle. These Committees hold the Executive to account in relation to their performance and advise on policy formulation.

1.3.1 | Asset Management

Specific responsibility for Asset Management is held by the Executive Member for Finance and Asset Management.

The Council's Asset Management function is led by the Head of Technical Services in the Environment Directorate who is the Council's nominated Corporate Property Officer. Supporting this lead officer is the Corporate Valuer, who undertakes the role of Senior Manager Asset Management, managing the Valuation and Estates section which includes the Asset Management team. In all, five officers in the property area have a direct role in Corporate Asset Management planning.

- ▶ Head of Technical Services
- ▶ Corporate Valuer
- ▶ Asset Manager
- ▶ Asset Officer
- ▶ Asset Record Administrator

The Council's organisational oversight of Asset Management is led by the Corporate Asset Management Group (CAMG) which has Head of Service or Senior Officer representation from all Directorates. As well as considering strategic asset and property management issues this group considers prioritisation of capital proposals in addition to acting as the first point of consideration for property disposals and approval of leases and other property related matters.

2.0 | Corporate Asset Policy

Our Corporate Asset Policy sets out our objectives for our land and properties. It determines how we measure their performance. It specifies how we consult with stakeholders and refers to specific areas of Government policy and statute which influence the strategic management of our land and properties. It also sets out the financial context within which our assets are managed.

2.1 | Corporate Asset Objectives

In assessing our aims and ambitions for our assets, careful consideration has been given to determine what we want to achieve in the context of contribution to wider corporate objectives.

We understand that our land and property has an impact upon our strategic aspirations as well as providing crucial support to service delivery. Therefore, and for the sake of clarity, our corporate asset objectives have been identified as either strategic or service area specific. In some instances there will be an element of crossover.

2.1.1 | Strategic objectives

- | | |
|------------|--|
| SO1 | Community Strategy linkage and how Asset Management Planning supports delivery |
| SO2 | To reflect the views and consideration of our customers to create environments which are high quality, efficient and capable of delivering advice at point of use |
| SO3 | Regeneration Strategy, UDP and LDP development and the contribution these plans makes to the strategic delivery of developments |
| SO4 | To support community facilities and improve quality health provision through new resource centres or Extra Care schemes |
| SO5 | To deliver modern education facilities with increased community provision. To contribute to the health agenda in the delivery of land and/or to encourage wider community use and engagement |
| SO6 | To rationalise and modernise our corporate property assets and consider their location and strategic fit within the wider community and spatial plan |
| SO7 | Promotion of sustainable communities and how our assets contribute to carbon reduction requirements |

SO8 To establish a culture whereby property is seen as a corporate resource rather than a service resource

SO9 To ensure our assets support flexible working arrangements

SO10 To develop opportunities to facilitate collaborative working

2.1.2 | Service Area Specific Objectives

SA1 Support frontline service delivery by the provision of quality, suitable and sufficient accommodation

SA2 Ensure that the provision of property is effective and efficient and is linked to individual service plans

SA3 Whole life implications to be fully considered in the delivery of capital projects

SA4 Investigate and implement opportunities for partnering and collaboration in property provision and use

SA5 Maximise rental income

SA6 Maximise capital receipt generation through targeted disposals of surplus property

SA8 Support business regeneration and strategy

SA9 Ensure that all property related information is held and managed via Technology Forge and is accurate and up to date.

2.2 | Challenging the Asset Base: Property Review

It can be argued that Flintshire County Council holds many properties by means of historical accident. It is necessary to ensure that this situation does not continue. No property should be held by the Council unless it demonstrably contributes to service delivery or forms part of a longer term strategic plan.

Therefore in addition to identifying what we want from our assets we need to continually challenge the reasons why we have them; to question the fundamental rationale the Council has for holding property.

This is undertaken via a structured property review programme. The process scrutinises retention of poorly performing buildings, identifies investment requirements and potential options for rationalisation. To date this has been undertaken on a service by service basis. The assessment methodology follows best practice, an example is shown at Appendix A.

2.3 | Headline Performance Management

The Council collates and reports on Asset Management Performance Indicators annually. These are submitted to CLAW (Consortium of Local Authorities in Wales) and the Local Government Data Unit. The 2008/09 figures are detailed below. The figures are collated and benchmarked against all other Authorities in Wales providing context for the performance of our assets, ref: Appendix B.

Reference	Performance Indicator	2008/2009
CAM/001a	The percentage of the gross internal area GIA of the local authority's buildings in category:	A – 10.76% B – 71.21% C – 15.93% D – 2.1%
CAM/001b	The percentage of the total value of required maintenance for the local authority's buildings assigned to level:	1 – 5.29% 2 – 43.88% 3 – 50.83%
CAM/002a	The cost of energy use in all operational buildings per m ² of GIA	£9.34
CAM/002b	The cost of water use in all operational buildings per m ² of GIA	£1.72
CAM/005	The annual percentage change in the value of required maintenance for the total authority's buildings	2.25%
CAM/006a	The percentage of the total expenditure on required maintenance spent on planned maintenance	78.08%
CAM/006b	The percentage of the total expenditure on required maintenance spent on responsive maintenance	21.92%
CAM/007	The percentage of the GIA of the local authority's operational buildings for which an access audit has been undertaken by a competent person	95.34%
CAM/009a	The percentage of the GIA of the local authority's buildings that are surplus	1.58%
CAM/009b	The total value of required maintenance for the local authority's buildings that are vacant	5.66%

Reference	Performance Indicator	2008/2009
CAM/010	The total value of required maintenance for the local authority's buildings per square metre of GIA	£134.77
CAM/011a	The total expenditure on required maintenance during the previous financial year	£3,949,958
CAM/011b	The total expenditure on required maintenance during the year per square metre GIA	£26.60
CAM/012a	The amount of energy used (kwh) in all operational buildings per m ² of GIA	245.07
CAM/012b	The volume of water used (m ³) in all operational buildings per m ² of GIA	0.89
CAM/017	The cost of the design services as a percentage of total contract payments	9.57%

In addition to these national indicators further figures are submitted to APSE (Association of Public Sector Excellence).

Whilst the benchmarking of performance indicators can prove useful in determining where strengths and weaknesses are, it must be recognised that such comparison is only a starting point. Where deficiencies are identified they must be analysed in greater detail to ensure there is clear understanding of the position behind the data, prior to considering how improvements can be made.

Moving forward, there is scope to improve the linkages between our core indicators and the corporate asset objectives.

2.4 | Stakeholder Consultation

As our asset objectives are set at both strategic and service area levels so is the pattern of consultation:

- ▶ Strategic: those areas which affect the entire council.
- ▶ Service Specific: those that relate to service areas and individual projects.

2.4.1 | Strategic Consultation

The Council undertakes consultation with the residents of Flintshire via biennial household surveys; the results of the most recent survey are yet to be published. However, the key findings of the 2007 survey have been divided into four main areas: Living in Flintshire, Neighbourhood Issues, Town Centres and Communication and Contact.

Those aspects which residents felt were the most important in making somewhere a good place to live and in most need of improvement in Flintshire were: crime and anti-social behaviour, affordable housing and clean streets.

The detailed survey results are analysed and summarised and are used to inform the corporate planning framework.

2.4.2 | Service Specific Consultation

Consultation takes place with service areas via Service Asset Management Planning. This is an annual process which provides an opportunity for service areas to consider the property implications for their future service delivery plans. This process of consultation allows for the matching of property provision to need.

The Property Review programme affords service areas a further opportunity for input into the viability of the properties occupied or utilised in conjunction with their vision for the future of the service.

2.5 | Government Policy and Statutory Responsibility

Government policy and statutory responsibility is an important context for the delivery of our services. There is a variety of UK and European legislation as well as national standards and regulations which impact upon our services. Some have direct and indirect influence upon the way we manage our assets.

Asset management has become an increasingly prominent issue within the public sector over the last decade. The Audit Commission report 'Hot Property' which was produced in 2000 highlighted the importance of effective asset management for local authorities. The subsequent Lyon's review urged Councils to make asset management a more strategic activity within the organisation.

The Beecham Report in 2006 was reinforced by the Welsh Assembly Government's 'Making the Connections' agenda, the key themes being the need for improved citizen involvement, collaboration in service provision and value for money.

Moving forward and at a regional level from this there has been further work undertaken at a regional level

2.5.1 | Community Asset Transfer

The Quirk Review was an independent review commissioned by the government which looked into the potential benefits that can be realised when community organisations manage and own local assets. These include community empowerment and sustainability.

As a consequence of this the Welsh Assembly Government is working in partnership with the Big Lottery Fund to deliver the Community Asset Transfer Fund. This will assist third sector organisations in the transfer and development of local assets via capital and revenue investment.

The Council recognises the importance of this scheme in using assets to generate income streams which seek to improve local services and amenities. The Council will seek to positively contribute to such schemes wherever viable. Currently we are investigating two potential asset transfer projects, these are at a very early stage as the Fund has only recently been implemented. As these and other projects develop we will ensure that a practical and uniform approach is set out and adopted.

2.5.2 | Operational Efficiencies Programme

Central Government published the Operational Efficiencies Programme (OEP) in April 2009 which concluded that there is scope for £15 billion of efficiency savings throughout the public sector by 2014. Split into five key reviews, the programme is the latest stage in the efficiency drive which has accumulated £26.5 billion in savings since 2004. The main areas identified are back office operations and IT, collaborative procurement, asset management and sales, property and local incentives and empowerment. In the 2009 budget the Chancellor stated 'All departments will be working to implement and deliver the additional value for money savings identified through the programme'.

In terms of public sector property, the programme states that nationally £1.5 billion of savings can be made in annual running cost efficiencies and £20 billion in property sales (excluding council housing) over the next ten years. It also recommends that a small, strategic central property function be created to drive the efficiency and rationalisation agenda across the public sector.

2.5.3 | Compliance Management in Buildings

The compliance management of our buildings is a major priority for our capital investment. Our assets are continually monitored to ensure adherence to all statutory health and safety regulations including the control of asbestos, legionella and fire risk.

2.6 | The Resource Context

2.6.1 | Medium Term Financial Strategy

The Council's Medium Term Financial Strategy (MTFS) is not just a financial process – it is the way that the finance function engages with service planning activities and the way the Council uses its finances to effect real change in services.

The MTFS must be effectively integrated with the rest of the Council's policy making and planning activities, including the Corporate Asset Management Plan. It is a key strategy within the Governance Framework. It is a four-year strategy which commenced in 2008/09.

The purpose of the Medium Term Financial Strategy is to set the direction and principles to be followed and adopted to enable the Council to:

- ▶ Maximise the direct linkages between Council Priorities, and hence Service Plans, and Financial Planning.
- ▶ Develop the above within the funding available in line with local charging policies and external funding support. External funding should be maximised where unhypothecated but clearly linked to Council priorities where specific, i.e. avoiding being simply 'grant led'.
- ▶ Minimise associated risks as detailed in the current Strategic Assessment of Risks and Challenges (SARC).
- ▶ Assess the impact of potential key developments in the external environment, including economic, national and Assembly developments.

The MTFS provides the framework and overall direction and a more practical direction is provided within which the Medium Term Financial Plan (MTFP), both documents are currently being developed.

The MTFP is the forward forecast for the next three financial years which facilitates the development of annual budgets. It is at the MTFP stage that assumptions are made, e.g. levels of available funding, annual inflation rates, increases in the Council Tax base, potential impact of emerging local pressures and efficiencies. These assumptions become less reliable in the later years.

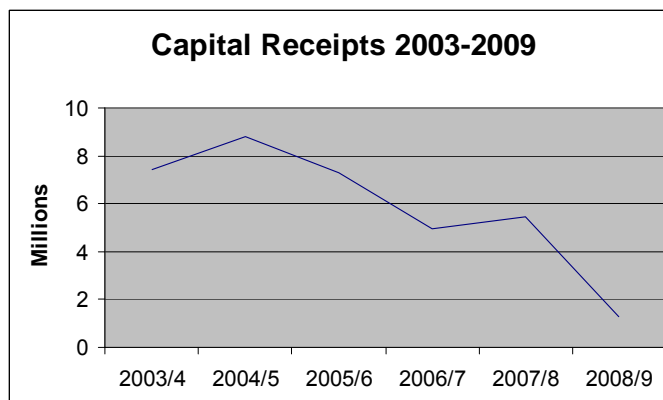
2.6.2 | Capital Programme

Delivery of the Capital Programme is the responsibility of the Corporate Asset Management Group. This encompasses the monitoring of identified potential capital receipts, scoring of potential bids, monitoring of capital budget and approval and allocation of funding. Currently a review of the associated processes is being undertaken.

In determining the greatest need for capital funding the Council has developed a capital prioritisation process where project bids are assessed against set criteria and scored accordingly. Such criteria include revenue consequences, contribution to Council Priorities, identified risk and identification of requirement in business planning process.

Capital receipts are a corporate resource and form a significant contribution to the available capital funding stream. The identification of surplus assets is therefore crucial to the development of new projects.

Over the last six years, the council has generated in excess of £35 million in capital receipts. It is normal to expect fluctuations in the annual total however the recent economic downturn has resulted in a significant and abnormal reduction, the crisis being the deepest and sharpest economic contraction since World War II. While confidence may be slowly returning, unemployment, obtaining credit and mortgages remain very difficult. This continues to depress the property outlook.



This presents challenges for future funding streams and re-emphasises the need to manage our assets more efficiently. The more efficient we become the greater the potential to realise capital receipts for reinvestment to improve service delivery.

However, disposals must be considered more carefully during this period to ensure an appropriate balance between current asset value and potential worth is achieved.

3.0 | Changes in External Environment

Whilst the Corporate Asset Policy identifies specific areas of government policy which directly impact our assets, this section seeks to identify changes and influences from a wider context which may directly or indirectly affect our assets and the way in which they are managed.

3.1 | ICT Developments

The continuing advances made in technology present opportunities for improvements and efficiencies in service delivery. The Council will continue to seek to exploit new and existing technologies.

3.1.1 | ICT Strategy 2009 -14

The Council's ICT Strategy outlines objectives for a five year period. A key component is supporting and enabling service and organisational change. This encompasses modernising business systems and processes, development of Geographical Information Systems and enabling new ways of working.

The implementation of this strategy will undoubtedly impact upon our property requirements. As existing and new technologies are exploited we must review how we use our accommodation and whether significant efficiencies can be made, and it is essential that these systems facilitate this level of flexibility and potential complexity in the context of supporting a one service delivery concept.

3.1.2 | Agile Working

Referenced within the ICT Strategy is the recently concluded BT study which examined the potential to introduce large scale agile working practices throughout the Council. The study included case studies where different working practices had been implemented and there had been significant efficiencies. These were not limited to accommodation costs but included productivity gains, reduced sick leave, reduced staff turnover and reduced carbon emissions.

The study conclusion stated that implementation would be viable and there would be significant opportunities for efficiency savings.

Such a study also will also impact upon on our Human Resource Policies and Procedures which will need to develop the necessary flexibility to accommodate home working together with working patterns focussed on extended accessibility.

3.1.3 | Technology Forge

The Council has procured and is implementing an asset management software system – Technology Forge. This is a corporate system which is capable of being used by many departments.

Previously asset related data was collated and held in many formats in many places. A principal function of Technology Forge is to provide a central repository of information from which many asset management functions can hang. These include condition, sufficiency and suitability information and the facility to manage our non-operational portfolio. There is potential for GIS interaction so that ownership of assets is clearly defined and visual. Also, the system is capable of being web enabled which will allow, for example, a head teacher to access all property related information pertinent to their school. This will ensure that up to date plans, condition information, asbestos surveys etc can be accessed directly when and where they are needed.

3.2 | Property Services Provision

There are many facets to the provision of property services and the way in which we deliver the service must be robustly examined.

Recently there has been a review of approximately 40 service areas corporately. Property services are based within the Environment Directorate. Following a review a new structure will be implemented shortly.

It is recognised that to maximise efficiencies the council needs to consider engaging with partners. This may be as a result of peaks in workload, specific projects requiring certain expertise or an ongoing arrangement where the marriage with an external service supplier is clearly beneficial.

Recently we have appointed a partner for a four year term to undertake our core property surveys and provide CAD plans. The aim is to achieve consistency in quality and maximising value for money whilst developing and maintaining a good working relationship.

As well as buying in services, the potential exists for collaboration with other organisations in terms of 'pooling' expertise; this may be with other council's or any public sector organisation.

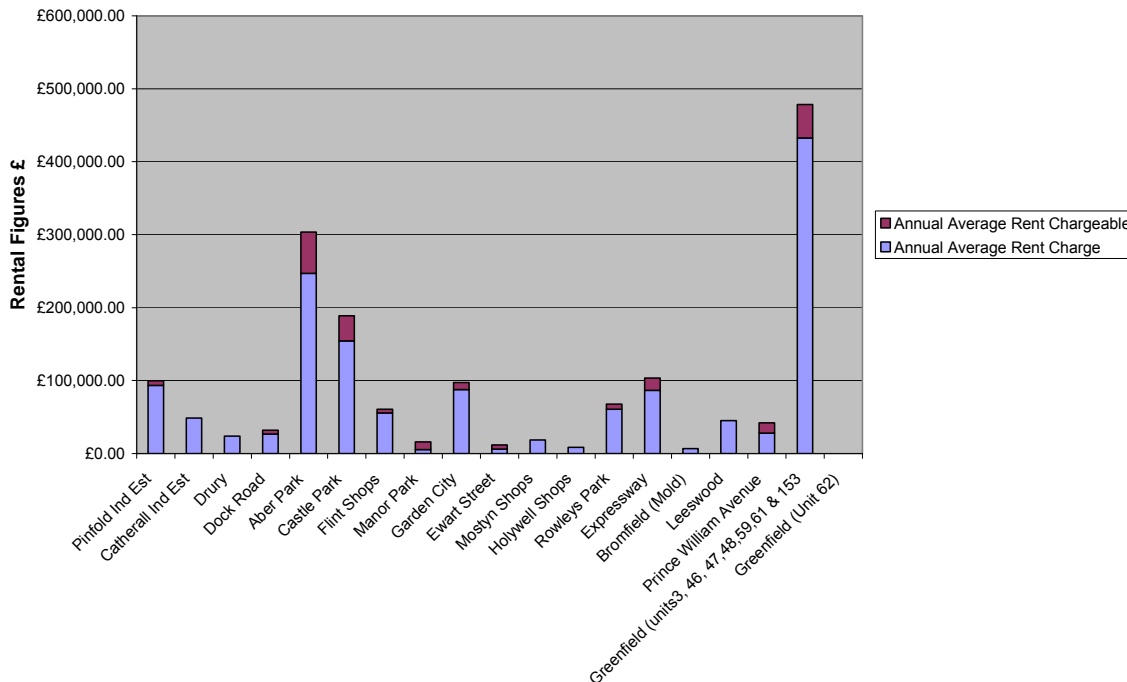
3.3 | Property Market

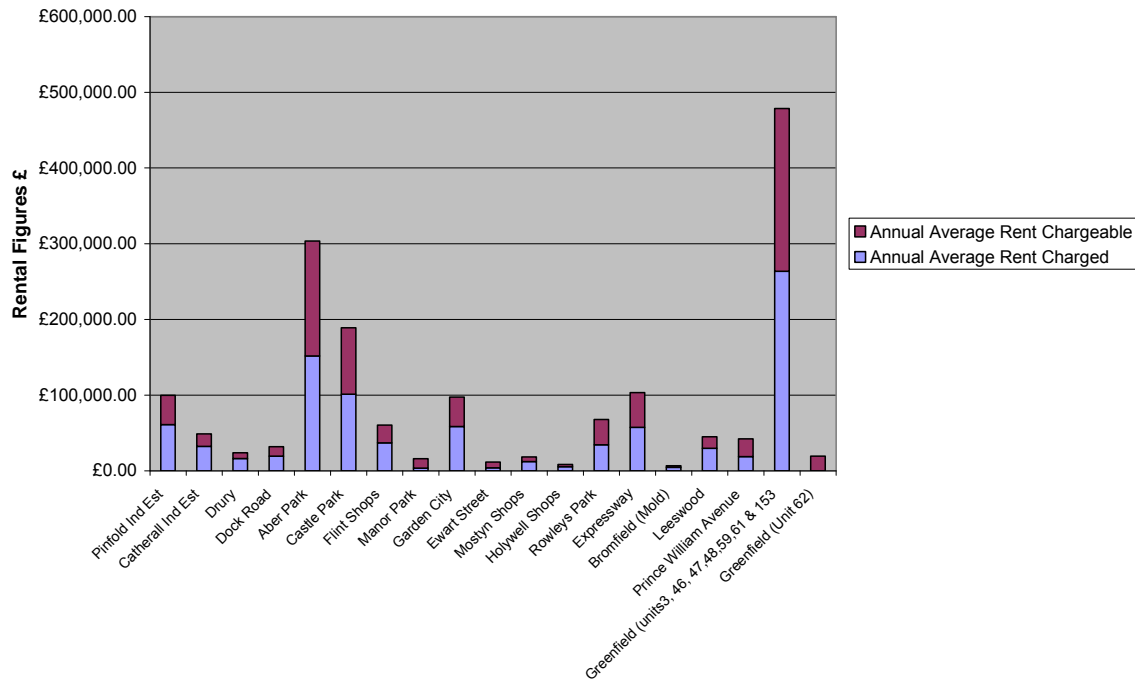
The current economic difficulties are having, and will continue to have, an impact on the Council’s finances for the foreseeable future and consequently the way in which we manage our assets. The Council must seek to increase its collaborative partnership approach with other Public Sector and third sector bodies to increase opportunities through land banking and site amalgamation to create increase value.

The most immediate affect has been the reduction in capital receipts. This is a result of a fall in land and property values in line with a fall in demand. There are significant consequences for the Council’s capital programme and whilst we seek to bolster our capital receipts we must consider whether we wish to dispose of assets at prevailing market values when they may realise considerably more in future years.

A further impact of the recession is the affect on income stream from the non-operational portfolio. The current annual rental received is in excess of £2.3 million, however between 2007 and 2009 the council has seen an increase in voids from 9.5% to 20% which equates to an increase in loss of potential rental income of approximately £350,000 each year. We are ensuring that the terms and conditions upon which we let our properties reflect market conditions and remain competitive.

The following graphs represent actual rental income received and potential income if each estate was fully let. The red portion of the bar graph represents indicative lost income via vacant units. The figures have been compared for the period April to November in the consecutive years of 2008 and 2009. The increased loss of rent can be clearly seen.





There are clear challenges for the foreseeable future in terms of both capital and revenue streams with potential implications for service delivery. Within this context the council will seek to achieve a balance between maximising income and protecting future wealth creation opportunities and service delivery.

4.0 | Service Delivery and Accommodation Needs

It is clear that accommodation is a vital component of effective service delivery. The way in which Councils deliver their services is evolving, with greater emphasis on cross-cutting, collaborative service provision. Therefore, in order to adequately support services, we need to identify those influences which will affect the way in which they will be delivered in the future and the resulting implications for our assets.

4.1 | Key Plans and Strategies

Detailed below are the main plans and strategies which are likely to affect the way in which our services are delivered.

Wales Spatial Plan: This document is produced by the Welsh Assembly Government and provides the context and direction for local development plans and the work of local service boards. In essence it is the consideration of what should and could happen where.

The plan breaks down into area strategies and identifies key demographic areas within North East Wales and recognises strong linkages with North West England and neighbouring Spatial Plan areas of North West Wales and Central Wales. It is informed by a good understanding of regional demographic changes and its drivers will inform decisions about how and where services should be delivered.

It recognises the importance of strengthening regional towns and supporting these 'strategic hubs' with a strong network of key rural, coastal and border service centres.

4.1.1 | Community Strategy 2009 – 2020

An agreed vision between a partnership of public service providers and the wider Flintshire community over a 15 year period. It seeks to improve the quality of life, to establish needs and priorities of local communities and to improve joint working between public bodies and the third sector.

There is a strong theme in respect of the need for services to review their boundaries and implement cross-cutting and cross-agency working.

4.1.2 | National Transport Plan

Produced by the Welsh Assembly Government to deliver an integrated transport system. The long term aim is for a decarbonised transport system in Wales. A key theme is the integration of the impact of travel into wider decision making as the location of key sites and services has a direct influence on the need for travel.

4.1.3 | Regeneration Strategy 2009 – 2020

A far reaching strategy which focuses on the needs of the county relating to people, places and employment via the development of a sustainable, competitive county. It aims to encourage diversification of rural areas and revitalise towns by developing them as local centres and sustainable communities.

4.1.4 | Local Development Plan

This will replace the Unitary Development Plan, which will remain in place for at least the next five years. During this period the Local Development Plan will be brought forward and will be instrumental in planning and delivering the infrastructure of our county for the next 15 years.

4.1.5 | Carbon Reduction Strategy

This document outlines how the council can achieve a 60% reduction in carbon emissions by 2020/21. Asset rationalisation, collaborative service provision and exemplary design of new and refurbished buildings have been identified as being able to contribute a 10% reduction.

4.1.6 | School Modernisation Strategy

Recognises the need to review how and where we deliver education services in line with demographic changes. Together with the implementation of the Education Asset Management Plan there will inevitably be opportunities in terms of property rationalisation.

4.1.7 | Leisure Strategy

This document was produced in 2009 and details the future for our leisure services provision. This includes a service plan for our leisure centres and proposals in connection with the refurbishment/ redevelopment of Deeside Leisure Centre.

4.1.8 | Total Place Initiative

A relatively new approach to understanding the cost of providing public services and identifying where savings can be made by collaboration between public sector bodies. Essentially this process quantifies all public sector spending within an area on a per capita basis; this is then capable of comparison with other areas. Whilst only piloted in England at the moment, the ethos behind it again stresses the need for a cross-cutting approach to service provision.

4.2 | Council Services

4.2.1 | Service Asset Management Plans

Individual Service Areas have a responsibility to consider their accommodation requirements as part of the business planning process. It must be recognised that any proposed changes to service delivery can impact on our assets.

In the past, changes to service provision and resulting accommodation implications have been dealt with as and when required and, overall, consideration in respect of accommodation has had a very low priority.

To change this we have implemented Service Asset Management Plans (SAMPS). This process provides the 'bottom up' dimension for asset management and was first introduced to the council in 2007. It requires service areas to reflect upon service delivery changes and their consequential accommodation needs. There has been some success but the degree of participation across the council needs to be improved.

To move this forward the process can be streamlined by becoming an integral part of the annual business planning process. There also needs to be a clear reporting framework with resulting recommendations, action plans and monitoring. Again this can be assisted through stronger integration at corporate level which helps both service areas and those managing assets.

4.3 | New Working Practices

Along with adjacent authorities Flintshire commissioned a BT Agile Working Project referred to as the Workstyle Transformation Programme. This sought to understand the authority's use of its principal office accommodation and how this might be improved.

The key drivers for this work are the opportunity to use space more efficiently facilitated by modern technology leading to financial and environmental benefits.

Adoption of new working practices requires:

- ▶ Introduction of cultural change throughout the council – 'work is what you do not necessarily where you do it'
- ▶ Increase the ratio of people to workstations
- ▶ Technological support e.g. wireless enabling of whole buildings to be touchdown areas i.e. non-designated workspaces where, subject to availability, any officer can work.

There is potential to dramatically reduce the space we occupy, but this will require a large scale adoption of agile working practices. The link between the accommodation we occupy

and the way in which we work is inexorable. If change occurs to one it must happen to the other.

Therefore to maximise the potential to rationalise our accommodation we must implement new ways of working.

4.4 | Joint Accommodation Opportunities

The opportunity to share accommodation with other organisations is one aspect of the collaboration agenda which public sector bodies are being encouraged to embrace.

There are clear synergies in the services we provide with other public bodies, we need to explore these and the efficiencies which can be gained by joint accommodation.

An example of how this can be achieved is the North East Wales Community Equipment Store which will be opening early in 2010. This will be an innovative service provision between two authorities and the health care sector. By using a single property, both authorities have been able to enjoy the benefits of economies of scale and have been able to release properties back into their non-operational portfolio. In the case of Flintshire the property will be sold whilst our adjacent authority is likely to re-let it.

In addition to this a number of discussions and potential proposals have been considered to provide possible new solutions for the emergency services.

Other opportunities to use public sector assets more effectively must be pursued with an aim to utilise assets for greater shared benefit. To do this we must raise the profile of collaborative working with other public sector bodies and ensure a framework is in place which facilitates a planned approach to sharing accommodation.

Significant work is underway nationally, regionally and locally and there is clearly a compelling need to work collaboratively to secure substantial efficiency across the wider Public Sector.

At a National level the Efficiency and Innovation Board, chaired by Jane Hutt, Minister for Business and Budget has identified, as one of their Programme Strands, Asset Management as a Public Sector cross cutting issue, work in terms of a number of delivery projects, have been identified covering areas such as land transfer protocols and Electronic Property Information Mapping and Local Service Boards to identify pilot projects.

At a North Wales regional level the North Wales, Regional Partnership Board has, within one of its programme boards, Corporate Support Services, Asset Management resides within this work stream and the Chief Executive from Gwynedd is the project sponsor.

At a more local level The Flintshire Futures Programme has identified, as one of its themes Facilities. This work stream takes account of both hard and soft Facilities

Management (FM) covering, in the context of soft FM security, cleaning, catering, for example with hard FM dealing with buildings, infrastructure, essentially aspects and issues around Asset Management.

5.0 | Future Requirements

In summary, what do the preceding sections mean for the strategic management of our assets?

We clearly need to rationalise our property holdings. A leaner asset base will reduce costs and potentially boost capital receipts. We must adopt a holistic approach and bear in mind that long term gains will be greater than short term, quick-fix solutions. Property is an illiquid asset and we need to recognise the lead-in time between identifying an opportunity and realising it.

There needs to be a corporate approach to the management of our assets. If we don't rationalise across silos the result will be pockets of under-utilised, inappropriate accommodation.

We need to ensure careful planning of new services that are to be delivered and we must fully integrate decision making in terms of service delivery with property planning. We need to consider how services will be delivered in the future and develop robust solutions to support them. The focus of our investment must be on property which directly supports service delivery.

The opportunities for collaborative working across the public sector, be that joint accommodation projects or pooling of resources, must be explored. There may of course be good reasons why collaborative working is not feasible or efficient, but these reasons need to be identified. We must not allow the status quo to remain just because 'it is the way things have always been done', current activity at a national, regional and local level will ensure that Asset Management remains at the forefront of the efficiency agenda.

The climate change and carbon reduction agendas mean that there needs to be greater emphasis on the sustainability of our buildings and the way we deliver services from them. This needs to acknowledge that a number of our buildings are 'carbon hungry', inefficient and costly to run and maintain.

Effective decisions cannot be made without accurate information. We need to ensure the accessibility of quality property related data and that it is consistently updated and refreshed. The corporate Technology Forge Asset Management system plays a key role in this.

Our assets must be constantly challenged. We must ensure that each and every property is retained for good reason. The wrong asset in the wrong place attracts wrong investment.

There are clearly difficult times ahead, but equally there are significant opportunities. Our current accommodation will not easily support a modern approach to working practices and service delivery. A centralised base and limited community presence does not fit with

long term service and infrastructure plans, which a customer focused authority must pursue. We must consider alternative accommodation models which will support new working practices and deliver efficiencies. The development of a property review framework within a geographical context will be a key means of facilitating asset delivery for local services.

Despite gloomy predictions for the economy there will inevitably be a market revival. The timing of this is not predictable but we can seek to capitalise upon it when it does. By undertaking planned asset management and rationalisation we can ensure that maximum returns are obtained.

6.0 | Current Portfolio Summary

Flintshire County Council's total property holding has a value in excess of £1 billion, including our housing portfolio. Our operational portfolio (excluding infrastructure assets) is valued at £416 million.

This table displays the non-operational portfolio spread by property type.

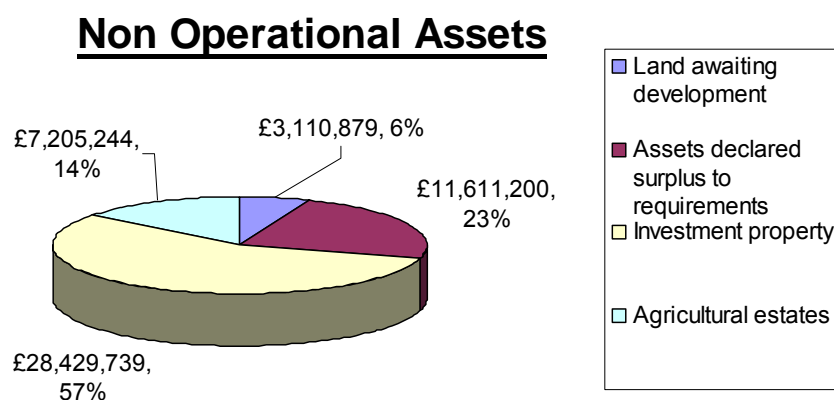
Property - Asset Category	Property Type	Number of Properties
Other Land and Buildings	Schools	88
	Caretakers Houses	4
	Miscellaneous Properties	10
	Libraries	16
	Youth Centres	17
	Community Centres	19
	Leisure /Sports Centres	8
	Swimming Baths	1
	Work Opportunity Centres	1
	Day Centres	3
	Public Conveniences	14
	Cemeteries	12
	Civic Amenity Sites	8
	Depots	4
	Council Offices	9
	Miscellaneous Operational	2
	Residential Homes	2
	Markets	3
Educational Establishments	6	
Community Assets	Parks and Open Spaces	7
	Playing Fields Recreational	124
	Play Areas	105
	Amenity Space	40
	Allotments	11
	Ancient Monuments	4
	Bowling Greens/Clubs	21

The total cost of identified work backlog within this portfolio is currently assessed at £48.5 million. This means that 11.7% of the portfolio value needs to be invested to remove backlog maintenance alone. Additional investment would be required for any redevelopment and refurbishment schemes. Our current maintenance budget (2009-10) is approximately £5 million representing 1.2% of asset value.

The Council administrative functions are mostly based in Mold, Flint and Connah’s Quay, the three buildings providing in excess of 300,000 square feet of accommodation. County Hall is by far the largest with almost 250,000 square feet with a site area of 13 acres.

The non-operational portfolio is currently valued at £50 million representing 7.2% of total portfolio value (excluding housing). Of this our investment property (excluding agricultural estate) represents over £28 million. This produces an annual income stream of £2.35 million thus providing 8.4% gross return. If we invested the same amount of capital in a bank, current investment rates would produce in the region of 4.5% return.

The non operational portfolio comprises nineteen industrial estates providing almost two hundred units of varying sizes available for local businesses. Each of these estates has been reviewed and an analysis for future management produced. These guide the asset management approach for more detailed and professional work. This analysis framework is provided at Appendix D.



The authority’s agricultural estate comprises around 2,500 acres which principally comprises some thirty smallholdings. It is currently valued at £7.2 million and produces rental income of approximately £250,000 per annum. Details of these small holdings and their acreages are shown as Appendix E. Around two thirds of these are dairy smallholdings with the remainder being livestock for meat or forage crops for the animals.

Initial work on a long term strategic review of the estate began in autumn 2009. The estate requires enormous sums of money to be invested to bring the units up to modern standards. The weakness in the dairy market and the small acreages of the units as they stand mean the estate requires substantial change if it is to be fit for the future and remain in this agricultural sector. Other stock or arable opportunities may be more appropriate. The need to change the size of the units so they have a reasonable opportunity of being self supporting is essential.

7.0 | Review and Challenge

7.1 | Key Challenges

Having established our asset objectives and determined what our future requirements are, what are the main issues and difficulties we must overcome to achieve them?

We have a significant backlog in required maintenance in respect of our operational property. There is a marked decline in capital receipts and our rental income is also reduced.

Our main administrative base, County Hall, is outdated and inflexible in design. There is an inefficient use of space, the utilisation rate is low at 62% (the industry standard being 70%). The average space per desk is 15 – 20 square metres, whereas 10 square metres (inclusive of storage and circulation space) is considered the benchmark within commercial practice. A significant amount of space is dedicated to paper filing cabinets and space use is generally inconsistent. Some areas are densely occupied whilst others are sparsely utilised. There is minimal desk sharing and hot-desking in operation. Office moves have previously been undertaken on an ad-hoc basis and there is a lack of clarity in respect of roles, responsibilities and processes regarding accommodation issues. A campus manager has recently been appointed but there must be more cohesion between the various property related disciplines.

The authority's asset base means that a rolling programme of valuation maintenance and property review work is undertaken. The introduction of a review framework has been helpful in assisting this process and providing a quality reporting mechanism for both officers and members. The use of performance data for both operational and non-operational properties and this framework, allows effective challenge and leads to focused investment or portfolio change. This process needs to continue to be rolled out across the portfolio ensuring all areas are challenged.

The Technology Forge database provides an opportunity to have a joined-up, corporate asset management tool. To fully exploit this we need to ensure that the system is used by as many service areas as possible and to continue to maintain the data that is stored to ensure it is current and relevant.

Ongoing management of Technology Forge must be cohesive so that the system develops corporately.

7.2 | Review of Roles and Responsibilities

The current Asset Management function has already been outlined, as has the function of the Corporate Asset Management Group.

There has recently been a significant number of service area reviews and asset management has been re-structured (to be implemented in 2010) within Valuation and Estates Services to provide a cohesive team with a designated fourth tier team leader.

The roles, responsibilities and processes of the Corporate Asset Management Group have been expanded. The corporate group leadership role continues to develop, led by the Director of Environment.

8.0 | The Way Forward

What actions can we take to ensure that the strategic management of our assets result in the achievement of our objectives? We have distilled the action we need to take into ten main work areas. It is envisaged that each area will have detailed action plans developed and implemented which will result in real and tangible improvements and efficiencies. Subsequent Action Plans are to be presented and monitored by CAMG.

8.1 | Collaboration

Collaboration is a recurring theme throughout this document, and an issue which is becoming more and more prevalent in Central and Welsh Assembly Government. We can see from what we have already achieved with our community equipment store and from what other authorities have achieved that there are significant benefits to be gained. However to maximise these benefits we must think strategically rather than project specific. Conveying this is not easy because there is a natural tendency to focus on individual buildings, budgets and projects.

The Flintshire Local Service Board was established to identify common issues between public bodies and to promote and deliver effective partnerships.

By raising the profile of Asset Management within this forum and potentially forming a cross-cutting 'Property Group' we can effect real change.

8.2 | Corporate Thinking

The council has taken significant steps to reorganise and work corporately. We need to build on this momentum in our approach to Asset Management. It is recognised that capital resources, property and office accommodation are all corporate resources to be managed by the authority on that basis.

In this context service areas may be viewed as custodians of the property they occupy, not owners. Likewise the ring fencing of capital receipts is not acceptable. These potential disincentives need to be viewed against the background of change – all service areas will require funding for change. This necessity means an objective approach by each service area will be essential for further receipt realisation.

The notion that a property remains with a service area until it is declared surplus must be challenged. This ethos must be embedded in the culture of the organisation. To support this, current processes must be reviewed.

The objective being that all significant property proposals will have options fully appraised and presented for corporate approval via the Corporate Asset Management Group.

8.3 | Re-think our Accommodation Model

This document has highlighted those areas of government policy and national strategies and plans which influence how and where services will be delivered in the future. We need to focus our investment on those properties which directly support service delivery.

It is clear that a major centralised administrative base with limited community presence does not fit with a modern approach to service delivery. We need to modernise and re-align our accommodation model incorporating new technologies and working practices. A potential solution is the adoption of a reduced administrative base as a central 'hub' with 'spokes' strategically located throughout the County. Within this structure is the potential to create multi-function accommodation with drop-in facilities for officers, one-stop shops for residents and the possibility of sharing facilities with other organisations.

The design, location, obsolescence and inflexibility of County Hall exacerbates the scale of the problem. It is unlikely that refurbishment and re-modelling within the existing structure will deliver the improvements and efficiencies that are otherwise achievable. We clearly need to consider large scale changes. It is therefore recommended that a comprehensive review of our existing administrative accommodation be undertaken, with options for change identified and fully appraised. In line with our forthcoming Customer Service Strategy any proposed changes will ensure the needs and requirements of our customers remain a priority.

8.4 | Accommodation Management

With core operational office accommodation comprising in excess of 300,000 square feet there is a need to ensure a cohesive approach to the day to day management issues. These are, by nature, multi-disciplinary including hard and soft Facilities Management, ICT, Health and Safety and Service Asset Management Planning.

Following the appointment of a Campus Manager an opportunity exists to develop an Accommodation Strategy which will set out clear roles, responsibilities and processes leading to an efficient accommodation support and management system.

8.5 | Service Asset Management Planning

For reasons already identified we need to strengthen the means by which services feed their property requirement into the Asset Management Planning process and ensure that sufficient context is available.

To do this we will develop a robust framework whereby services will consider the property implications of their future service delivery as an integral part of the annual business planning process. This will result in a simplified process for services and ensure that resulting property needs can be corporately managed.

8.6 | Agile Working

Introducing new working practices is an integral part of any future accommodation re-modelling. The council needs to build on the work undertaken by BT in their Work Style Transformation study. An effective way to drive this forward is the implementation of a multi-disciplinary group including ICT, Asset Management, Facilities Management, Human Resources. The objective being to identify and appraise options and potential timescales for implementation.

8.7 | Property Review and Rationalisation

We need to develop and improve the existing framework within which we review our properties. We need to consider the viability of each asset within the context of the community in which it is located.

A framework will be developed wherein future reviews will be undertaken on a geographic basis. This will ensure that service delivery requirements within a community become an integral part of property rationalisation. The net result will be a more efficient use of our property with consequent realisation of capital receipts in tandem with continued support to the delivery of our services.

Actions and recommendations already identified in reviews which have already been undertaken must be progressed.

8.8 | Sustainability

As has already been stated, the rationalisation of our assets and future collaboration can provide a significant contribution to carbon reduction. However, sustainability must be at the forefront of our minds when we consider property investment, be that maintenance or new-build. We must understand the impact our property investment has on wider social, environmental and economic factors and how these interact to achieve sustainable development.

Quite often the full cost of a development/ refurbishment is not assessed over the lifetime of the asset and many 'invisible' costs are ignored. Some key issues which must be considered are: operation costs, energy efficiency, flexibility of design, maintenance costs, end of life and occupancy costs.

We will develop a strategy in which Whole Life Appraisal becomes a fundamental part of investment planning and that every capital bid will have an appraisal undertaken. We will set out an approach where the level of detail required will increase with the level of proposed investment.

Currently, before more detailed work is done, early analysis is undertaken in the options appraisal process to minimise abortive work. An example of an appraisal which covered capital and revenue across six options is shown in appendix D.

8.9 | Data Management

This is an area which has seen major improvements by the acquisition and part implementation of Technology Forge. We need to build on this and develop the system further.

In essence, the system is capable of holding all asset related data, by having a central repository of information we can manage it more effectively, preventing duplication and improving accessibility. With a fully populated and maintained asset database we can be confident that the information upon which we base our property decisions is accurate and reliable.

It is a corporate system and contains numerous modules with wide reaching functionality. As such we must ensure that it is used to its maximum potential. The implementation of an internal user group will ensure momentum is maintained, that all modules are effectively used and operational issues and enhancement requirements are effectively managed with the system provider.

8.10 | Performance Management

A key information tool in the management of our assets: Whilst we currently maintain asset management indicators, we need to develop these further so that our performance measures are linked with our asset objectives, also that all indicators relevant to our assets are centrally held and managed.

This will involve the development of a framework within the corporate performance management system Ffynnon. This framework will allow for feedback to relevant service areas and subsequent quarterly monitoring. This affords the opportunity to align the corporate approach to managing our assets with subsequent monitoring of performance

8.11 | Conclusion

The authority has established means of analysing and managing the asset management process and associated financial management. Further planning and prioritisation within the new larger service directorates has begun through the business planning process.

Alongside the corporate reorganisation the changes and establishment of more practical asset management planning will produce effective service delivery over time. As indicated earlier the timescales for dealing with property issues are quite substantial. The use of option appraisal and building solutions that are relatively easy to change is therefore essential.

The authority's strong foundations within the asset management plans and the wider Property Strategy will place it in a strong position to use its assets both effectively and efficiently.

ACTION: Increase profile of collaborative, cross-cutting working within asset management within Flintshire Local Service Board framework

Corporate Asset Management Plan Objective:

SO1: Community Strategy Linkage

SA4: Investigate and implement opportunities for partnering and collaboration in property provision and use.

Performance Indicators – Success Criteria:

Raised profile of asset management within LSB to establish cross-cutting efficiencies

Lead Officer:

Director of Environment

Reference:

AP/LSB1

Monitoring Strategy:

Feedback from LSB

Evaluation Method:

Development of cross-cutting Asset Management

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Potential for cross-cutting asset management discussed with LSB forum. Working group established to determine strategic objectives and implementation plan.	Director of Environment	Ongoing	Within existing resources	Community Strategy

ACTION: Accommodation Review

Corporate Asset Management Plan Objective:

SO6 – The modernisation of corporate property assets and consideration of location and strategic fit within wider community and spatial plan.

SA1 – Support frontline service delivery by the provision of quality, suitable and sufficient accommodation

Performance Indicators – Success Criteria:

A complete review of the Council’s office accommodation, to incorporate the potential for implementation of agile working practices.

Lead Officer:

Corporate Property Officer

Reference:

AP/AR1

Monitoring Strategy:

Detailed project plan and project manager

Evaluation Method:

Comprehensive review undertaken and options appraised and presented to CAMG for consideration

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Convene working group to establish methodology and confirm resource allocation. Establish project plan and appoint project manager Review and present options	Corporate Property Officer	Ongoing	To be confirmed	ICT Strategy People Strategy MTFS Customer Services Strategy Community Strategy Wales Spatial Plan Carbon Reduction Strategy

ACTION: Development of Accommodation Strategy

Corporate Asset Management Plan Objective:

SA1: Support frontline service delivery by the provision of quality, suitable and sufficient accommodation

Performance Indicators – Success Criteria:

The provision of a completed accommodation strategy detailing all roles, responsibilities, processes associated with the management of operational accommodation.

Lead Officer:
Asset Manager

Reference:

Monitoring Strategy:
Achieve target dates, CAMG approval

Evaluation Method:
Objective achieved and strategy implemented

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Establish core team of to discuss, scope document	Asset Manager	February 2010	Existing Resources	ICT Strategy People Strategy
Core team agree outline document	Asset Manager	May 2010	Existing Resources	
Prepare draft document	Asset Manager	June 2010	Existing Resources	
Approved by core team	Asset Manager	July 2010	Existing Resources	
CAMG approval	Asset Manager	September 2010	Existing Resources	

ACTION: Implementation of Service Asset Management Planning linked to Business Planning processes.

Corporate Asset Management Plan Objective:

SA2: Ensure that the provision of property is effective and efficient and is linked to individual service plans.

SA1: Support frontline service delivery by the provision of quality, suitable and sufficient accommodation

Performance Indicators – Success Criteria:

Fully integrated SAMP with annual business planning.

Annual reporting to CAMG of identified requirements.

Incorporation within capital prioritisation.

Lead Officer:
Asset Manager

Reference:
AP/SAMP1

Monitoring Strategy:
Responsible officer to monitor

Evaluation Method:
Objective achieved: Fully implemented annual Service Asset Management Planning system

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Establish process with Policy Performance Unit.	Asset Manager	March 2010	Existing Resources	Business Planning SARC
Establish collation and reporting process.	Asset Manager	Ongoing	Existing Resources	
Integration with Capital Programme and Capital Prioritisation	Asset Manager	Ongoing	Existing Resources	

ACTION: Development of an Agile Working Strategy

Corporate Asset Management Plan Objective:

SO9: To ensure our assets support flexible working arrangements

SO6: To rationalise and modernise our corporate property assets and consider their location and strategic fit within wider community and spatial plan

SA1: Support frontline service delivery by the provision of quality, suitable and sufficient accommodation

Performance Indicators – Success Criteria:

Delivery of completed strategy.

Lead Officer:

Corporate Property Officer

Reference:

AP/AW1

Monitoring Strategy:

Regular reports to CAMG

Evaluation Method:

Delivery of workable strategy with timetabled action plan

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Development of a framework within which the strategy can be developed. Convene a working group to consider strategic objectives and practical solutions to implementation	Corporate Property Officer	Ongoing	To be confirmed	ICT Strategy

ACTION: Implementation of Geographically Based Property Reviews

Corporate Asset Management Plan

Objective:

SO1: Community Strategy linkage

SO6: The modernisation of corporate property assets and consideration of location and strategic fit within wider community and spatial plan

SA4: Investigate and implement opportunities for partnering and collaboration in property provision and use.

SA6: Maximise capital receipt generation through targeted disposals of surplus property

Performance Indicators – Success Criteria:

Property reviews undertaken on a wider basis (to replace service specific reviews).

Establishment of structured annual programme

Lead Officer: Asset Manager	Reference: AP/GPR1	Monitoring Strategy: Responsible Officer to monitor	Evaluation Method: Objective achieved and merits documented
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Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Develop a structured approach to property review based on geographic/ community area.	Asset Manager	Jan 2010	Existing resources	Community Strategy
Roll out annual programme	Asset Manager	March 2010	Existing resources	
Establish and implement a recommendation reporting process,	Asset Manager	April 2010	Existing resources	

ACTION: Creation and Implementation of Whole Life Appraisal Strategy

Corporate Asset Management Plan Objective:

SA3: Whole life implications to be fully considered in the delivery of capital projects.

Performance Indicators – Success Criteria:

Establishment of detailed WLA Strategy which is implemented corporately

Lead Officer:
Asset Manager

Reference:

Monitoring Strategy:
Achieve target dates, Report to CAMG

Evaluation Method:
Objective achieved and strategy implemented and forms an intrinsic part of capital programming

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Establish core team to discuss, scope and agree WLA criteria	Asset Manager	March 2010	Existing Resources	Carbon Reduction Strategy Procurement Strategy
Prepare WLA strategy	Asset Manager	Ongoing	Existing Resources	
Communicate detailed proposals	Asset Manager	Ongoing	Existing Resources	

ACTION: Establish new Performance Management Framework

Corporate Asset Management Plan Objective:

To link up and support Corporate Asset Objectives

Performance Indicators – Success Criteria:

Establish a suite of core asset management performance indicators with direct links to corporate asset objectives

Lead Officer: Asset Manager	Reference: AP/PM1	Monitoring Strategy: Responsible officer to monitor	Evaluation Method: Objective achieved
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Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Appraise options with Policy Performance unit.	Asset Manager	March 2010	Existing Resources	SARC
Establish draft framework and discuss with relevant service areas	Asset Manager	Ongoing	Existing Resources	
Implement framework and subsequent monitoring	Asset Manager	Ongoing	Existing Resources	

ACTION: Vacant Property Review

Corporate Asset Management Plan Objective:

SA6: Maximise capital receipt generation through targeted disposals of surplus property

SA5: Maximise rental income

SA8: Support business regeneration and strategy

Performance Indicators – Success Criteria:

A comprehensive review of long term vacant property within the Council’s ownership. Development of individual plans for properties

Lead Officer:

Corporate Valuer

Reference:

AP/VP1

Monitoring Strategy:

Monitored by responsible officer

Evaluation Method:

Each identified long term vacant property has been appraised and individual plan developed

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Identify properties vacant in excess of one year	Corporate Valuer	February 2010	Existing Resources	Regeneration Strategy
Develop individual appraisal plans	Corporate Valuer	July 2010	Existing Resources	
Report to CAMG with recommendations	Corporate Valuer	Oct 2010	Existing Resources	

ACTION: Capital Receipts Maximisation and increased activity with the Public Sector to maximise opportunities and value

Corporate Asset Management Plan Objective:

SA6: Maximise capital receipt generation through targeted disposals of surplus property

SA8: Support business regeneration strategy

Performance Indicators – Success Criteria:

An effective capital receipt programme which seeks to support corporate aspirations

Lead Officer:

Corporate Valuer

Reference:

AP/CR1

Monitoring Strategy:

Regular review and reporting as agreed by Corporate Asset Management Group

Evaluation Method:

Objective achieved by balancing capital receipts and expenditure.

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Capital receipt programme and alignment with expenditure proposals.	CAMG	Ongoing	Alignment of capital resources with revenue resources	Medium Term Financial Strategy Regeneration Strategy
Review of rental receipts and opportunities for capital receipts.	Corporate Valuer	Ongoing	Reported through CAMG	
Property reviews to be aligned with regeneration strategy	Head of Economic Development and Regeneration	Ongoing	Alignment of regeneration and property strategies	

ACTION: Revenue Maximisation

Corporate Asset Management Plan

Objective:

SA5: Maximise rental income

SA8: Support B-business regeneration and strategy

Performance Indicators – Success Criteria:

Maximise and stabilise revenue stream from property portfolio

Lead Officer:
Corporate Valuer

Reference:
AP/RM1

Monitoring Strategy:
Monthly budgetary meetings by Corporate Valuer
Monthly reviews in Technical Services meetings

Evaluation Method:
Financial monitoring and benchmarking

Action	Responsible Officer	Target Date	Financial/Other Resource Implications	Links to Other Plans
Maximise rental income	Corporate Valuer	Ongoing	Finance officers input	
Review of income and tenancy payments	Corporate Valuer	Ongoing	Debt recovery input	
Review leases to maximise values through agreements	Corporate Valuer	Ongoing	Revenue generation and maintenance	

List of Appendices

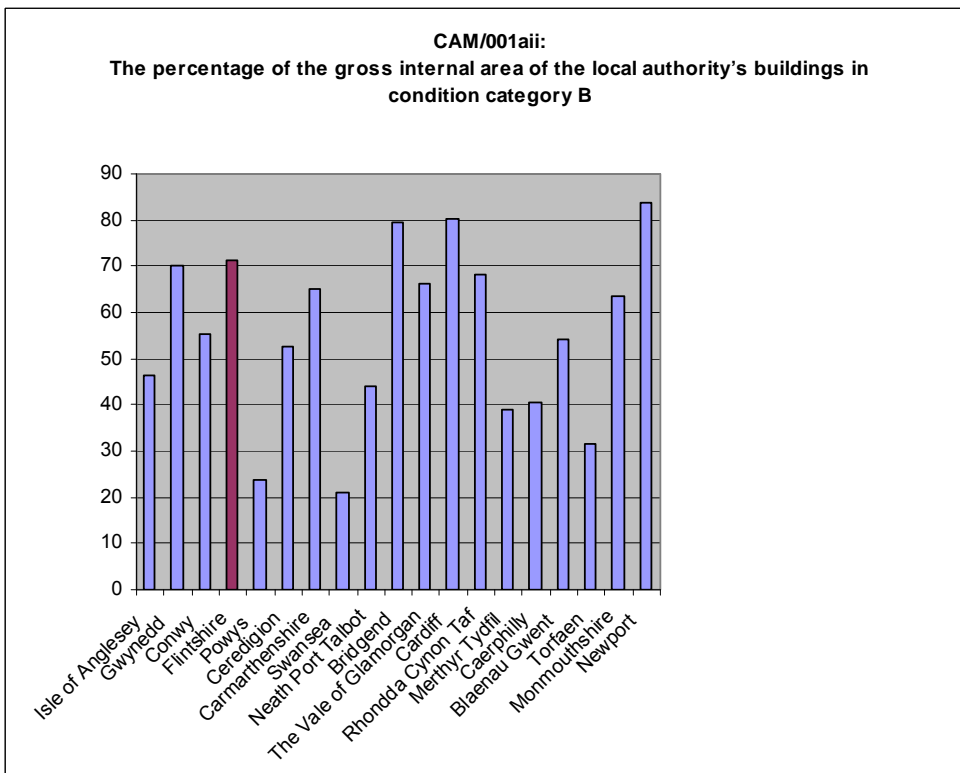
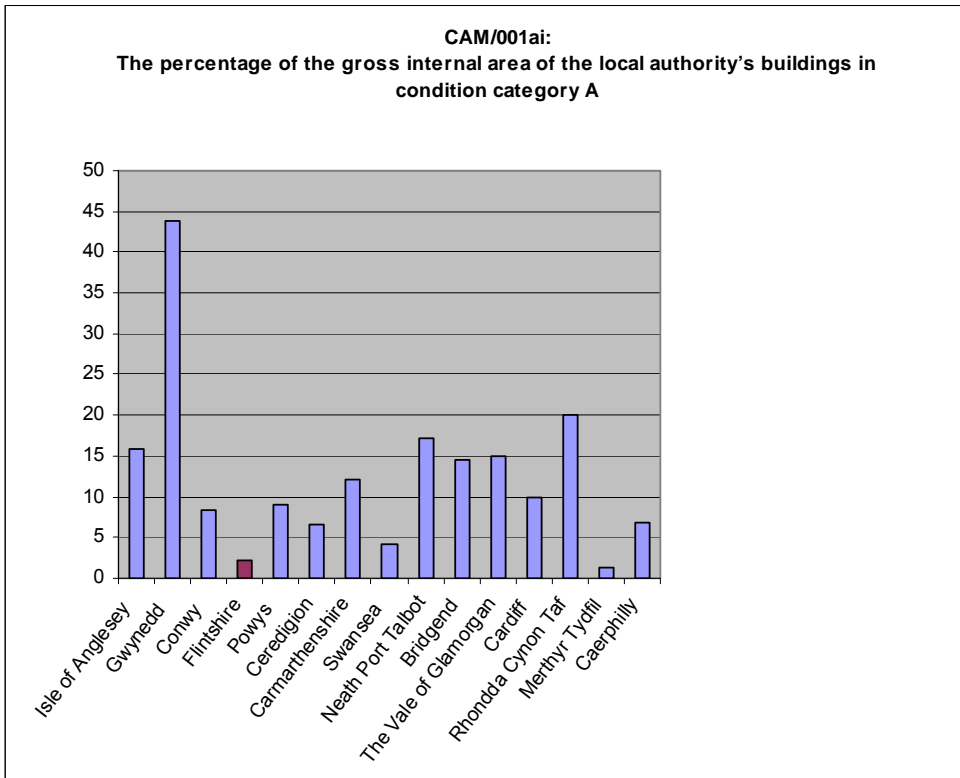
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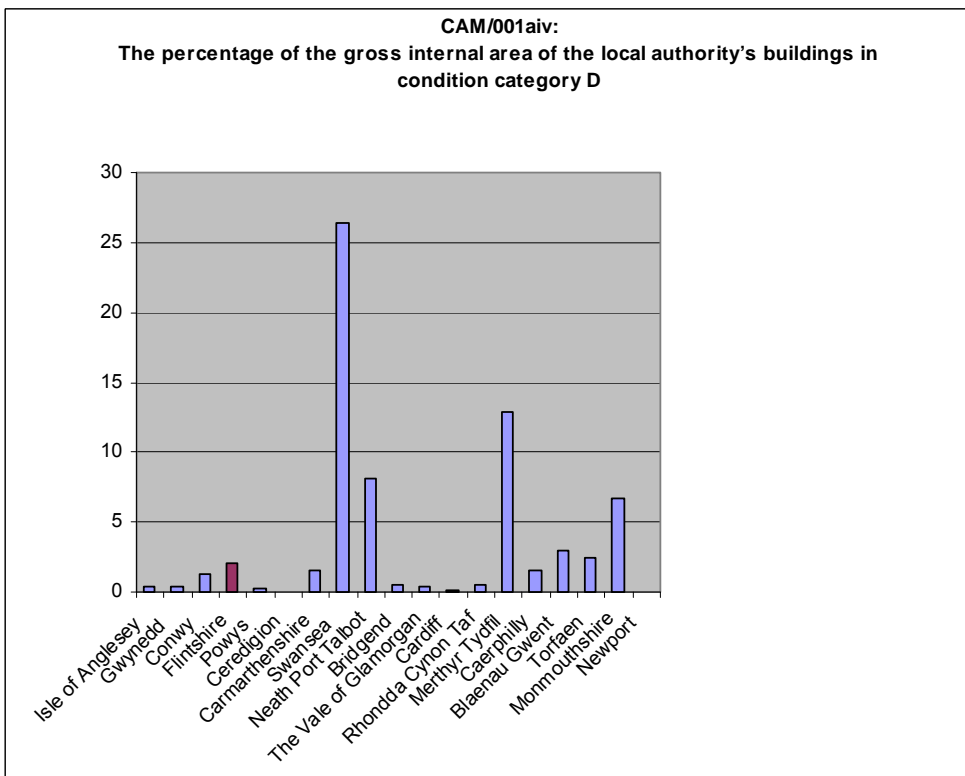
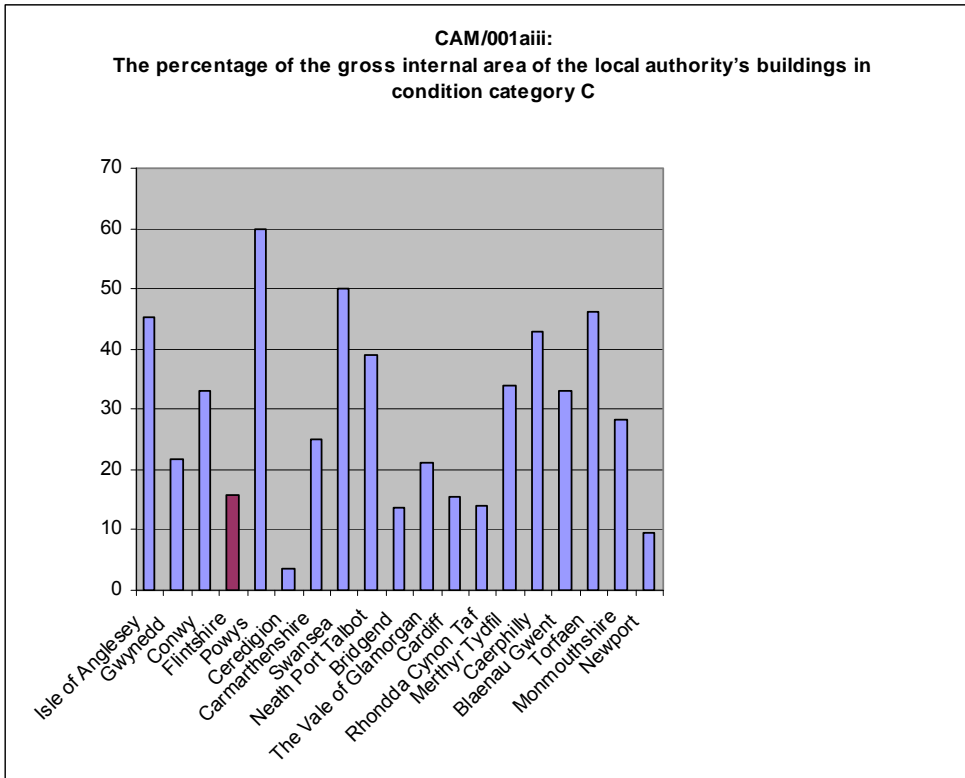
Appendix A | Property review

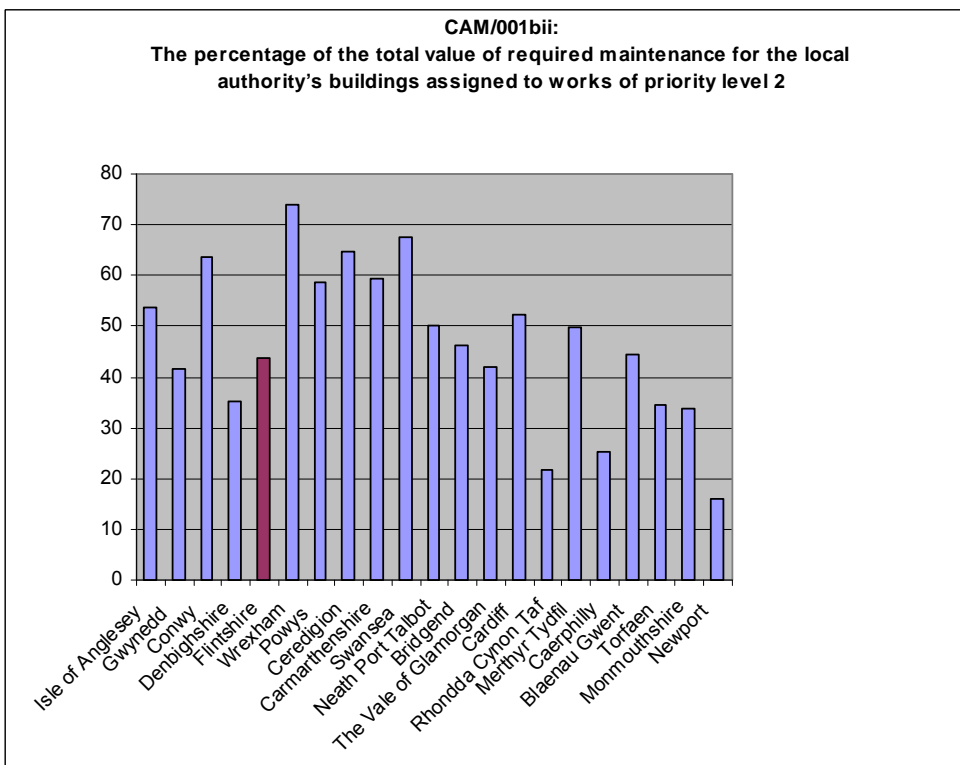
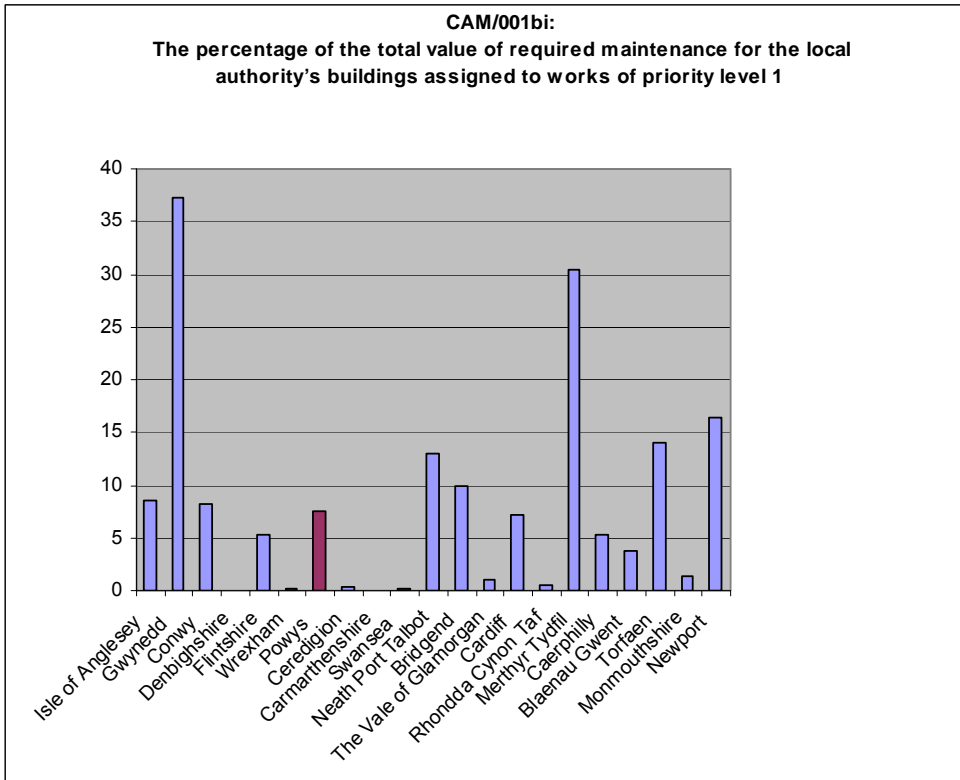
LIBRARY		Financial Revenue		Financial Capital				Customer Service	Future	
	Condition	Repair costs	Energy Costs	Maintenance Backlog	Asset Release	Building Suitability	Space utilisation	Library Utilisation	Organisation service for future	Comment
1	Green	Amber	Green	Red	Green	Red	Red	Amber	Surplus	
2	Green	Amber	Green	Red	Green	Green	Green	Amber	Retained	
3	Green	Red	Amber	Amber	Amber	Green	Green	Green	Retained	
4	Green	Red	Red	Red	Amber	Red	Amber	Green	Retained	Find alternatives?
5	Green	Amber	Red	Amber	Green	Green	Green	Green		
6	Green	Green	Green	Green	Amber	Red	Red	Red		
7					Green	Red	Red	Red		
8					Green	Amber	Red	Red		
9	Green	Red		Amber	Green	Amber	Amber	Red		
10			Green		Amber	Green	Green	Green		
11					Green	Green	Green	Amber		
12	Green	Red	Green	Red	Red	Red	Red	Amber		Temporary building near end of its life
13	Green	Green		Green	Green	Amber	Green	Green		
14	Green	Red	Green	Red	Green	Red	Red	Amber		
15			Green		Amber	Green	Green	Red		
16			Green		Red	Red	Red			
17	Amber	Green		Red	Green					

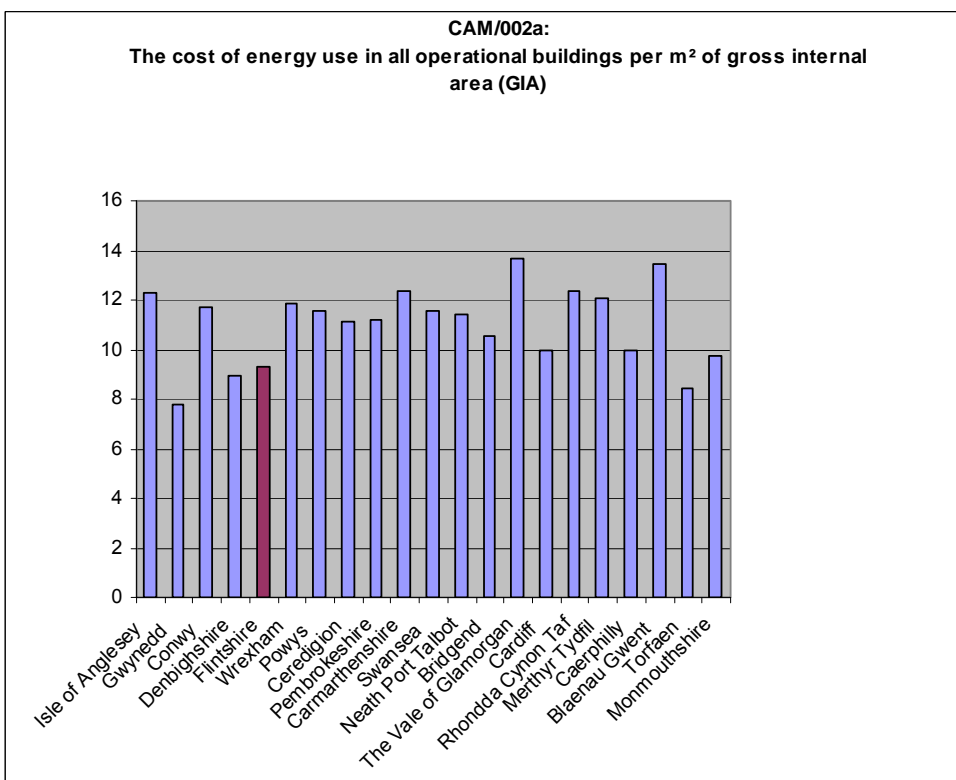
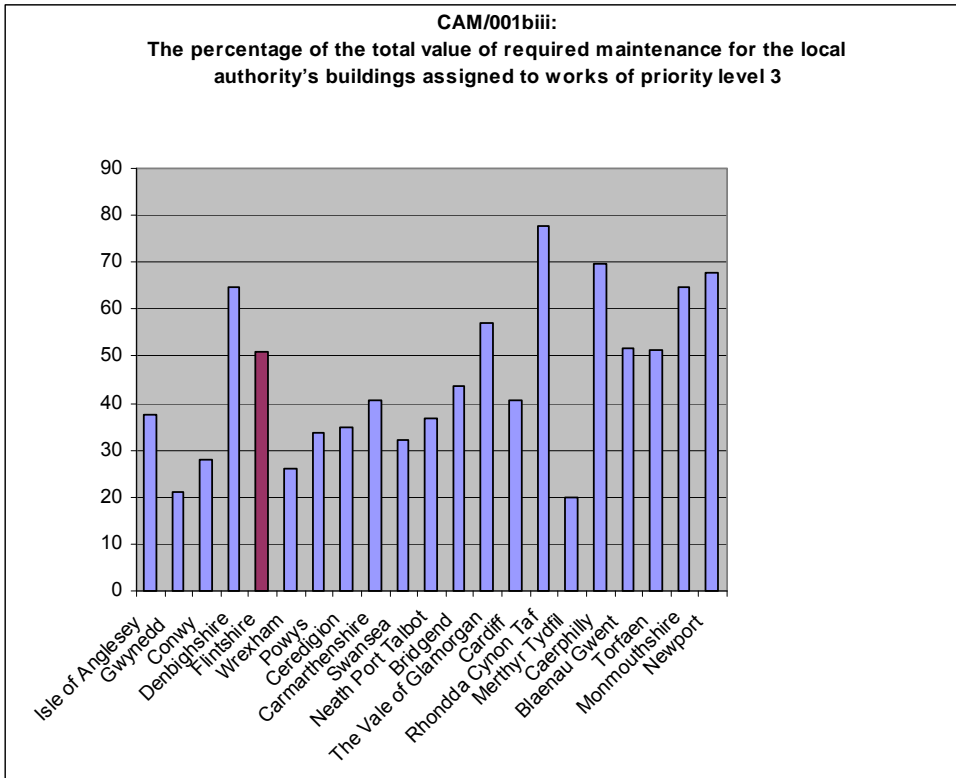
N.B Any blank cells represent missing information or condition surveys which are yet to be undertaken by Corporate Property Maintenance

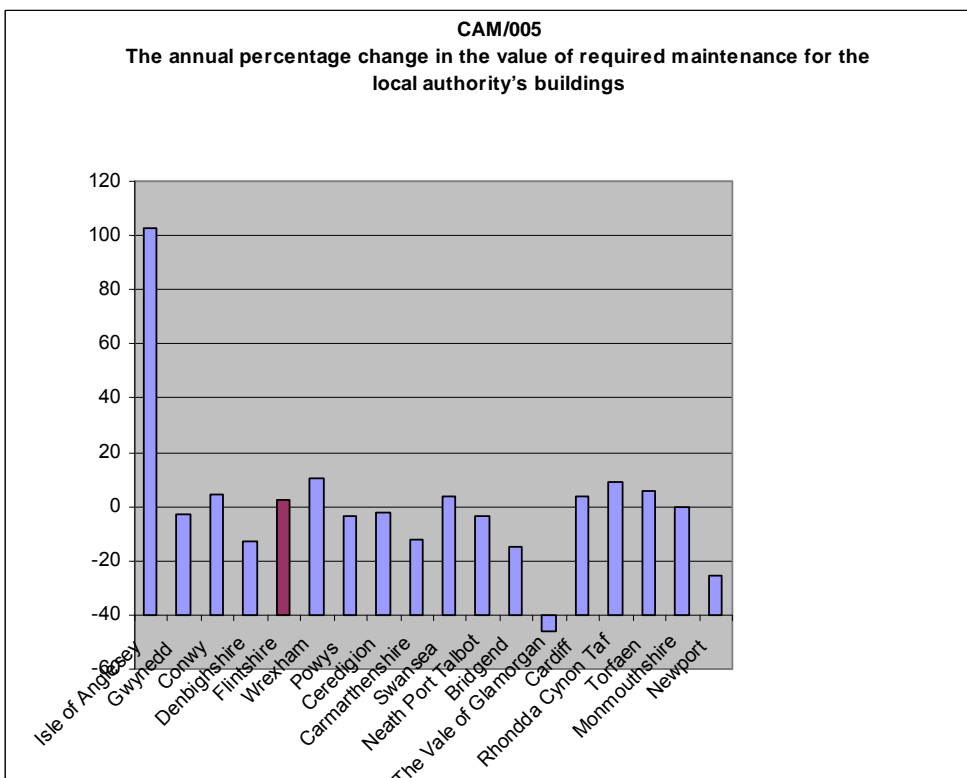
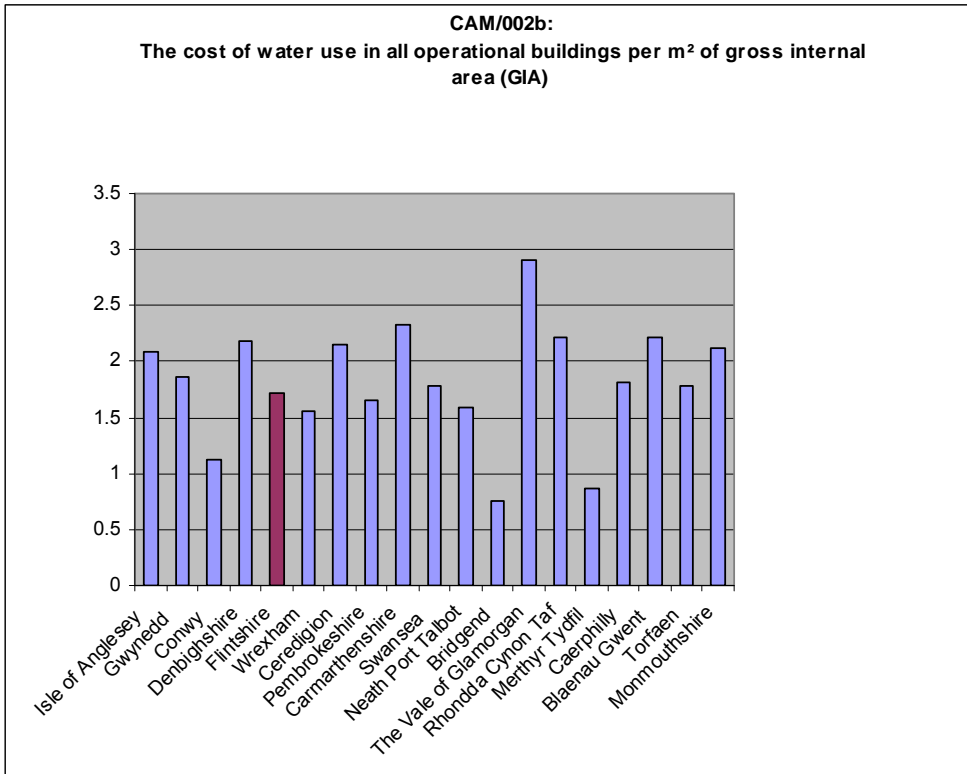
Appendix B | Benchmarking - CLAW

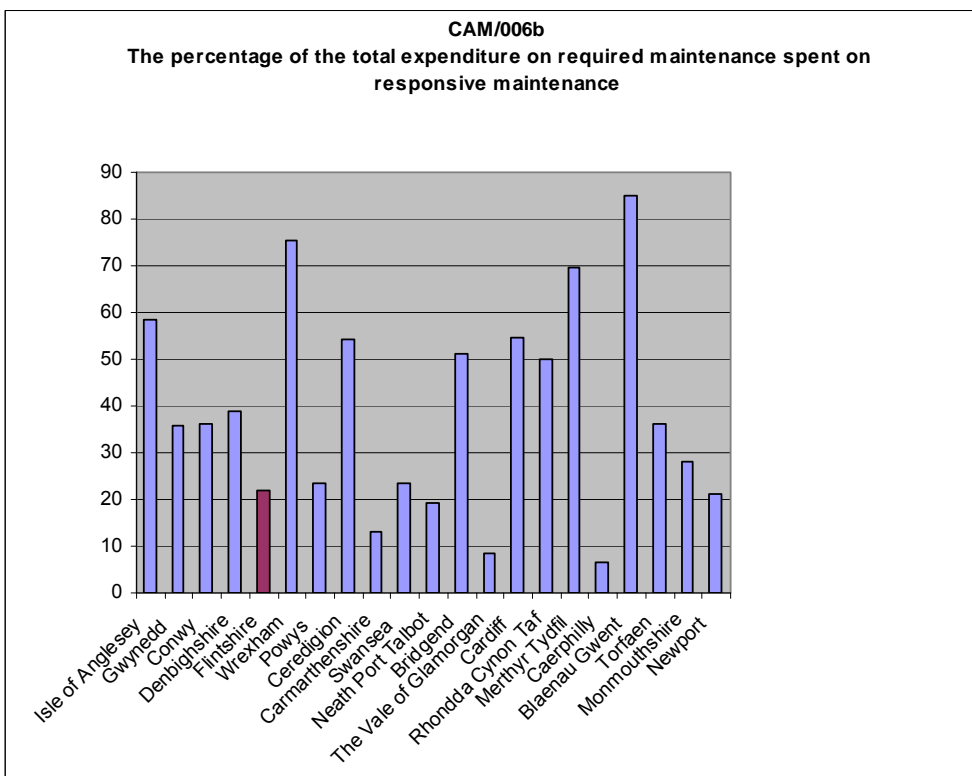
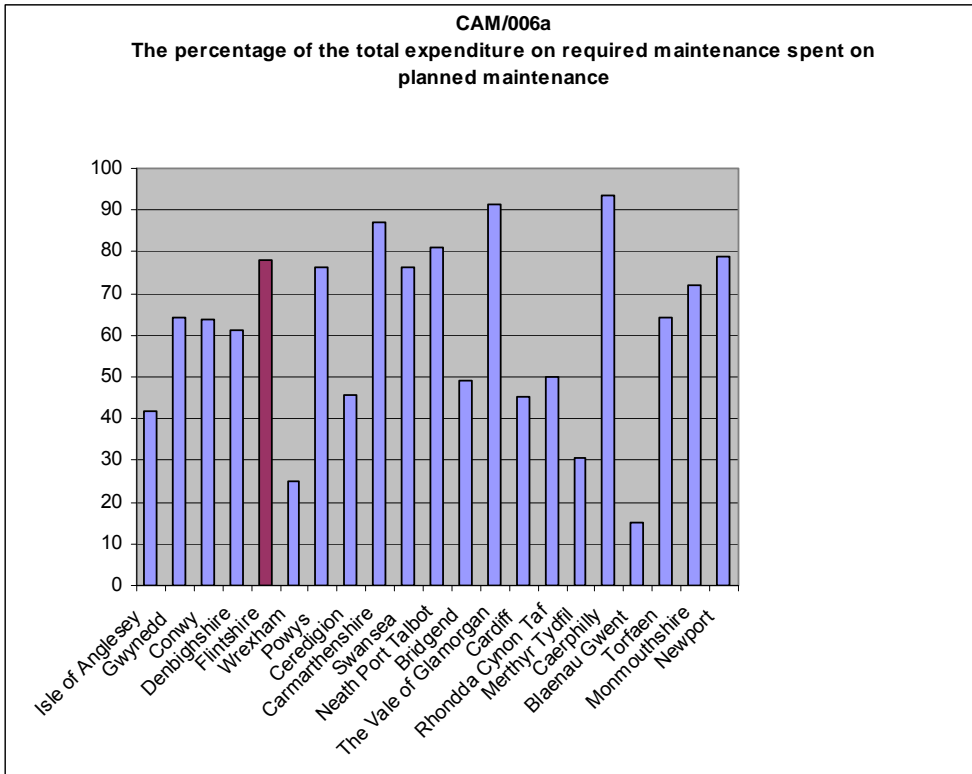


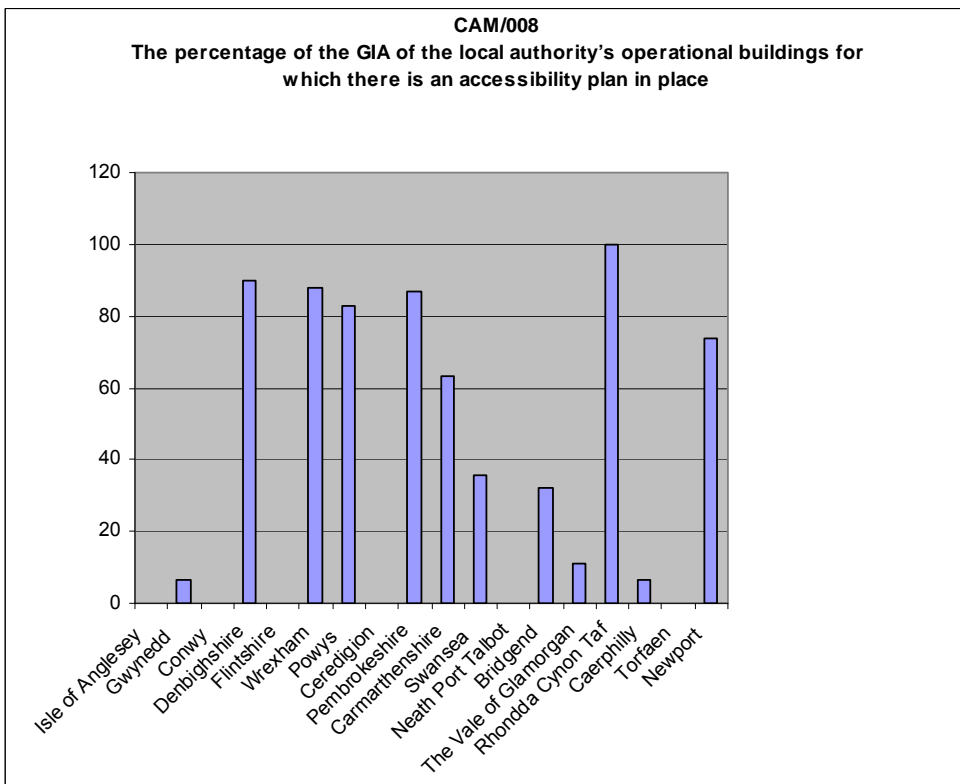
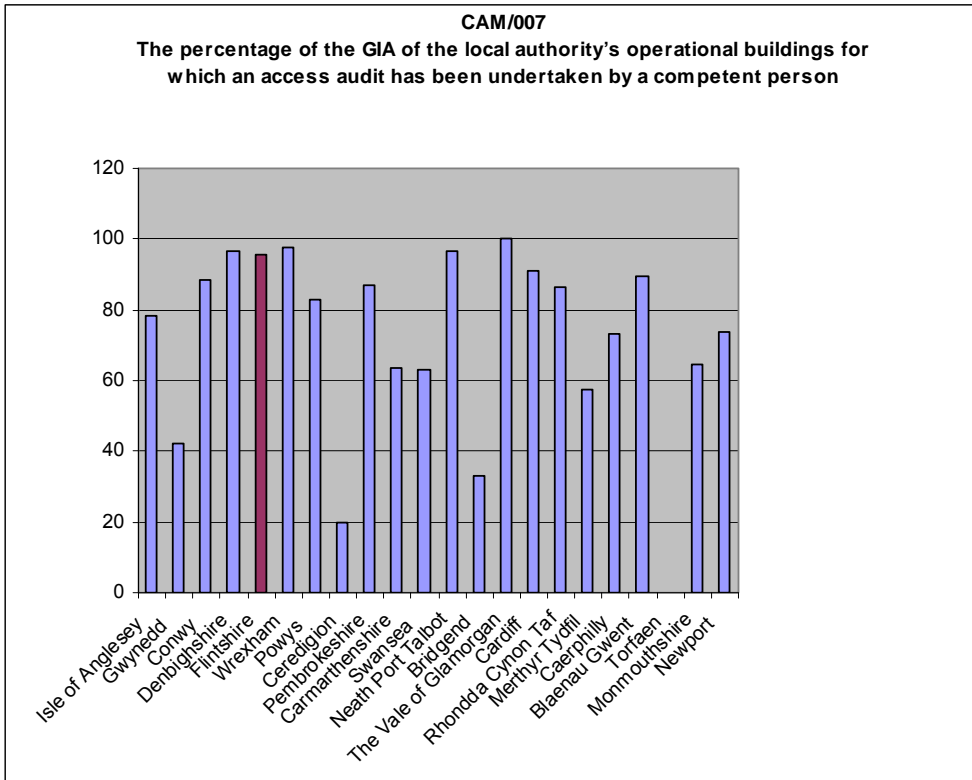


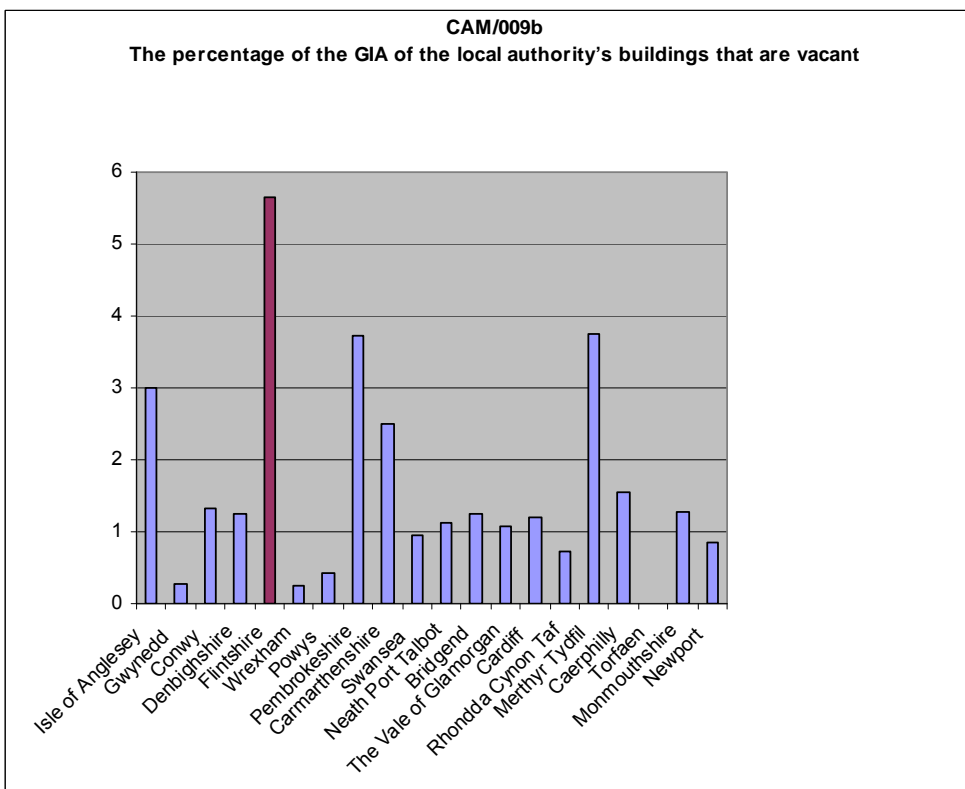
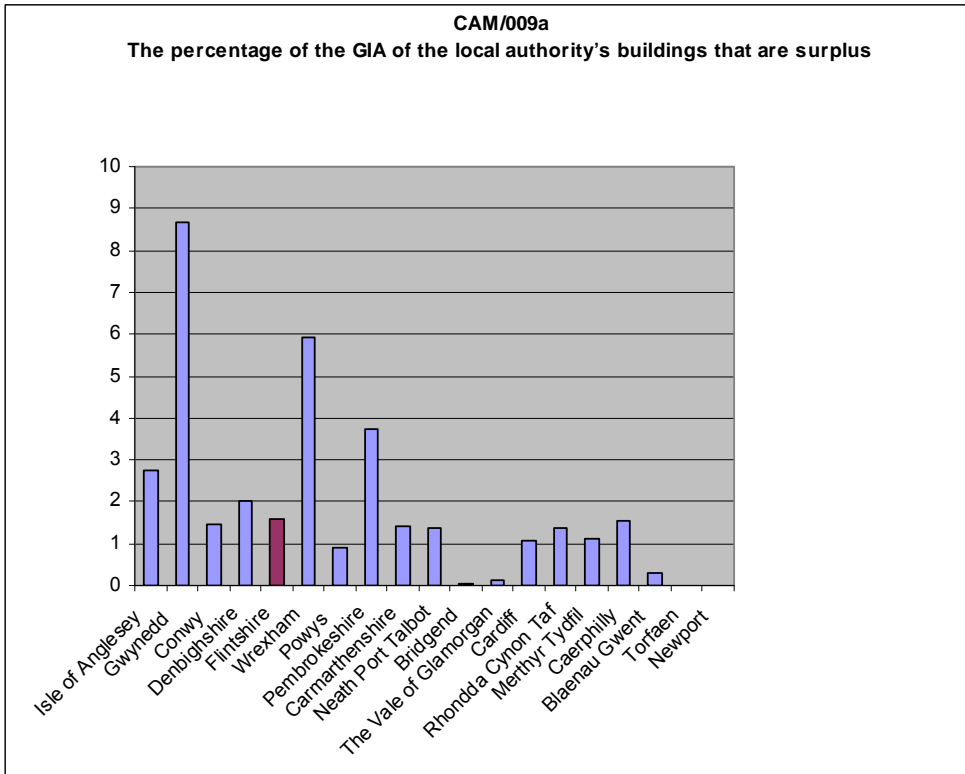


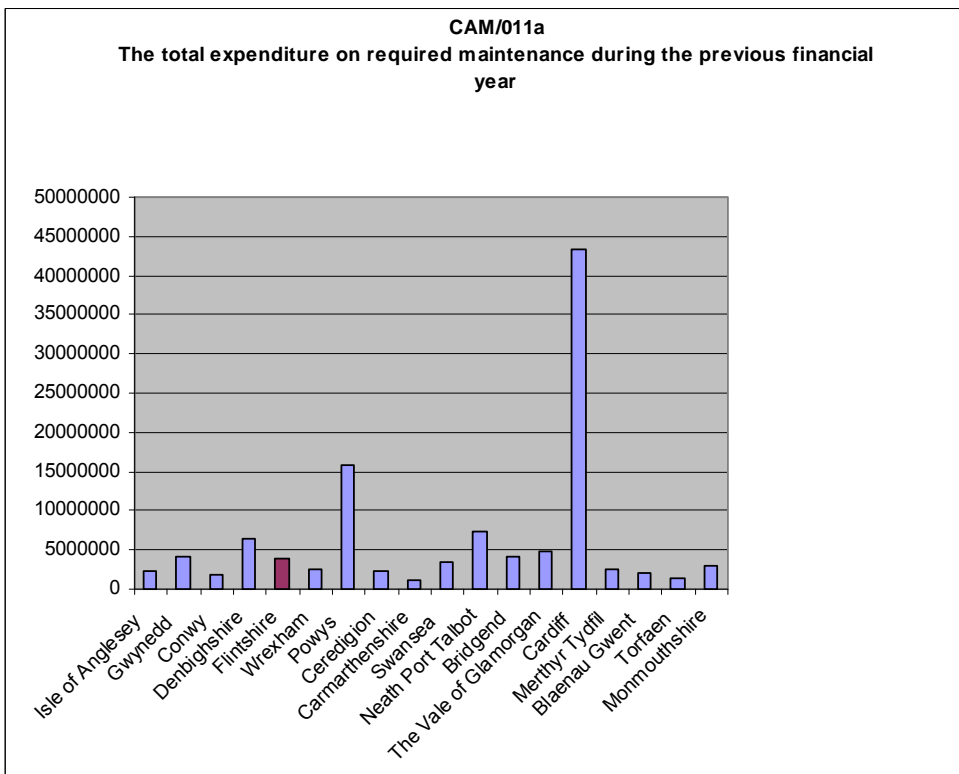
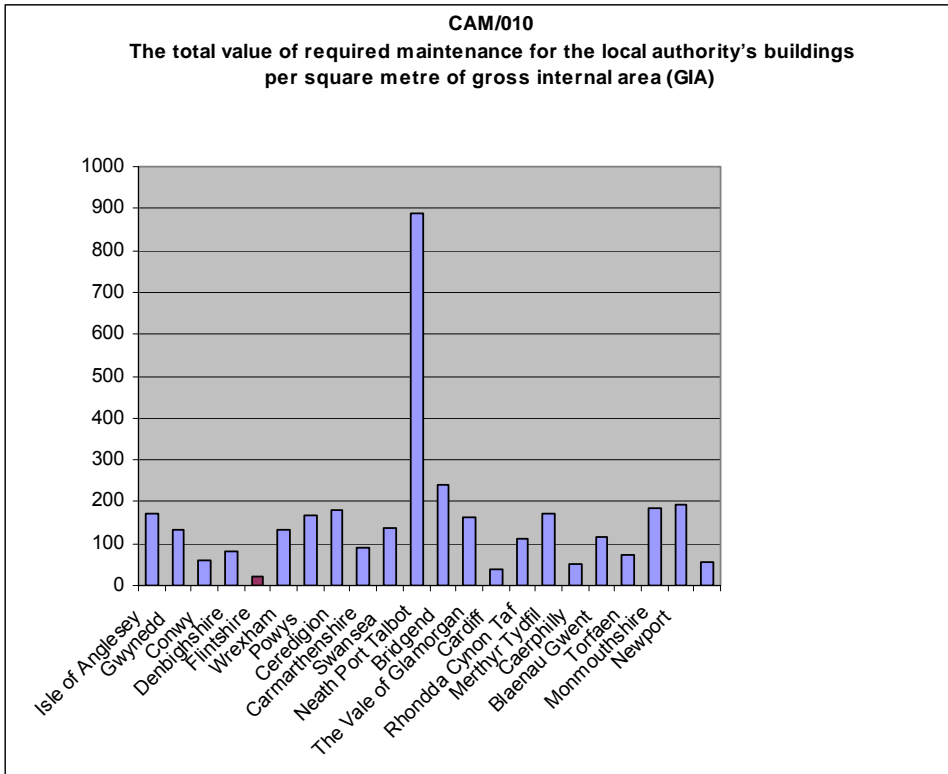


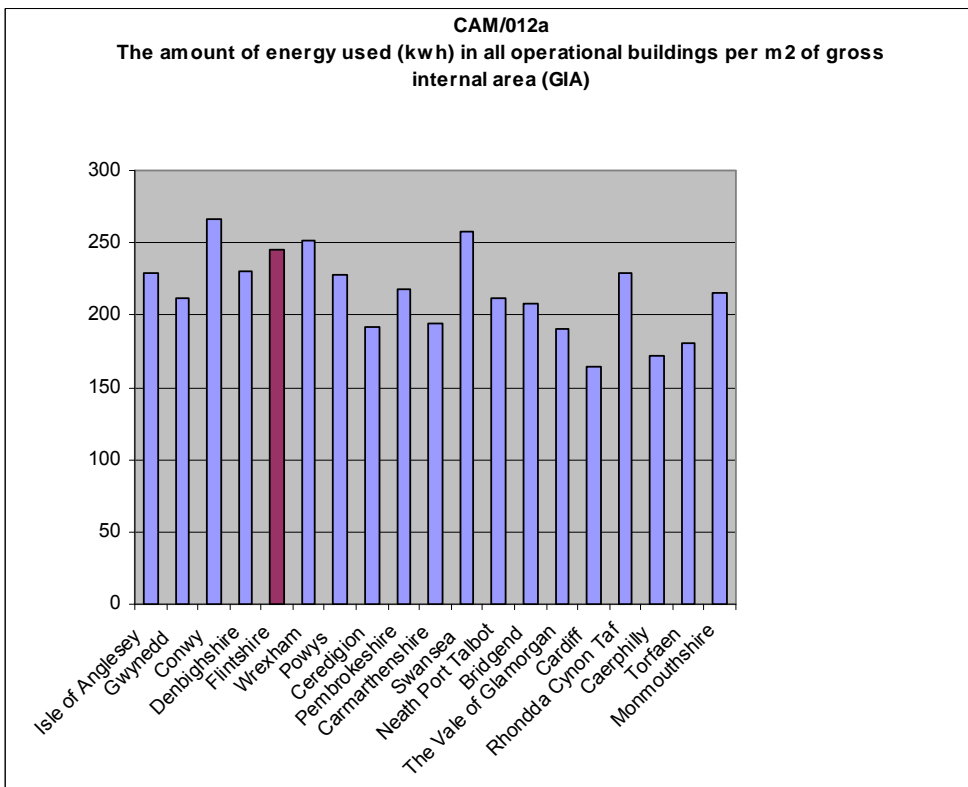
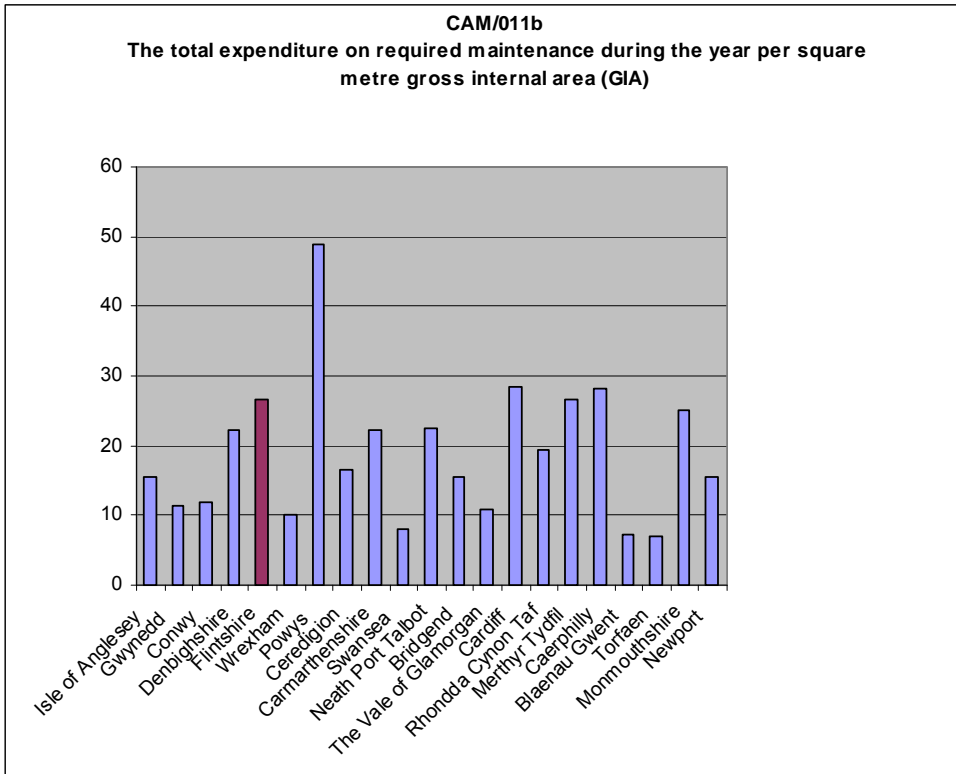


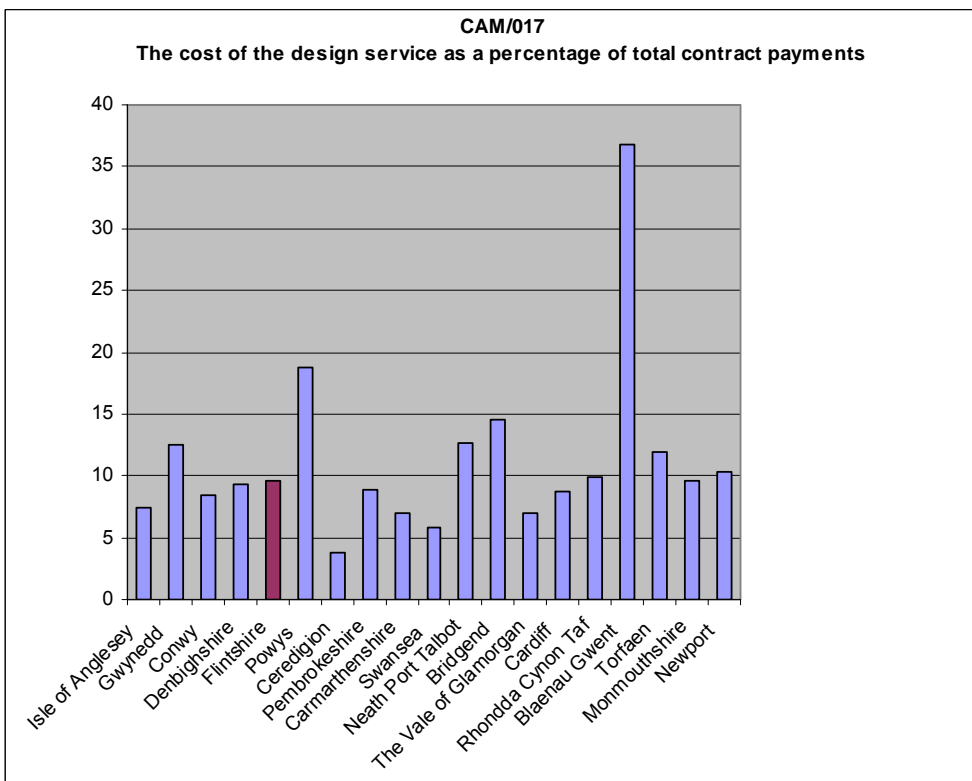
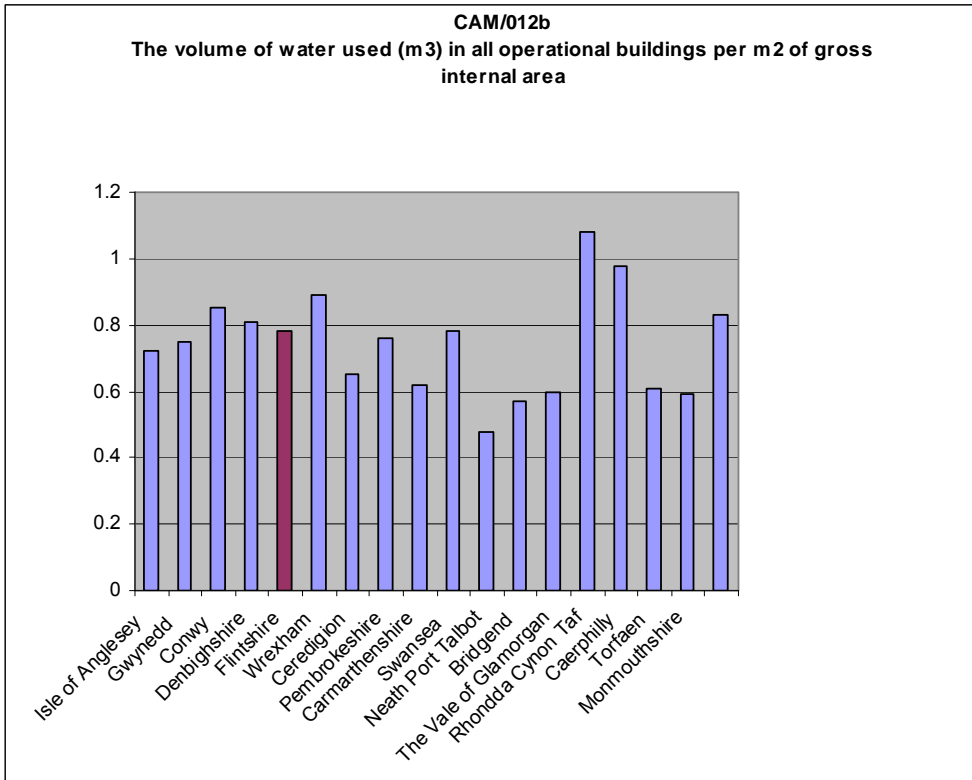












CLAW Performance Indicators – Explanatory Notes

CAM/001a

Condition Category A: Good

Condition Category B: Satisfactory

Condition Category C: Poor

Condition Category D: Bad

CAM/001b

Priority Level 1: Urgent work to prevent closure of premises

Priority Level 2: Essential work required within 2 years

Priority Level 3: Desirable work required within 3-5 years

Priority Level 4: Long term work outside 5 year period

When viewing the indicators in context with those of other Welsh authorities, there are no significant anomalies with the exception of CAM/009b: The percentage of the GIA of buildings that are vacant. We have reviewed this apparent incongruity and the reason for the high figure is explained as follows:

The indicator is calculated on a GIA basis rather on an individual property basis and there have been a variety of factors which have lead to the vacation of a number of large scale properties. The economic downturn has caused some businesses to fold or downsize, this has resulted in a general increase in void rates across the non-operational portfolio including a handful of large units.

In addition, Flintshire has recently reconfigured its provision of special education facilities and has constructed new schools in Flint. This has resulted in the former special schools becoming vacant.

Appendix C | Annual review examples

Industrial Estates Analysis and Portfolio Management

Annual Review

Introduction

This report is the (annual) review of theIt summarises the situation and performance (including financial) for 2007/8 and estimates performance for 2008/9

It also examines existing and future potential related to Property Strategy & Corporate Proposals for 2008/9 and thereafter, and departmental needs for accommodation via the Asset Management Review process

1. Portfolio Name	
2. Location	
3. Description	
4. Tenure	
5. Condition	
6. Planning	
7. Reasons for Ownership	
8. General Portfolio Analysis	Strengths Weaknesses Opportunities Threats
9. Portfolio Performance	
9.1 Empty Rate Liability	
9.2 Repair & Maintenance	
9.3 Water Gas Electricity	
10. Occupation Figures	
Rent Reviews	
11. Disposals	
12. Rent Collection	
13. Overview	

Property:

1	Regeneration Objectives	Comments
	Located within partnership area	
	Located within stock transfer area	
	Located within Housing Zone Designation	
	Located within Council priority area	
	Forms part of redevelopment opportunity	
	Potential for redevelopment	
	Potential to attract external funding	
	Part of built heritage	
	Ability to contribute to regeneration activities	
	Alternative uses	
	Other Council occupation needs explored	
	Asset Manager consulted	
2	Financial considerations	
	Meeting yearly budgetary targets	
	Rate of return category	
	Ability to continue to generate income	
	Ability to generate increasing income	
	Ability to generate Capital	
	Financial viability	
	Condition category	
	Level of financial investment required to extend economic life	
3	Service Delivery	
	Reasons for holding asset	
	Does asset fulfil its original purpose	
	Sufficient demand/use of asset now and in future	
	Is asset used (directly/indirectly) in part for the provision of Council services	

4	Additional Comments	
5	Summary	
	Recommendation	
6	Retain for Investment	
7	Dispose and retain sale proceeds for Re-investment Strategy	

Agreed action:

Target date for review, if required:

Signed.....
 (Portfolio/Estates Manager)

Counter Signed.....
 (Industrial Estates Manager/Corporate Value)

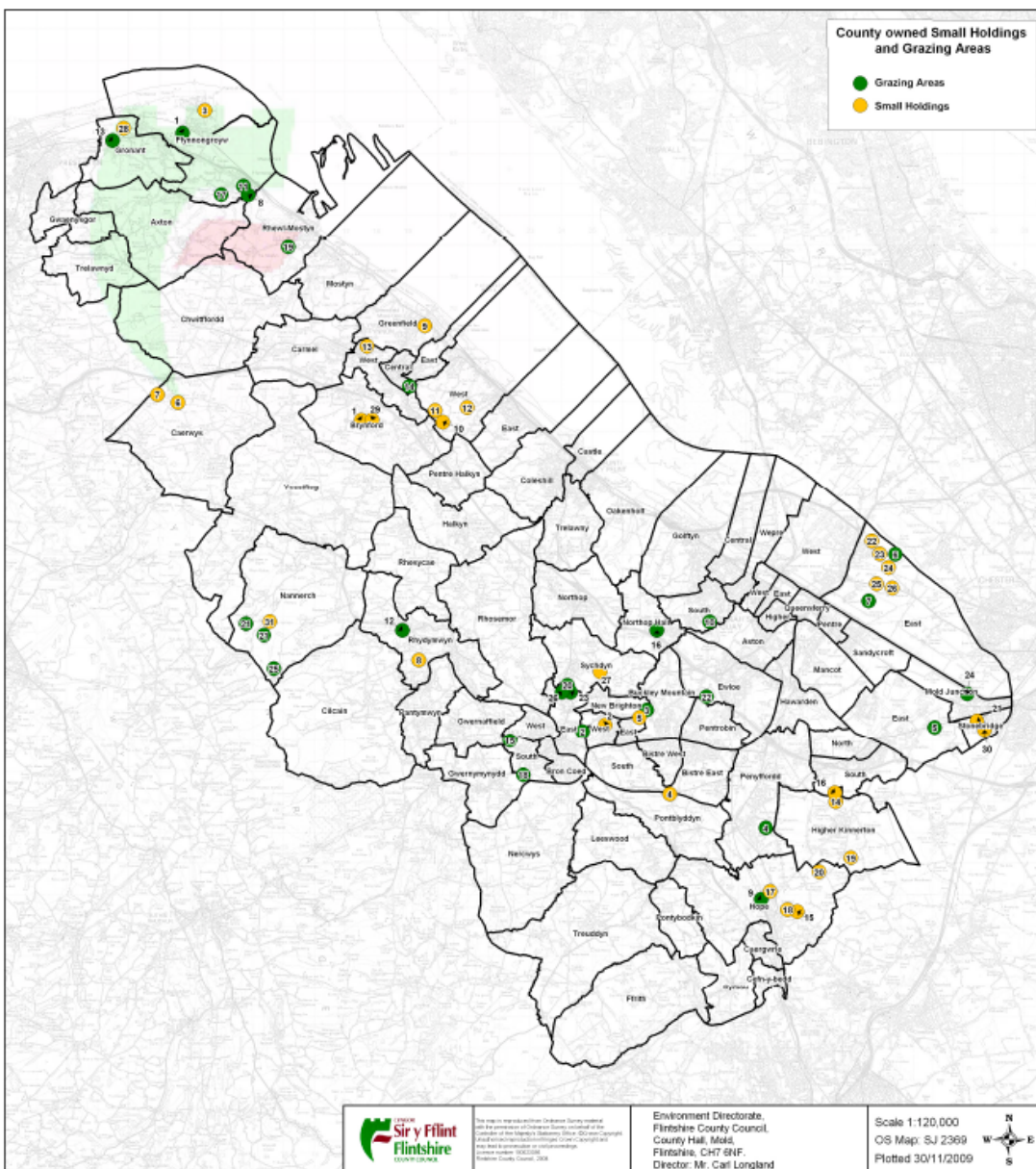
Appendix D | Property options appraisal

	LOCATION	SIZE	USERS	RUNNING COSTS	STORE CONTENTS FUNCTION	CAPITAL COSTS
Do Nothing	As present	As present	As present	As present	As present	N/A
	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN
Hawarden Leonard Building	Satisfactory	17000 sq ft	Accessible	70% greater than needed	Size okay	Purchase / refit £750k
	GREEN	GREEN	GREEN	RED	GREEN	AMBER
Llay	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	£750k
	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
Aber Park, Flint	Out of area	Satisfactory	Location factor	Size	Size plus	Size
	RED	GREEN	AMBER	AMBER	GREEN	AMBER
Castle Park Flint	Out of area	Size plus	Location factor	Size	Size plus	Size
	RED	GREEN	AMBER	AMBER	GREEN	AMBER
Theoretical Buildings/New Build 10,000 sq ft Hawarden	satisfactory	As present	Satisfactory	Like for like	Satisfactory	£725k
	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

Appendix E | Agricultural County Plan/Names of Small Holdings with No of Acres

Property	Acres
GLAN LLYN ISAF, BRYNFORD	56.93
ARGOED HALL FARM, MOLD	93.06
ARGOED FARM, TALACRE	112.03
OAK TREE FARM, PADESWOOD	85.72
HOUSE AT PREN FARM, BUCKLEY	62.94
WERN FAWR, CAERWYS	80.11
HARTLEY FARM, CAERWYS	86.54
COED DU FARM, HENDRE	22.80
CRESCENT FARM, GREENFIELD	85.25
CEFN FARM, BAGILLT	70.38
CEFN HOLDING, BAGILLT	83.40
TYN Y PISTYLL FARM, BAGILLT	72.89
MOOR FARM, HOLWAY	100.09
MOUNT FARM, KINNERTON	36.89
HOPE HALL FARM, HOPE	77.30
CRAB MILL FARM, KINNERTON	70.52
PIGEON HOUSE FARM, HOPE	93.24
THE OAKS FARM, HOPE	54.23
HAFOD FARM, KINNERTON	63.01
WOOD FARM, KINNERTON	93.22
MEADOW HOUSE FARM, SALTNEY	49.14
MAESGWYN FARM, SEALAND	70.00
BRIDGE FARM, SEALAND	58.02
MORRISTON FARM, SEALAND	76.60
WATERLOO FARM, SEALAND	91.14
BROOKFIELD FARM, SEALAND	71.01
MOUNT PLEASANT FARM, SYCHDYN	104.98

Property	Acres
PANT GLAS FARM, GWESPYR	103.41
GELLI FOWLER FARM, BRYNFORD	115.50
LYNDON FARM, SALTNEY	52.00
BRYNFFYNNON FARM, NANNERCH	127.16
IVY HOUSE FARM, CHIDLOW	70.66
	2490.17



	<p>This map is the intellectual property of Flintshire County Council and the information contained herein is for general information only. It is not intended to be used as a legal document. Flintshire County Council is not responsible for any loss or damage arising from the use of this information.</p>	<p>Environment Directorate, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6NF. Director: Mr. Carl Longland</p>	<p>Scale 1:120,000 OS Map: SJ 2369 Plotted 30/11/2009</p>
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Appendix F | Commercial Property County Plan/List of Industrial Units and No of properties on each Site

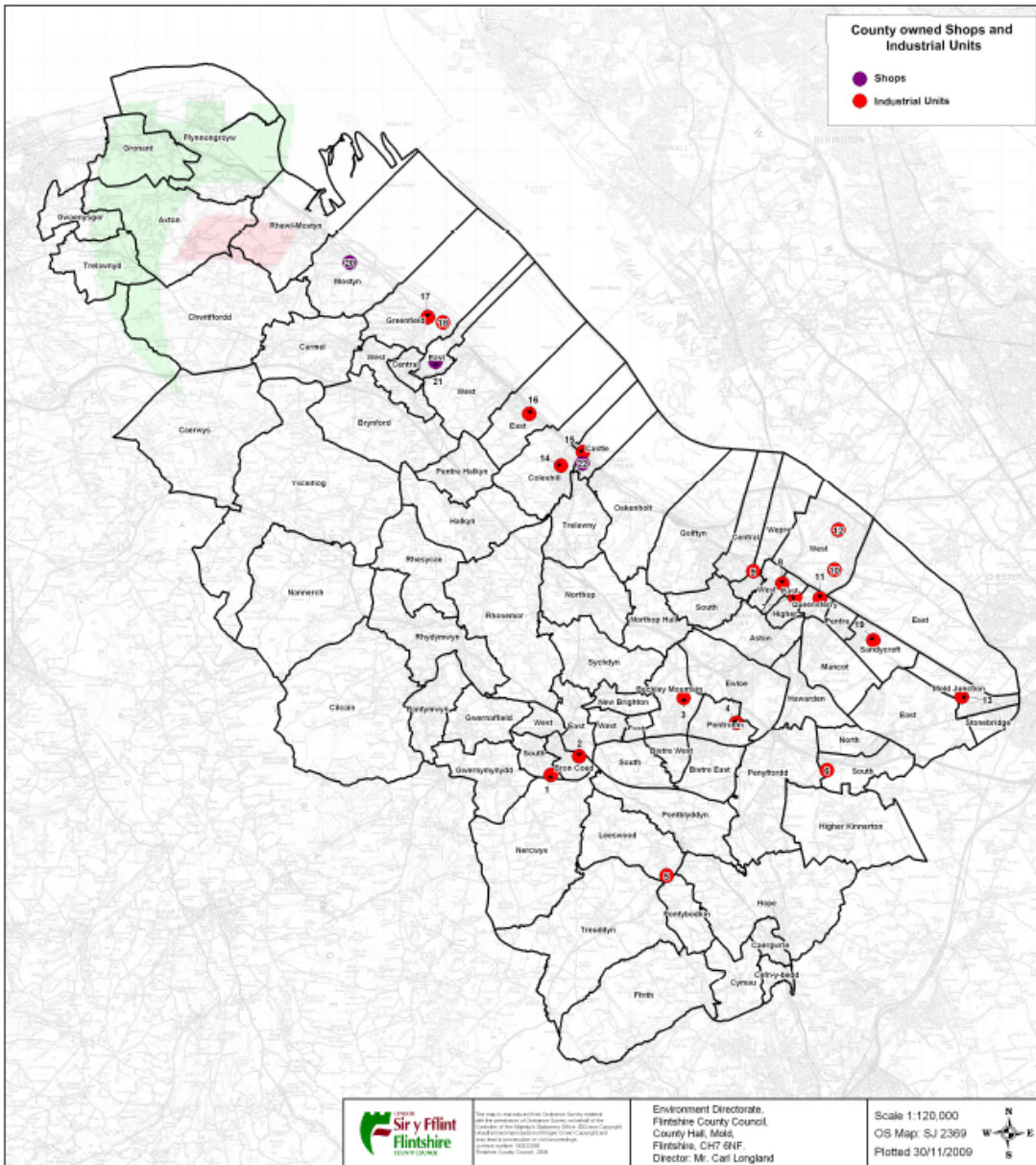
Name of Estate	No. of Units
Pinfold Industrial Estate, Buckley	34
Catheralls Industrial Estate, Buckley	4
Drury Industrial Estate	6
Dock Road Industrial Estate, Connahs Quay	15
Aber Park Industrial Estate, Flint	14
Castle Park Industrial Estate, Flint	11
Manor Park Industrial Estate, Flint	2
Garden City Industrial Estate, Garden City	32
Ewart Street, Industrial Estate, Saltney	6
Rowleys Park Industrial Estate, Shotton	8
Greenfield Business Park	8
Expressway Business Park, Queensferry	7
Bromfield Industrial Estate, Mold	3*
Leeswood, Factory No 2.	1
Prince William Avenue, Sandycroft	3

*2 of which are Ground Leases

Other	No. of Units
Deeside Enterprise Centre	42**
Greenfield Business Centre	79

** These are managed by Rachel Byrne, FCC Business Development. Figures to be Confirmed

Flintshire County Council Shops	No. of Units
Flint Shops	8
Mostyn Shops	4
Holywell Shops	5



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **FLINTSHIRES MUNICIPAL WASTE STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To submit for consideration and approval Flintshires Municipal Waste Strategy.

2.00 BACKGROUND

2.01 Flintshires current waste strategy was adopted in 2005 and was developed to align itself to reflect the Welsh Assembly Governments (WAG) Waste Strategy 'Wise About Waste'. During that time the strategy has supported the delivery of a number of initiatives which are advised below. All of this activity has led to continuously increasing levels of recycling and reducing tonnages of municipal waste to landfill. During this period we have seen:-

- The introduction of the Van Ban Scheme (Recycling Park Permit), which has prevented trade waste from entering the household waste sites.
- Further Waste minimisation achieved through promotion of Home Composters and Awareness raising activities throughout the County.
- Kerbside collection of organic green garden waste expanded to 82% coverage in 2008.
- A Materials Recycling Facility (M.R.F) opened in 2006 to further sort general waste from Recycling Parks.
- A split level Recycling Park opened in 2005 in Greenfield to enhance the current provision in the North West of the County.
- Achievement of the Recycling Park targets, with an improvement from 40% in 2006 to 62% during 2008.
- A dedicated Enforcement Team established to investigate illegal fly tipping incidents, duty of care issues and abandoned vehicles.
- The purchase of a customised campaign trailer for the promotion of sustainable waste management practices to raise community awareness.
- The introduction of measures to reduce the Council's own waste generation, and increase recycling and composting by Council employees.
- The introduction of a new Areas of Search approach within the Unitary Development Plan (UDP) which provides a more positive decision making framework for the development of new waste management facilities in the County.

2.02 'Wise about Waste' soon to be replaced by WAGs new national waste strategy developed from its 'Future Directions' early consultation papers and

Date: 15/06/2010

titled 'Towards Zero Waste' sets out very challenging targets for recycling and diversion of waste from landfill. These proposed new targets are set out in Tables 1 to 3 below and are yet to be confirmed. The new WAG waste strategy was reported to Executive on the 14th July 2009.

Table 1 - Summary of proposed municipal waste targets

TARGET FOR EACH INDIVIDUAL LOCAL AUTHORITY:	TARGETS FOR EACH TARGET YEAR				
	09-10	12-13	15-16	19-20	24-25
Minimum levels of reuse and recycling / composting (or AD)	40%	52%	58%	64%	70%
Minimum levels of AD (or composting if currently committed to this technology) of source separated food waste from kitchens as part of the combined recycling/ composting target above	-	12%	14%	16%	16%
Minimum proportion of reuse/recycling/composting that must come from source separation (kerbside, bring and/or civic amenity (CA) site	80%	80%	80%	80%	80%
Maximum level of energy from waste per annum	-	-	42%	36%	30%
Maximum level of landfill	-	-	-	10%	5%
Maximum level of residual household waste per inhabitant per annum	-	295kg	258kg	210kg	150kg

2.03 In addition to the above the consultation advises two new options (Table 2) relating to ecological footprint reduction, these are in addition to a 70% recycling/composting (or AD) target. There is a revised residual household waste target of 150kg per person by 2025.

Table 2 - Percentage targets to reduce the ecological footprint of waste

Year	2013	2016	2020	2025	2050
Option 1	0%	0%	1%	9%	52%
Option 1: Indicative amount of waste avoidance needed to (in tonnes) to achieve the target.	Waste growth needs to be stabilised	Waste growth needs to be stabilised	20,934	198,021	1,467,259
Option 2	5%	6%	13%	21%	52%
Option 2:	97,630	120,706	272,148	462,049	1,467,259

Indicative amount of waste avoidance needed to (in tonnes) to achieve the target.					
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Table 3 - Proposed reuse targets

Year	09/10	12/13	15/16	19/20	24/25
Minimum levels of reuse (Excluding WEEE)	0	0.4%	0.6%	0.8%	1.0%

2.04 The United Kingdom Government has made international commitments to reducing the amount of waste being landfilled. To this end the Welsh Assembly Government (WAG) has set in place targets for all Local Authorities (LA's) which if not met can result in WAG fining individual LA's £200 per tonne of waste landfilled above their defined volume allowances.

2.05 The maximum amount of Biodegradable Municipal Waste that can be landfilled by Flintshire County Council in any given year is shown in Table 4) below, these figures have been taken from published guidance within the WAG's Landfill Allowance Scheme (LAS).

Table 4 - Landfill Allowance Scheme (LAS) for Flintshire

Fiscal Year	BMW Landfill Allowance	Fiscal Year	BMW Landfill Allowance
2004/05	27,953 (6 months)	2012/13	24,851
2005/06	52,021	2013/14	23,793
2006/07	48,136	2014/15	22,736
2007/08	44,252	2015/16	21,678
2008/09	40,367	2016/17	20,621
2009/10	36,482	2017/18	19,563
2010/	33,311	2018/19	18,503

11			
2011/ 12	29,081	2019/20	17,448

2.06 As can be seen (Table 4) the volume of waste which can be disposed of to landfill decreases each year. If Flintshire County Council sends more waste to landfill than the scheme allows then the Welsh Assembly Government (WAG) will have the right to impose fines at levels detailed in 2.04. This means that even a relatively minor infraction of 1,000 tonnes roughly equivalent to 1% of the Councils current Municipal Waste Arising could result in a financial penalty of £200,000 for that year alone.

2.07 As well as the ongoing work detailed in 2.01 other more recent activity has been progressing which will contribute towards the Council achieving the new targets and in doing so avoid infraction penalties flowing from non compliance with the Landfill Allowance Scheme (currently £200/tonne). This activity comprises:

- Continuing to increase recycle collection via existing kerbside services
- New cardboard collection scheme
- Partnership work which continues on two fronts through the North Wales Waste Treatment Project and also the Regional Food Waste Collection Project.
- Increasing levels of participation and awareness of the environmental impacts of continuing to send waste to landfill.

2.08 Whilst all of the early activity has ensured that our performance has been consistent, we have now reached a new phase which will involve significant challenges; these challenges flow from the new National Strategy. In considering the National Strategy and how to address the challenges we have considered where we are now and where we need to be to comply with the strategy and more fundamentally with the demands of LAS. As such our routemap for achieving further step change will be through our new Municipal Waste Management Strategy.

3.00 CONSIDERATIONS

3.01 In developing the strategy it has been necessary to draw specific attention to the very real risk of infraction penalties. This is, however, linked to the wider environmental imperatives such as global warming and ozone depletion; gases from methane generated in landfill sites being 23 times more ozone depleting than carbon dioxide.

3.02 The strategy is essentially split into two main areas which are detailed below:

The Strategy

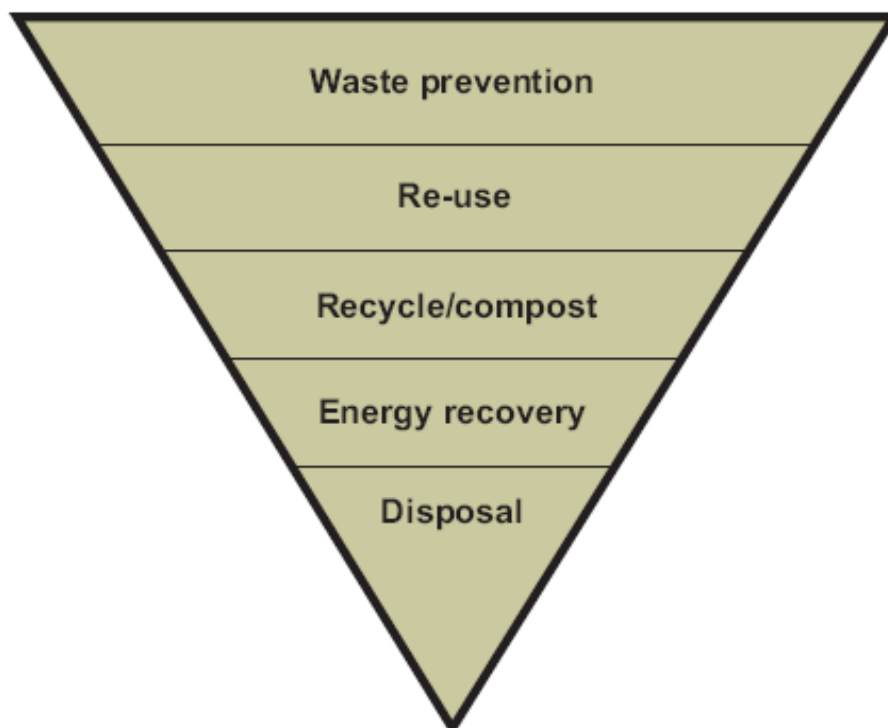
- Foreword by the Executive Member for Waste Strategy and Management
- Purpose and Introduction - reason and background to the strategy
- Flintshires Commitments - focus on Landfill Allowance Scheme (LAS) and WAG targets
- Flintshire Profile
- Flintshire Collection Service - details about the current service
- Achievements and Performance
- Effecting Change - How we may effect change to support delivery of the targets and at the same time deliver a more positive ecological contribution. Appendix 1 summarises a range of proposed waste strategy schemes.
- Delivering and Reviewing the Strategy

The supporting Appendices

- Recycling and Composting Targets in Detail - Information on the proposed new WAG targets
- Municipal Waste Collection Services - Details of current service provision
- Private Recycling Operators - Those who support and assist Flintshire in dealing with its recyclates
- Waste Compositional Analysis - composition of waste within our municipal waste stream
- Detailed Waste Figures
- Details of Waste Management Strategy Schemes
- Raising Public Awareness and Increasing Participation

The overall intention is, that through various activities we work through the waste hierarchy. Where waste prevention is the most acceptable and sustainable and the one which should be targeted the most through to disposal at the bottom, which should be utilised as little as possible due to its negative environmental impacts (see below).

Waste Hierarchy



- 3.03 The proposed municipal waste strategy relies heavily on the continuing participation of Flintshire citizens to ensure that recycling levels remain high, and new initiatives such as food waste collection are embraced and new services developed.
- 3.04 It is our intention to keep the strategy relevant and up to date and one which reflects emerging and developing waste industry initiatives and wider interrelated policies, Plans and strategies of the County Council. Hence the strategy will be reviewed every year and modified to reflect action necessary to address areas where we may not be performing to plan, or areas which could be improved further through the intervention of new processes or technological solutions.
- 3.05 As part of the development of the Strategy we have worked with a cross party team of Members with officers supporting and the initial consultation document has been shared with this group (Waste Strategy Board). In addition details of the emerging targets relating to the proposed new national strategy have been advised to Executive as advised at 2.02 (14 July 2009), and reported the Strategy at Executive (17 November 2009) and Environment and Regeneration Overview and Scrutiny Committee (2 December 2009).
- 3.06 We have consulted widely on the Strategy and this is detailed below:
- Shared it with the Members of the Waste Strategy Board throughout its development

- Held a Members workshop on waste which included the Strategy
- Placed the Strategy on the consultation area of the Council Web site
- Promoted the Strategy in the Press, 'Your Community Your Council' and through the Councils waste and recycling publicity trailer
- Held a workshop for Town and Community Councils
- Shared the document with the Councils Planning Service
- Discussed the Strategy with the Project Director, North Wales Residual Waste Treatment Partnership

3.07 Feedback has been positive and acknowledged the work undertaken to date. Comments received were focussed on the need and commitment to regularly review the Strategy so that it is a live working document. This will be important as it will need to reflect the outcomes of the Municipal Sector Plan, when launched this year for consultation, as well as the launch of WAGs national Waste Strategy 'Towards Zero Waste' (June 2010).

4.00 RECOMMENDATIONS

4.01 That Members:

4.01.1 Approve the Municipal Waste Management Strategy

5.00 FINANCIAL IMPLICATIONS

5.01 None as a direct result of this report, however, activities within the strategy which are developed will have positive financial and environmental impacts and reports will be submitted to Members as such activities are developed.

6.00 ANTI POVERTY IMPACT

6.01 Some of the activities within the Strategy such as furniture recycling schemes support socially disadvantaged and marginalised groups, creating opportunities which support them in a workplace environment.

7.00 ENVIRONMENTAL IMPACT

7.01 Positive in that activities which prevent landfilling and hence the negative impacts of greenhouse gasses reduce the impact upon the environment.

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a direct result of this report.

10.00 CONSULTATION REQUIRED

10.01 Members, and the wider population of Flintshire.

11.00 CONSULTATION UNDERTAKEN

11.01 Members through the Waste Strategy working group.

12.00 APPENDICES

12.01 Summary of proposed Waste Management Strategy Schemes

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Towards Zero Waste - Waste Strategy for Wales

Contact Officer: Neal Cockerton
Telephone: 01532 703169
E-Mail: neal_cockerton@flintshire.gov.uk

Summary of proposed Waste Management Strategy Schemes

A summary of the actions proposed by the Council to dispose of residual wastes is contained in Figure's 11.1 – 11.4 below. More detailed information is contained in the body of the main strategy that can be made available to members on a compact disc or via email.

Figure 11.1 | Summary of strategy actions, Reduce/ Reuse

How can we minimise the amount of municipal waste created in Flintshire?

Initiative	Impact	Target
Home Composters promotions competitions advertising	Low	Short term 2009-11
Door knocking awareness raising how to reduce, reuse, recycle, compost waste at home publicity of local services	Low	Short term 2009-11
Reuse & Repair schemes Furniture and white goods recovery and repair	Medium	Short term 2009-11
Real nappies promote the use of reusable nappies (midwives, clinics etc) Voucher incentive scheme (financial help)	Low	Medium-term 2009-15
Green Cones (as Home Composters)	Low	Medium-term 2009-15
Procurement aim is to reduce Council own waste work with Information Communication Technology department (ICT) to provide information on how to print both sides etc buy recycled materials / from sustainable sources set the standard internally	Low	Medium-term 2009-15
Working with producers/manufacturers to promote sustainable waste management practices promote duty of care Work with WAG /WLGA/ Envirowise	Low	Long-term 2009-20

Figure 11.2 | Summary of strategy actions, Recycle

How can we maximise recycling opportunities in Flintshire?

Initiative	Impact	Target
Cardboard kerbside Full roll out now complete	High	Short-term 2009
Internal and Public Sector Recycling Service	Low	Short-term 2009-11
Participation rates Minimum target set at 55% by 2009/10	High	Short-term 2009-11
Door knocking campaigns to breakdown barriers	High	Short-term 2009-11
Improvements to Bring and Recycling Parks Provision of bring sites reviewed Community adoption of facilities Meet and Greet at larger sites	High	Medium-term 2009-15
Food waste collections Weekly collections	High	Short-medium-term 2009-15
Weekly Recycling Blue Bag - Paper & card Blue Box – Glass bottles/jars, cans/tins and plastic bottles	High	Medium-term 2009-15
Managed Weekly Collections (Green and Residual) Only with weekly Food Collections Average uplift following introduction in Recycling Rate is 10%	High	Medium-term 2009-15
Keep services simple, efficient and provide a reliable collection service. Same day collections Provide best value	Medium/ Low	Medium-long-term 2009-20
Develop local market opportunities for other materials	Low	Long-term 2009-20
Enforcement Fly-tipping Abandoned Vehicles	Low	Long-term 2009-20
Weigh residual waste If WAG makes this statutory- research will be needed for PAYT (Pay As You Throw) scheme Trade waste Links to waste minimisation target set by WAG	Medium	Long-term 2009-20

Figure 11.3 | Summary of strategy actions, Recover

How can we maximise recovery and energy opportunities in all waste streams and reduce our carbon footprint?

Initiative	Impact	Target
<p>Anaerobic Digestion Plant for Food waste treatment Digestate – can be used as a biofertiliser Biogas (mostly carbon dioxide and methane) can be sold as a bio fuel or combusted to generate electricity which is eligible for ROCs (Renewable Obligation Certificates) a financial incentive.</p>	High	Short-medium-term 2009-15
<p>Material Recovery Facility Maximise recovery of any material which can be reused, recycled or composted. General waste skips from the Recycling Parks are currently sorted to recover any potential materials opportunities.</p>	High	Short-medium-term 2009-15
<p>Residual Waste Treatment (NWRWTP) Maximise recovery of resources from the waste stream Generate alternative/sustainable energy source</p>	High	Long-term 2009-20
<p>Landfill Gas Capture on any future sites Already in place at Brookhill and Standard Landfill sites</p>	Medium	Medium-term 2006-15

Figure 11.4 | Summary of strategy actions, Dispose

How can we minimise the amount of waste landfilled?

Initiative	Impact	Target
<p>Through ensuring all the above initiatives are implemented. Aim is to manage the materials remaining in the waste stream after waste minimisation; reuse and recycling initiatives have taken place in a sustainable way.</p>	High	Long-term 2009-20
<p>Pre Treatment of waste through Material Recovery Facility</p>	High	Medium-term 2009-15
<p>Food Waste Treatments Sub Regional Partnership – Denbighshire, Flintshire, Conwy</p>	High	Short-medium-term 2009-15
<p>Residual Waste Treatment to maximise recovering resources from the waste stream Regional Partnership –NWRWTP – Flintshire, Denbighshire, Conwy, Gwynedd, Anglesey</p>	High	Medium-long-term 2009-20
<p>Landfill facilities will still be required in the future, for any non recyclable or non recoverable waste, only as part of a more sustainable network of waste management facilities.</p>	Medium	Throughout strategy period

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **RACE AND GENDER EQUALITY SCHEMES -ANNUAL**
 REPORTS 2009-2010

1.00 PURPOSE OF REPORT

- 1.01 To present to Executive the Annual Reports on progress of the implementation of the Council's Race Equality and Gender Equality Schemes during 2009-2010 and to seek approval.
- 1.02 To update Executive on the progress in developing a Single Equality Scheme to meet the provisions of the Single Equality Act 2010.

2.00 BACKGROUND

- 2.01 All public authorities are required to produce a Race Equality Scheme every three years and report annually on progress to comply with the Race Relations Amendment Act (RR(A)A) (2000).
- 2.02 The race equality duty also includes an employment duty to monitor the numbers of staff in post and applicants by racial background for employment, training and promotion. An annual Equality in Employment Monitoring Report detailing this information is produced and published as a separate report by Human Resources.
- 2.03 The Equality Act 2006 amends the Sex Discrimination Act 1975 to place a statutory duty on all public authorities to have due regard to the need to
- Eliminate unlawful discrimination and harassment
 - Promote equality between men and women

The Gender Equality Scheme sets out how the Council will meet the requirements of legislation and embed gender equality throughout the organisation.

- 2.04 The aim of the schemes is to ensure gender equality and race equality become central to the work of local government, including employment, service delivery, procurement and policy development, to improve outcomes for people from different racial backgrounds and men and women / boys and girls.

Date: 15/06/2010

- 2.05 The annual reports set out the progress that has been made during 2009-2010 and identify areas of further action. The Gender Equality Scheme also provides a summary of the achievements that have been made in the previous two years, as this is the final annual report for this particular scheme. The gender equality priorities will be included in the Council's Single Equality Scheme due to be published later this year.

3.00 CONSIDERATIONS

- 3.01 The Annual Reports, attached as Appendix 1 and 2, detail the progress the Council has made in relation to the Race and Gender Equality duties. There have been several areas of progress across both the equality strands including:-

3.03 Race

- Established "Beyond the school gate" project to reach out to black and minority ethnic (BME) families to provide an opportunity for families to meet together, socialise and link with service providers.
- Established a learning centre for teenage Gypsies and Travellers who have dropped out of mainstream education.

3.04 Gender

- Leisure services are now providing women only swimming sessions staffed by female attendants.
- "Building Safe Relationships" workshops were delivered to Year 10 pupils across five secondary schools. These workshops aim to help young people develop "healthy" relationships.
- The Council's Neighbourhood Wardens provided a target hardening service to all victims of domestic violence to keep survivors safe and to reduce the need to relocate. Between April 2009 and December 2009 153 Flintshire properties were fitted with security.
- Established a Lesbian, Gay, Bisexual and Transgender (LGBT) Employee Network.

3.05 Future Priorities

Significant progress has been made over the last year and a number of areas continue to be priorities:-

- implementing the revised equality impact toolkit to ensure all equality strands are assessed, and that equality impact assessments are undertaken and published more systematically across the Council and lead to improvements in employment and services;
- ensuring equality monitoring is undertaken more systematically to identify areas of potential and actual inequality and to use the results to inform priorities, set targets and measure outcomes; and

- incorporating equality within the business planning processes will ensure equality issues become mainstreamed throughout the Council.

3.06 The Equality Bill, published on 27 April 2009, became an Act of Parliament on 8 April 2010. The Single Equality Act 2010 is intended to provide a new cross-cutting legislative framework which simplifies and strengthens the previous legislation to promote a fair and more equal society. The Act places a duty on public sector bodies to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

3.07 The protected characteristics defined in the Act are:

- age
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

The Act also sets out a public sector duty to reduce socio-economic inequalities.

3.08 It is anticipated that the integrated public sector Equality Duty and the socio-economic duty provisions in the Act will come into force in April 2011. In preparation for this a Flintshire County Council Single Equality Scheme is being developed which will incorporate the priorities identified in the Race and Gender Equality Schemes annual reports. This Scheme will set out the actions the Council will take to meet the Single Equality Act 2010 and it is anticipated that it will be published in October 2010. As it is not a statutory duty to produce a Gender Equality Scheme, the outstanding actions from the Gender Equality Scheme will continue to be taken forward and incorporated into the Single Equality Scheme.

4.00 RECOMMENDATIONS

- 4.01 That the Executive consider and approve the Race Equality Scheme Annual and Gender Equality Scheme Annual Reports, attached as Appendix 1 and 2 before they are published;
- 4.02 That the Executive note the areas for improvement set out in the Annual Reports; and
- 4.03 That the Executive receive a further report on the Single Equality Act 2010 and the Council's draft Single Equality Scheme in October 2010.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no costs directly arising out of this report.

6.00 ANTI POVERTY IMPACT

- 6.01 Placing equality at the heart of every thing that we do will contribute to addressing poverty experienced by people across all equality strands.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None identified.

8.00 EQUALITIES IMPACT

- 8.01 The purpose of the Gender and Race Equality Schemes is to promote equality for people who live in, work and visit Flintshire.
- 8.2 To make sure the annual reports are accessible to every one they will be published bilingually, in English and Welsh. They will also be available in different formats and languages on request.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None identified in this report.

10.00 CONSULTATION REQUIRED

- 10.01 None required for this report

11.00 CONSULTATION UNDERTAKEN

- 11.01 The Corporate Equalities Review Team was consulted in the preparation of these annual reports in addition to other key officers in the Council.

12.00 APPENDICES

- 12.01 Appendix 1: Race Equality Scheme Annual Report 2009/10.

12.02 Appendix 2: Gender Equality Scheme Annual Report 2009/10.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Report to Executive 18 September 2007
Gender Equality Scheme

Report to Executive 3 June 2008
Flintshire County Council's Race Equality Scheme 2008-2011

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Flintshire County Council

Race Equality Scheme

Annual Report

May 2009- April 2010

If you would like a copy of this document in an alternative format or your own language please contact

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Race Equality Scheme -Annual Report 2009 - 2010

1.0 Introduction

1.01 This is the second annual report setting out the progress that we have made implementing our Race Equality Scheme 2008 -2011.

1.02 The purpose of this annual report is to:

- outline the progress we have made in meeting the legislation and achieving the RES action plan; and
- identify the next steps which we will take to continue to make progress.

1.03 The strategic aims of the Race Equality Scheme 2008 -2011 are to:

Meet the three parts of the general duty of the RR (A) A:

- eliminate unlawful discrimination
- promote equality of opportunity
- promote good relations between people from different ethnic groups

and to meet the specific duties of the act:

Provide accessible, appropriate, quality and culturally sensitive services to customers from all ethnic backgrounds through training staff, monitoring service delivery uptake and monitoring complaints and satisfaction surveys.

Become more customer focussed - Increasing involvement and consultation with customers and employees from all ethnic backgrounds.

Contribute to creating safer communities by increasing confidence in the reporting of racial incidents through developing robust recording and reporting systems to report, monitor and to respond to racial incidents sensitively, consistently and effectively.

Be a fair and equal opportunities employer, through monitoring our employment functions and policies and by

working towards employing a workforce that reflects the local community at all levels of the organisation.

2.0 Background

2.01 Flintshire County Council has taken its duty under the RR (A) A seriously and this has been demonstrated by its commitment to build an infrastructure to proactively meet the equalities agenda.

2.02 A Corporate Equalities Review Team consisting of representatives from each Directorate and the elected member champion for equalities is responsible for driving the equalities agenda.

2.03 The demography of Flintshire has changed significantly since the Census 2001 which identified 0.8% of the population of Flintshire was from a Black and minority and ethnic (BME) background. The Welsh Assembly Government's Data unit has provided estimated ethnic minority population for Flintshire for July 2007 as 1.1%.

3.0 Progress

Meeting the General Duty

3.01 This section sets out the progress made to date under the general duty whilst contributing to meeting our strategic aims. Some of the achievements cover all of the three parts of the general duty.

3.02 Eliminate racial discrimination

Outcomes

- Continued to provide a service to remove graffiti and prioritise racial and hate motivated graffiti. There were 48 race hate incidents and one hate incident towards an Asylum Seeker reported to North Wales Police between April 2009 and March 2010. These were dealt with by North Wales Police. Hate Crime is reported and discussed at Flintshire Community Safety Partnership meetings so that trends and hotspots are managed appropriately and promptly.
- Continued to provide both Diversity and Equality training and race equality training has been implemented for all managers and employees to ensure they understand their responsibilities. 162 managers and 483 employees attended the Diversity and Equality training.
- Draft guidance has been prepared for contractors on how to incorporate equality into the provision of goods, works and

services to procurement officers on how to include equality objectives into service level agreements and contracts.

- Established Community Cohesion sub group which reports to the Flintshire Community Safety Partnership.

3.03 Further action to be undertaken:-

- set up a Third part reporting system to monitor and respond to community tensions;
- take preventive action where there are trends and concerns;
- promote the reporting system widely to encourage people to report incidents;
- deliver Community Cohesion training to the Community Safety Partnership; and
- provide a seminar for contractors to ensure they understand the equality requirements in contracts and service level agreements.

3.04 Promote equality of opportunity

Outcomes

- increased use of interpretation /translation facilities from two requests in 2004 -2005 to 79 requests in 2008-2009 and 57 requests 2009-2010;
- provided “face to face” interpreters from September 2008 onwards through “University Translate” a Social Enterprise run by Manchester Metropolitan University.
- undertaken equality impact assessments in Social Services for Adults, Corporate Services and Housing;
- worked with statutory and voluntary partners to continue to provide an “Open Door” project under the Flintshire Community Safety Partnership to provide information and advice to migrant workers;

The overall aim is assist families to gain confidence and become more informed and knowledgeable about mainstream services including community life as part of developing cohesive communities;

- translated the 'Flintshire Buddy Scheme' into different languages. This has meant that disabled children from a BME background are now accessing this service. The Flintshire Buddy Scheme enables disabled children aged 5 - 15 years, to access their own local play provision during the summer via the Summer Playscheme Programme.

- promoted information about different religions and cultures to all employees through an electronic diversity calendar;
- two English as Second Language teachers were invited to speak at a one day seminar at the Polish Embassy in London and share good practice;
- involved Gypsy and Traveller families in Parent's Evening through taking "Parents Evening" to Gypsy sites. The aim of this is to encourage parents to become involved in their child's progress at school and build relationships between home and school;
- established a learning centre for teenage Gypsies and Travellers who had dropped out of main stream education;
- consulted and implemented a multi agency protocol for Managing Unauthorised Encampments;
- contributed to a Regional Protocol on Managing Unauthorised Encampments; and
- continued to visit all unauthorised encampments across the County to ensure families have access to Health and Education services and provided refuse collection at all sites and toilet facilities where requested.

3.05 Further action to be taken:-

- redesign the Equality Impact Assessment toolkit to integrate all equality strands;
- continue undertaking equality impact assessments and publish the results;
- review "face to face" translation services;
- continue to promote the interpretation and translation facilities to employees and members of the public; and
- the Play Unit has agreed to deliver a 'pilot' scheme offering play-sessions for a six week period. These sessions will be available to all children in the Flint area, with the aim of reassuring and encouraging Eastern European children to participate and attend the summer play scheme. The scheme will be monitored and evaluated in terms of the success of the sessions and the 'take-up' at summer play schemes.

3.06 Promote good relations between people from different racial groups

Outcomes

- A Family Information Day was held by Communities First Rural North in which people from different ethnic backgrounds attended, including German, Polish, Asian, Welsh and Spanish.

The aim of the event was to:-

- reduce barriers;
 - increase opportunities for social inclusion across the five Rural North Flintshire Communities First areas;
 - develop social opportunities;
 - share cultures of others, for example, German, Polish, Asian, Welsh, Spanish;
 - develop local partnerships with an integrated approach to identifying issues of social inclusion/cohesion and improved opportunities for participation by the targeted groups of Flintshire Rural North and the surrounding areas;
 - provide a greater understanding of the issues faced and the steps that can be taken to combat problems; and
 - encourage social community cohesion.
- The newly established “Beyond the School Gate” project set up to reach out to Black and minority ethnic families, including migrant workers, to provide an opportunity for families to meet together, socialise, learn from one another, have fun and develop links with service providers. The overall aim is assist families to gain confidence and become more informed and knowledgeable about mainstream services including community life as part of developing cohesive communities.

3.07 Further action to be taken:-

- continue to encourage people to report hate incidents;
- produce a Gypsy and Traveller “ Frequently Asked Questions”;
- work in partnership with other agencies to monitor community tension to identify trends and hot spots; and
- include hate incidents reports as a standing item on Community Safety Partnership meetings.

4.0 Specific Duties

4.01 The Race Relations (Amendment) Act 2000 placed specific duties on public authorities to set out arrangements for:-

- Assessing and consulting on the likely impact of proposed policies on the promotion of equality.
- Monitoring policies for any adverse impact on the promotion of race equality.
- Publishing the results of such assessments and consultations.
- Ensuring public access to information and services.
- Training staff.

The following section demonstrates the progress we have been making and further action that we will be taking to make sure race equality is integral to the way we work.

4.02 Assessing Likely Impact of Policies

Progress

A series of equality impact assessment have been undertaken and feedback has been provided to Directorates to improve the effectiveness of these. The outcomes of equality impact assessments have highlighted the lack of data available on the ethnic make up of our customers and the lack of robust mechanisms to engage and consult effectively with people from all ethnic backgrounds.

4.03 Equality impact assessments undertaken include:

- Managing Unauthorised Encampments Protocol;
- Ryeland Street Drop –In;
- Flintshire and Denbighshire Rest Centre Plan; and
- Community Equipment Store.

4.04 Future actions:-

- train policy and decision makers on the new tool;
- establish quality assurance group to review equality impact assessments; and
- publish the results of equality impact assessments more systematically.

5.0 Consultation

5.01 Systems are in place to consult with the local community, and work is being undertaken to engage with harder to reach groups. The Council uses a variety of methods to consult including meetings, focus groups, work shops and questionnaires.

5.02 Progress

The following outcomes have been achieved:-

- continued supporting the development of an International Social Group (over 30 members), the Open Door Project, Beyond the School Gate project (20 plus families attend) and the Muslim women's group. Strong links with the Council are in place in order to gather views on Council services;
- the Travelling community is represented on the Single Equality Scheme involvement group; and
- discussions have taken place with the Travelling community to establish links with the Council.

5.03 Further action:-

- continue to develop and sustain links with BME community;
- establish forum/network for employees from BME backgrounds; and
- seek to establish a Women's group from the Traveller community to increase understanding of their needs.

6.00 Monitoring

6.01 Progress

Systems to collate customer ethnicity data based on the Census 2001 categories for Wales have been set up for the following services:

- Social Services for Adults
- Benefits
- Social Services for Children
- Housing
- Schools (Profile of school pupils and pupil attainment levels)
- Youth Service
- Mobile Office
- Complaints, Compliments and Comments

6.02 Detailed guidance has been provided to employees on why and how to collect ethnic monitoring data. An information booklet has been prepared for the public and is available in reception points.

6.03 The results from monitoring services are detailed in Appendix 1.

7.00 Access to information and services

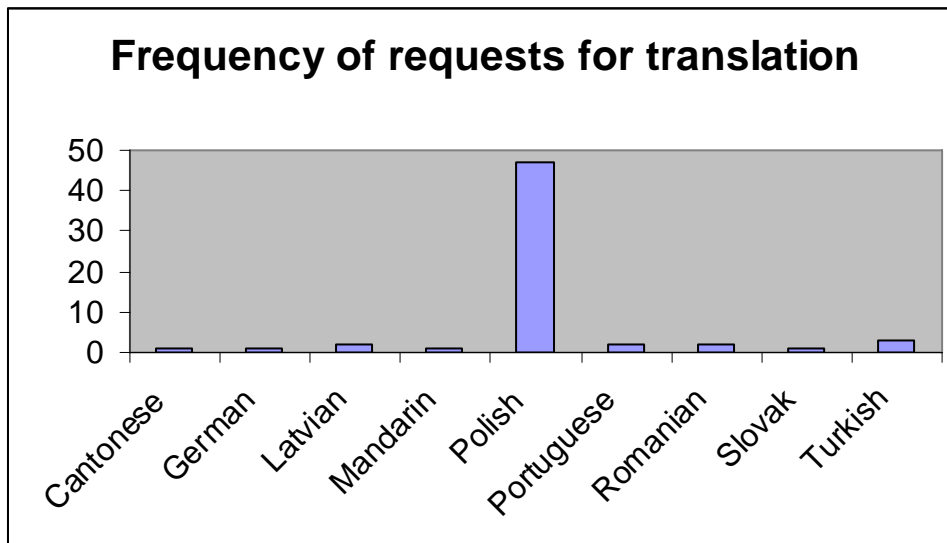
7.01 Progress

A contract is in place to provide interpretation and translation services with Language Line. Information about the facilities has been distributed to employees through

- the intranet system;
- the staff newsletter; and
- induction.

7.02 The pie chart below sets out the number of requests, for interpretation and translation by language.

Frequency of requests for interpretation and translation between April 2009- March 2010



7.03 Further action:-

- the website will be used to promote interpretation/translation facilities;
- continue to promote facilities to employees;
- promote interpretation /translation facilities through leaflets and household news letter; and
- encourage services to meet with community groups

8.00 Training

8.01 Training was highlighted as part of the strategic aim in the RES:

Provide accessible, appropriate, quality and culturally sensitive services to customers from all ethnic backgrounds through training staff, monitoring take up of services and monitoring complaints and satisfaction surveys.

8.02 Training on the Race Relations Amendment Act and race equality takes place through traditional courses, and information via employee news letter and the intranet. These include:-

- diversity and equality is part of the induction programme;
- specific officers have attended a workshop on Islam awareness;
- a Diversity and Equality workshop is being cascaded to all employees and managers. Handbooks on understanding different faiths and ethnic communities have been distributed to customer facing staff in Community Services Directorate and are circulated as part of the Diversity and Equality training.
- information on race equality issues, for example, different religions, facts and figures about Asylum Seekers and Refugees and Gypsies and Travellers is available on the equality pages on the intranet.

Attendance on diversity and equality training is monitored through the Corporate Equalities Review Team.

9.00 Employment

This section relates to our strategic aim:

Be a fair and equal opportunities employer, through monitoring our employment functions and policies and by working towards employing a workforce that reflects the local community at all levels of the organisation.

9.01 A profile of the ethnic make up of the workforce is set out in Table 1.

Table 1: Profile of employees by ethnic background as at 24th July 2009

Ethnic Origin	Total%
Unknown	39.48%
Any Other Asian Background	0.06%
Any Other Background	0.03%
Any Other Black Background	0.02%
Any Other Mixed Background	0.03%
Bangladeshi	0.01%
Caribbean	0.02%
Chinese	0.01%
Indian	0.02%
Pakistani	0.01%
White And Asian	0.01%
White And Black Caribbean	0.02%
White British	12.58%
White British English	16.55%
White British Other	0.16%
White British Scottish	0.49%
White British Welsh	29.99%
White Irish	0.17%
White Other	0.33%
Total	100.00%

9.02 The full workforce information report and action plan is available in a separate report. A new Human Resource database is being implemented; this will support the Council to produce more detailed reports on all aspects of employment.

9.03 An Employee Survey was undertaken in 2009, 1,252 completed questionnaires were returned of these 1% were from employees from a BME background. There were less than 0.5% completed questionnaires from BME employees in the 2007 survey.

9.04 The following policies have been revised and equality impact assessments undertaken:-

- Dignity at Work
- Managing Attendance
- Disciplinary and Capability
- Grievance

9.06 Future actions:

- We will continue to expand the consultation mechanisms used to ensure we consult with a wider group of stakeholders.
- Undertake a diversity audit of employees to update current records
- Review the content of the Workforce Information report to develop more meaningful reports and undertake effective analysis.

10.00 Procurement

10.01 Specific race equality actions are being included in some contracts.

10.02 Draft guidance has been prepared for contractors on how to include equality into the provision of goods, works and services.

10.03 Future actions:-

- Develop a workshop for contractors on how to incorporate equality into employment and the provision of goods, works and services.

11.00 Partnerships

11.01 The Local Service Board (LSB) for Flintshire has developed a Community Plan 2009- 2019 for Flintshire. The Community Plan will be used to not only shape the local authority's financial and business planning process but also those of our community planning partners.

11.02 It has also been agreed by the LSB Strategy Group that poverty and its associated disadvantage within the County is an issue that should be tackled collectively.

11.03 Each Partnership has developed Partnership principles and procedures of co-operation which include equality.

12.00 Schools

12.01 Progress

Monitoring of the ethnic background of pupils is undertaken annually. A profile of all school pupils and educational achievement and ethnic background for key stage 2 pupils is attached in Appendix 2.

12.02 A Secondary Traveller Education Project has been established, the aims and objectives are:-

- To reintegrate disengaged Secondary Traveller pupils into the Education System.
- To raise the attainment of, and improve the accreditation opportunities available to secondary aged Traveller pupils.
- To enable Traveller pupils to access mainstream services including Careers Services, Learning Coaches, 14-19 Curriculum Opportunities, Youth Services, National forums (e.g. Funky Dragon), and Health and Well being initiatives.

12.03 Achievements of the Secondary Traveller Education project include:-

- 10 Traveller pupils (aged 11-16) originally attended the centre; this number has since increased to 14. All of these pupils were previously completely disengaged from any form of Education, and were unable to access mainstream Educational initiatives. A number had never attended any school;
- pupils are now attending regularly;
- three pupils are accessing the services of a learning coach. One of these has since secured a full time place at Deeside College for September 2010. The other two will continue at Delyn next year, but are also intending to access part time college courses through the 14-19 Curriculum; and
- links have been established through the Youth Services and Agored Cymru.

12.04 Two teachers from the English as an Additional Language Service were invited to speak at a one day seminar at the Polish Embassy in London and share good practice. The seminar explored issues relating to the 'Movement of School Children in

the European Union' and focused particularly on 'Five years of Polish Experience in the UK' as one of the acquisition countries. The knowledge gained from their visit will be used to support teachers in Flintshire schools to be more effective in providing appropriate educational experiences for EAL pupils.

12.05 Future actions

- enable Traveller pupils access to a range of Open College Network (OCN) Units in the academic year 2010/11, as a partner of Youth Services;
- support Traveller pupils to study for GCSE mathematics, and English, starting September 2010;
- waiting on the decision of a grant application for gardening and fitness equipment, and a greenhouse for the Traveller project;
- hold an open day to celebrate Gypsy, Roma Traveller History month on 24th June. This will hopefully enable the children and young people to celebrate aspects of their culture with a wider audience; and
- hold a series of workshops through "Save the Children" which look at citizenship and rights. This will begin in September 2010 and if successful will result in pupils participating in a national forum for Young Gypsies and Travellers.

13.00 Conclusion

13.01 We have made progress the challenge is to ensure race equality becomes central to the way we work. The priorities continue to be:-

- improve engagement and consultation with the BME community.
- Implement the revised equality impact assessment tool kit and re-launch this to embed equality impact assessments into policy and decision making.
- undertake more robust equality monitoring which will inform equality impact assessments and will help identify areas of potential and actual inequality.

13.02 To support the Council to monitor the Race Equality Scheme and action plan more effectively, the action plan will be incorporated into the pan Wales performance management system, "Ffynnon". This will enable progress to be monitored more effectively at different levels, individual, service, Directorate and corporate.

13.03 The development of the Single Equality Scheme will provide an opportunity to review the priorities, outcomes and actions will be incorporated into the new scheme.

13.04 If you have any comments about this report or about the progress we are making in promoting race equality we would welcome your views. Please contact us

In writing:-

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Appendix 1

Results of equality monitoring

Results for Social Services for Adults

Table 1: Referrals and Assessments

	Ethnicity	Referrals	% Referrals by Client Group	Completed Assessments	%Completed Assessments
Older People	BME	5	0.33	5	0.37
	Any other White background/Other European	5	0.37	8	0.60
	White British	1361	100.00	1184	88.29
	White Irish	0	0.00	2	0.15
	Not Given	144	9.57	0	0.00
Total Older People		1515		1341	
Learning Disabilities	Not Given	10	32.26	5	9.80
	Any other White background/Other European	0	0.00	1	1.96
	White British	31	75.61	45	88.24
Total Learning Disabilities		41		51	
PDSI/Vulnerable Adults	Any other White background	2	0.77	2	0.87
	Not Given	23	8.85	26	11.26
	White British	235	90.38	203	87.88
Total PDSI		260		231	
Mental Health		Data not available for 2008/2009			

Appendix 1

Substance Misuse		Data not available for 2008/2009			
Occupational Therapy	BME	2	0.20	1	0.10
	Any other White background/Other European	3	0.30	1	0.10
	Not Given	85	8.59	84	8.37
	White British	899	90.81	915	91.23
	White Irish	1	0.10	2	0.20
Total Occupational Therapy		990	100.00	1003	100.00

Based on data for 2008/09 'White British' meet/ exceed the profile for Flintshire. All other ethnic groups are under represented with exception of 'White & Asian', which exceeds the Flintshire profile (same as 2007/2008)

- **Older people** – With exception of 'White British' all ethnic groups are under represented, with the exceptions of 'Indian' in relation to referrals and assessments, 'White and Asian' in relation to referrals, and 'White & Black African' in relation to assessments and any other mixed in relation to assessments.
- **Learning Disabilities** – With exception of 'White British' all ethnic minority groups are under represented with the exception of 'Any other white background' in relation to assessments.
- **PDSI** – With exception of 'White British' all other ethnic groups are under represented.
- **OT** – With exception of 'White British' all other ethnic groups are under represented, with exception of 'any other Asian Background' in relation to referrals and assessments.

Services and Reviews

For the whole of the 2008/09 period

'White British' meet/ exceed the Flintshire profile in all services areas and for all services with the exception of direct payments to people with learning disabilities and Residential Independent Sector (same as 2007/08).

The following ethnic groups meet / exceed the Flintshire profile:

- **Older People**
 - 'Any other ethnic background' – domiciliary care, residential LA
 - 'Indian' - Dom care, equip adaptations
 - 'Any other mixed' – domiciliary care
 - 'Any other white background' – day care, nursing
 - 'White and Asian' – day care, nursing
 - 'Chinese' – nursing, reviews
- **Learning Disabilities**

'Any other mixed' – domiciliary care, day care, direct payments and reviews.

'Any other white background' – residential, reviews

- **PDSI**

'White and Asian' – domiciliary care, reviews

- **OT (services only)**

'Any other Asian background'

'Any other black'

'Indian'

Results of equality monitoring Social Services for Children

Table 2: Profile of Referrals in Social Services for Children by ethnic background

Ethnic origin	Total	%
BME	1	0.4
White English	133	53.41
White Welsh	16	6.43
Any other White background	2	0.80
Not given	97	38.96
Grand Total	249	100.00

Table 3: Profile of completed assessments in Social Services for Children, by ethnic background

Ethnic Origin	Adult % Foster Carers	Children in need%	Child Protection %	Occupational Therapy %
BME		1.08		
White English	64.71	15	48.39	60.00
White Welsh	23.53	15	4.3	2.86
Any other White background	5.88		1.08	2.24
Not given	5.88	70	45.16	37.14
Grand Total		100.00	100.00	100.00

Analysis

Ethnicity

Of the 249 referrals received by the Department, 133 were White English (53%). 16 of those referred (6%) were Welsh.

In terms of assessments completed by the Department, again there is a high percentage of children in need who were White English (48%). This is repeated with children in need of protection (63%).

In terms of the 20 foster carer assessments, there is an equal split between White English and White Welsh (15% each). 14 foster carers (70%) chose not to give this information but it does need following up as there is no reason why this shouldn't be recorded during assessment.

Appendix 3 Equality Monitoring Results for the Directorate of Lifelong Learning

Table 4: Profile of school pupils by ethnic background

Ethnic Background	%
BME	1.25
White British	96.76
Any Other White Background	1.19
Info Not Obtained	0.56
Info Refused	0.36
Total	100

Table 5:

Educational achievement at Key Stage 2 by ethnic background 2008 and 2009

Ethnic background	% gaining *CSI 2008	% gaining *CSI 2009
BME	86.66%	100%
White British	77.86%	78.30%
Any Other White Background	45%	40%
Info Not Obtained	50%	50%
Info Refused	71.43%	71.4%
Not Recorded	83.33%	47.6%

*The CSI (Core subject indicator) is attained when children reach Level 4 in English / First language Welsh and Maths and Science in combination

Table 6:

Educational achievement of English as an Additional language (EAL) pupils at Key Stages 1, 2 and 3 in 2009

EAL pupils	% gaining *CSI in 2009
Key Stage 1	70%
Key Stage 2	48%
Key Stage 3	43%



Flintshire County Council

Gender Equality Scheme

Annual Report

April 2007 – March 2010

If you would like a copy of this document in an alternative format or your own language please contact

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Gender Equality Scheme - Annual Report 2009 -2010

1.0 Introduction

- 1.01 The Gender Equality Duty to promote equality of opportunity between women and men was introduced under the Sex Discrimination Act (SDA), as amended by the Equality Act 2006, and requires all public bodies to have 'due regard' to:
- the need to eliminate unlawful discrimination and harassment; and
 - the need to promote equality of opportunity between women and men.
- 1.02 This means that public authorities have a legal requirement to ensure that men and women, boys and girls are treated fairly, with their different needs being built into all public policies, practices and services.
- 1.03 Flintshire County Council published its first Gender Equality Scheme in April 2007 setting out the Council's commitment to promoting gender equality and the actions that we would take to meet our statutory requirements. This is our third annual report identifying the progress that we have made to meet the actions set out in our Gender Equality Scheme (GES) 2007 -2010.
- 1.04 The purpose of this annual report is to:
- outline the progress the Council has made in meeting our equality objectives;
 - identify the actions which the Council needs to address to continue to implement and monitor the scheme; and
 - set out priorities which will be incorporated into our Single Equality Scheme which will be published in the autumn of 2010.
- 1.05 Our Gender Equality Scheme set out the following objectives:-
- Develop a workforce that reflects, at all levels of the organisation, the diversity of Flintshire communities;
 - Reduce barriers to employment, development and promotion within the Council;
 - Put in place equality proofed pay structures;

- Increase access to quality services that meet the different needs of men and women;
- Address gender and transgender related bullying and harassment and hate crime in the workplace and the community; and
- Reduce difference in attainment levels between boys and girls.

1.06 To support the Council to meet its statutory obligations a Corporate Equalities Review Team consisting of representatives from each Directorate and the elected member champion for equalities is responsible for driving the equalities agenda throughout the Council.

Progress

The following sections sets out the progress made to date to meet our objectives and the actions we identified in our annual report 2008-2009.

2.00 Objective:

Develop a workforce that reflects, at all levels of the organisation, the diversity of Flintshire communities

Recruiting a workforce in place that reflects the diversity of Flintshire communities will contribute towards:-

- the Council having a better understanding of the needs of the communities we serve;
- building trust and confidence in public services;
- harnessing the full potential of the workforce; and
- developing the Council's reputation as a fair employer and provider of quality services.

2.01 What we said we would do

- Analyse the Workforce Information Report annually.
- Identify areas of under/over representation and write detailed action plans to address them.
- Agree action plan with Career Wales, HR and Education to encourage greater take up of non traditional work placements.

2.02 Achievements 2007-2008

- One female was recruited in to the Trade Apprenticeships (Electrician).
- School pupils were offered opportunities on non- traditional taster trade placements.

Table 1 : Profile of the workforce by gender and grade (2008)

Grade	Female	%	Male	%	Total
Up to Scale 1	730	8.92%	239	2.92%	969
Scale 1 to 4	3311	40.45%	780	9.53%	4091
Scale 5 to SO2	835	10.20%	536	6.55%	1371
M1 to M5	976	11.92%	369	4.51%	1345
M6 and above	196	2.39%	213	2.60%	409
Totals	6048	73.89%	2137	26.11%	8185

Table 2: Profile of the selection process by gender (2008)

	Applied	%	Selected for Interview	%	Appointed	%
Female	2270	42.34%	593	38.61%	98	31.51%
Male	1103	20.57%	275	17.90%	36	11.58%
Unknown	1988	37.08%	668	43.49%	177	56.91%
Total	5361	100.00%	1536	100.00%	311	100.00%

Table 3: Profile of training delivery by gender (2008)

	Female	% of Total	Male	% of Total	Total
Applications for Training	670	58.16%	482	41.84%	1152
Applicants received Training	640	58.08%	462	41.92%	1102
Attendances on College Courses – ILM					
Institute of Leadership Management	20	74.07%	7	25.93%	27
Attendances on College Courses – NVQ	17	94.44%	1	5.56%	18

Total	1347	58.59%	952	41.41%	2299
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Table 4: Composition of people involved in grievance, bullying and harassment, capability and disciplinary procedures by gender (2008).

	Female	% of Total	Male	% of Total	Total
Grievances	7	7.00%	11	11.00%	18
Bullying / harassment	7	7.00%	7	7.00%	14
Capability	8	8.00%	3	3.00%	11
Disciplinary	26	26.00%	31	31.00%	57
Total	48	48.00%	52	52.00%	100

Table 5: The number of people involved in warnings/dismissals by gender (2008).

	Female	% of Total	Male	% of Total	Total
Verbal warning	7	18.92%	3	8.11%	10
Written warning	8	21.62%	5	13.51%	13
Final written warning	3	8.11%	3	8.11%	6
Dismissal	3	8.11%	5	13.51%	8
Total	21	56.76%	16	43.24%	37

Table 6: The number of staff who ceased employment with the Council by gender.

Gender	Total	%
Female	620	70.29%
Male	262	29.71%
Total	882	100.00%

2.03 Achievements 2008-2009

- A profile of workforce by gender, as of 31st March 2009, is provided in the following Tables.

Table 7: Profile of the workforce by gender (2009)

Female	% of workforce	Male	% of workforce	Unspecified	Total Number of employees
6650	74%	2323	26%	1	8974

Table 8: Profile of workforce by gender and pay(2009)

Grade	Female	%	Male	%	Unspecified	Totals	Overall %
Blank* (No contractual hours, eg Relief, Supply etc)	472	7.10%	164	7.06%	1	637	7.10%
Up to Scale 1	19	0.29%	9	0.39%		28	0.31%
Scale 1 to 4	3598	54.11%	859	36.98%		4457	49.67%
Scale 5 to SO2	1156	17.38%	633	27.25%		1789	19.94%
M1 to M5	1302	19.58%	538	23.16%		1840	20.50%
M6 and above	103	1.55%	120	5.17%		223	2.48%
Totals	6650		2323		1	8974	

Table 9: Composition of people involved in grievance, bullying and harassment, capability and disciplinary procedures by gender (2009).

	Female	% of Total	Male	% of Total	Total
Grievances	5	7.00%	27	11.00%	32
Bullying / harassment	4	7.00%	5	7.00%	9
Capability	6	8.00%	0	3.00%	6
Disciplinary	26	26.00%	24	31.00%	50
Total		48.00%		52.00%	

Table 10: Profile of training applications and attendances by gender (2009)

	Female	% of Total	Male	% of Total	Total
Applications for Training	670	58.16%	482	41.84%	1152
Applicants received Training	640	58.08%	462	41.92%	1102
Attendances on College Courses – ILM Institute of Leadership Management	20	74.07%	7	25.93%	27
Attendances on College Courses – NVQ	17	94.44%	1	5.56%	18
Total	1347	58.59%	952	41.41%	2299

2.04 Achievements 2009-2010

- A profile of workforce by gender, as of April 2010, is provided in the following Table.

Table 11: Profile of the workforce by gender

Female % of workforce	Male % of workforce	Unspecified	Total Number of employees
73.98%	25.94%	0.08	8974

A separate detailed report on the profile of the workforce is published by Human Resources and will be available on our website www.flintshire.gov.uk/communityandliving/equalityanddiversity.

- School pupils were offered non-traditional taster courses through the local further education college.

2.05 **What we will do next**

- Continue to produce annual equality monitoring reports and undertake detailed analysis to identify
 - areas of under representation.
 - improvement actions which will be incorporated in the People Strategy and business planning processes.

3.00 **Objective:**

Reduce barriers to employment, development and promotion within the Council

Reducing barriers to employment, development and promotion will contribute towards the Council developing:-

- a reputation as an employer of choice;
- attracting a diverse workforce;
- reducing absenteeism and turnover; and
- harnessing the full potential of employees

3.01 **What we said we would do**

- Promote employment policies to ensure all employees are aware of their rights and entitlements.
- Develop flexible working practices available to employees in a wider range of occupations.
- Develop Job share policy and guidance.
- Develop guidance on gender reassignment.
- Review recruitment procedure to ensure equality of opportunity.
- Undertake equality impact assessments on employment policies and practices.
- Roll our diversity and equality workshop to all employees.
- Cascade e-learning modules on gender equality.

3.02 **Achievements 2007-2008**

- A new section on the HR intranet has been developed which sets out clearly all HR policies.
- Information packs are sent automatically to men and women when requests for maternity and/or paternity leave are made.
- A review is being undertaken on the job application process to ensure it is fair and non discriminatory.
- The Gender E-learning modules have been completed by 48% of employees in the Community and Housing Directorate.
- Promoted flexible working arrangements to reduce barriers experienced by people with caring responsibilities, there were 12 requests for flexible working between April 2007 and March 2008;
- Promoted child care vouchers in the Staff magazine to support employees who have child care responsibilities, 96 employees have taken advantage of the child care voucher scheme;
- Implemented an Employee Opinion Survey- 403 males responded to the survey and 944 females. The results of this survey showed that:-
 - 62% females agreed with the statement that Flintshire County Council is a good place to work compared to 56% males
 - 39% females felt the council was not effective at listening whereas 57% males felt the council was not good at listening.

3.03 Achievements 2008-2009

- Fifty managers and sixty one employees have attended the diversity and equality training.
- Promoted the Child Care vouchers, 111 employees have now taken advantage of this scheme.
- Promoted the changes in flexible working legislation to increase awareness of employees' entitlements.
- A Women's Forum has now been established, the draft aims of the group are:
 - To access and be involved in the decision making processes of Flintshire County Council.
 - To raise self-awareness and profile of all women at Flintshire County Council.
 - To contribute to the continuous professional development of all members.

- Provide guidance and support to members as required.
- Hold information sharing events, such as speaker sessions and briefings on a range of issues.
- The Women's Forum has contributed to the development of revised HR policies.
- A new recruitment policy has been implemented, training on the new policy is mandatory for officers involved in the recruitment and selection process.
- In conjunction with BT we are undertaking a project to assess the potential for flexible working.
- Established a Lesbian, Gay, Bisexual and Transgender employee forum.

3.04 Achievements 2009-2010

- 162 managers and 483 employees have now attended the diversity and equality training.
- Human Resources Managers and Senior Managers have attended Transgender awareness training.
- Continued to promote the Child Care vouchers, 15 employees participated in this scheme between April 1st 2009 and 31st March 2010.
- There were 19 requests for flexible working.
- Continued to support the Women's Forum. The Forum has contributed to the development of revised HR policies.
- Trained one member of staff to deliver "Spring Board" development workshops for female employees.
- Implemented an Employee Opinion Survey- 370 males responded to the survey and 842 females. The results of this survey showed that 66% females agreed with the statement that Flintshire County Council is a good place to work compared to 60% males.
- Established a Lesbian, Gay, Bisexual and Transgender employee forum.
- Became a member of the Stonewall Diversity Champion programme.

3.05 What we will do next

- Review diversity and equality training
- Incorporate actions arising from the analysis of the Employee Opinion survey into the people Strategy

4.00 **Objective:**

Put in place equality proofed pay structures

Equal pay between men and women is a legal right under the Equal Pay Act. Equal pay between men and women is being addressed as part of the Single Status process. Single status is the national agreement on local government conditions of service and pay scales to harmonise pay and conditions across a local authority for comparable posts.

4.01 **What we said we would do**

- Conduct an equal pay review in accordance with the Equal Opportunities Commission (EOC) Toolkit method

4.02 **Achievements 2007-2008**

- Conducted an equal pay review (using EOC toolkit) on current pay structure.
- Equality proofed the new pay structure.

4.03 **Achievements 2008-2009**

- Undertaken a gender equality impact assessment on the preferred model.

4.04 **Achievements 2009-2010**

- Conducted an equal pay review on current pay structure.
- Undertaken an equality impact assessment on the proposed pay structure.
- Developed a project plan to address the issues raised by the equality impact assessment.

4.05 **What we will do next**

- Establish a Project Board to oversee the implementation of the project plan.
- Undertake another equality impact assessment on the future pay model.

5.00 **Objective:**

Increase access to quality services

We have started to develop and implement systems to monitor the profile of the people who use our services. This information will help us to identify whether services are being used equally by males and females. This will be one of the starting points to identify potential barriers for males and/or females to access services and will help to shape improvements in service delivery. Collection and analysis of data will also contribute to equality impact assessments.

Gender specific services are already provided to meet the differing needs of males and females; for example, women only swimming sessions, a mental health service for women.

5.01 What we said we would do

- Ensure systems in place to monitor customer profile.
- Undertake equality impact assessments on new and revised policies and listed functions.
- Gender equality included within contracts where equality has been identified as a requirement.
- Provide guidance to procurement officers and for contractors and voluntary sector.
- Provide training for partnerships.

5.02 Achievements 2007-2008

- Directorates have developed systems to monitor profile of customers. The results of this monitoring showed that the percentage of men using domiciliary services was disproportionate compared to the make up of the population. Social Services for Adults undertook research into why men are under represented in this service and looking at ways in which to encourage take-up of services.
- Resident survey of which there were 492 male respondents and 693 female respondents. The results showed that:-
 - Males (56%) were more likely to feel part of the community than females (48%).
 - 74% of males felt safe walking in their own neighbourhood at night compared to 56% of females.
 - 50% males felt safe at night walking in the town centre compared to 34% of females.
 - 42% males connected to the internet every day compared to 30% of females.

- Reviewing contracts in Social Services for Adults to ensure equality objectives are incorporated where relevant.

5.03 Achievements 2008-2009

- Directorates have developed systems to monitor profile of customers.
- Analysis of the results of monitoring has identified areas for improvement, for example, monitoring in leisure service identified that there is an under representation of disabled, older men using leisure centres. Action is being taken to promote this service to men.
- Leisure services are also discussing with Muslim women their specific needs.
- Produced guidance on including gender equality requirements into contracts and service level agreements.
- “Welcome Packs” for children and young people arriving in care have been revised and are age and gender appropriate; specific packs are now available for children, for teenage girls and a pack for teenage boys.
- Included baby changing facilities in the design of the Register office in Mold.
- Equality impact assessments have been undertaken in the following:-
 - Extra Care Scheme
 - Transport
 - Supporting People Operational Plan and eligibility criteria
 - Transition
 - Leisure Services Strategy
- Action taken following the equality impact assessments include:-
 - More robust monitoring in Leisure services;
 - Engagement with Muslim women ‘s group; and
 - Research into the under representation of men using some services in Social Services for Adults.

5.04 Achievements 2009-2010

- Developed draft guidance for contractors on incorporating equality into the provision of goods, works and services

- Directorates have developed systems to monitor profile of customers. The results of monitoring for Services are attached as Appendix 1.
- Leisure services are providing women only swimming sessions following discussions with women in the community.
- Equality impact assessments have been undertaken in the following:-
 - Old Brewery
 - Flintshire and Denbighshire Rest Centre Plan
 - Community Equipment Store
- Action taken following the equality impact assessments include:-
 - All staff who work at the Resource centre to undertake diversity and equality training.
 - Equality monitoring data of service users and in particular the trends.
 - The Rest Centre Manager report which is completed after every incident (opening of a centre) to include equality issues.
 - Develop Equality monitoring data collection to reflect all the different groups.
 - Ensure all staff that work for the Equipment Service attend equality and diversity training.
 - Regular monitoring of equipment requests.
 - Look at the referral form for community equipment to ensure prompts for any relevant equality issues to be recorded e.g. cultural practices etc.
 - To consult the Service User Group on equality issues (once the group is set up).
- Revised the equality impact assessment tool kit.
- Have established links with women from the Travelling community with the aim of establishing a Gypsy Traveller Forum.
- Implemented a Resident survey of which there were 537 male respondents and 692 female respondents. The results showed that females are significantly more likely to feel unsafe in their community.

5.05 What we will do next

- Implement detailed guidance on procurement and the gender equality duty for contractors;

- Continue to monitor usage of services by gender and analyse this data more effectively to identify service improvements; and
- Develop and roll out work shops to support managers undertake equality impact assessments.

6.00 **Objective:**

Address gender and transgender related bullying and harassment and hate crime in the workplace and the community

We are committed to addressing harassment both in employment and service delivery. We recognise that harassment, hate crime and domestic violence can have a major impact on both physical and mental health and create social isolation and can lead to loss of life.

6.01 **What we said we would do**

- Promote anti bullying and harassment policy
- Promote hate incidents reporting system
- Monitor victims of hate incidents
- Take action to reduce incidents
- Continue to celebrate “white ribbon” day on 25th November to raise awareness of violence against women.
- Secure funding to implement training on diversity and domestic abuse.
- Develop a Domestic Abuse policy and protocol for services and the workplace.
- Run a ‘Butterflies – Right to be Safe’ Programme for children and teenagers who have experienced domestic abuse from September 2009.

6.02 **Achievements 2007-2008**

- Collated data on reports of bullying and harassment by gender in the workplace.
- Implemented that hate incident system – there was one report of homophobic incident during 2007 -2008. There were no reports of gender related harassment or Transgender related harassment.
- 350 domestic crimes occurred between January –July 2008 and 850 non crime incidents were reported.

- Delivered “Building Safe Relationships” workshop to year 10 school pupils across five secondary schools. The “Building Safe Relationships” workshop aims to help young people develop “healthy” relationships.
- Delivered a series of “Freedom Programmes” to support women who have experienced abuse to increase their awareness of abusive behaviour and to identify unacceptable in a relationship.
- A specialist domestic violence court has been accredited to provide a multi agency co-ordinated response which will increase women’s safety and engagement with criminal justice process and hold more perpetrators accountable.
- An independent domestic abuse advocate has being appointed to support high risk victims through the criminal justice process.
- Flintshire County Council’s Neighbourhood Wardens provide a target hardening service to all victims of domestic violence to keep survivors safe and to reduce the need to relocate. A high profile event was held in May 2008 to promote this service.
- Set up MARAC meetings which is a forum for agencies to meet monthly to review high risk cases. This approach has led to a reduction in repeat incidents.

6.03 Achievements 2008-2009

- Collated data on reports of bullying and harassment by gender in the workplace; in the past 12 months, of the reports of bullying and harassment, there have been four female victims and five male victims.
- A new Dignity at Work policy has been developed; this will be supported by a manager’s guide and promotional material to reinforce positive behaviours.
- Continued collating and monitoring gender motivated hate incidents – there was one report of homophobic incident during 2007 -2008. Between 2008 and 2009, there were 14 reports of homophobic graffiti. There were no reports of gender related harassment or Transgendered harassment.
- Delivered “Building Safe Relationships” workshop to year 10 school pupils across five secondary schools. The “Building Safe Relationships” workshop aims to help young people develop “healthy” relationships.

- Continued to deliver a series of “Freedom Programmes” to support women who have experienced abuse to increase their awareness of abusive behaviour and to identify unacceptable in a relationship.
- Developed a follow on programme building confidence and increase in self esteem “Free to be” as requested by service users.
- Flintshire County Council’s Neighbourhood Wardens continue to provide a target hardening service to all victims of domestic violence to keep survivors safe and to reduce the need to relocate, through their ‘Home Safe’ Service. A high profile event was held in May 2008 to launch this service.
- Set up MARAC (Multi Agency Risk Assessment Conference) for agencies to meet monthly to share information on very high risk cases. This approach has led to a reduction in repeat incidents. Of the incidents brought to MARAC between March 2008 and February 2009, 31% did not result in repeat victimisation.
- Promoted the Black and Ethnic Minority Women Step Out (BAWSO), a support group for BME women who are victims of domestic violence to the Duty Team and Social Workers. This means that victims of domestic violence can be referred efficiently and receive a responsive service. BAWSO also now operate from the Barnardo’s “Families Matter” building in Buckley once a week and are members of the Flintshire Domestic Abuse Project and MARAC.
- Implemented a “Caring Dads” programme from November 2008 Caring Dads is an NSPCC parenting programme which also challenges the abuse of fathers against their partners.
- Celebrated “white ribbon” day to raise awareness of violence against women.
- Developed a leaflet, with Age Concern, to inform older service users of where to seek help.
- Opened a Sexual Abuse Referral Centre (SARC) in November 2008, this in a multi agency funded centre for all victims of assault and sexual abuse in North Wales.
- Offer “Choose 2 change” programme for perpetrators of domestic abuse from November 2008.
- Strengthen links with Black Association of Women Step Out (BAWSO) and “engage with hard to reach” victims of domestic violence also look to engage with other marginalised areas, for

example, disabled people, gay, lesbian, bisexual and transgender groups.

6.04 Achievements 2009-2010

- There was one report of transphobic hate crime and one gender related hate crime reported to North Wales Police; all reports of hate crime are raised at the Flintshire Community Safety Partnership to identify and trends or hot spots.
- Delivered “Building Safe Relationships” workshop to year 10 school pupils across five secondary schools. The “Building Safe Relationships” workshop aims to help young people develop “healthy” relationships. Hafan Cymru also deliver their Spectrum Project material into several primary and secondary schools to varying age groups. These are all independently evaluated.
- Delivered domestic abuse workshops to North Wales teaching staff linking in domestic abuse and substance/alcohol misuse.
- Where funding was available, “Freedom Programmes” were delivered to support women who have experienced abuse to increase their awareness of abusive behaviour and to identify unacceptable behaviour in a relationship.
- A follow on programme building confidence and increase in self esteem “Free to be” as requested by service users was developed and ran in some areas.
- Flintshire County Council’s Neighbourhood Wardens continued to provide a target hardening service to all victims of domestic violence to keep survivors safe and to reduce the need to relocate, through their ‘Home Safe’ Service. Between April 2009 and December 2009 there were 153 properties fitted with security.
- Continued to develop MARAC (Multi Agency Risk Assessment Conference) for agencies to meet monthly to share information on very high risk cases.
- Continued to strengthen links with the Black and Ethnic Minority Women Step Out (BAWSO), a support group for BME women who are victims of domestic violence. Workers. BAWSO also now operate from the Barnardo’s “Families Matter” building in Buckley once a week and are offering floating support to BME survivors of domestic abuse.
- Implemented a “Caring Dads” programme from November 2008 “Caring Dads” is an National Society for the Prevention

of Cruelty to Children parenting programme which also challenges the abuse of fathers against their partners.

- Celebrated International White Ribbon day with local events to raise awareness of violence against women.
- Information is now available for older persons experiencing domestic abuse.
- Continued to deliver “Choose 2 change” programme for perpetrators of domestic abuse in conjunction with Wrexham Council.
- Started to engage with some “hard to reach” victims of domestic violence for example, disabled people, gay, lesbian, bisexual and transgender groups.
- Delivered ‘Butterflies – right to be safe’ Programme. Two groups aged 5 – 11 (with mothers) and teenagers group 15 – 17 years were successfully delivered with positive outcomes.
- Commenced a pilot scheme with Carelink to offer “caveo” alarms to high risk victims of domestic abuse.
- Introduced a pilot floating support scheme supporting Flintshire residents that assist with survivors keeping their tenancies. (Positive Outlook Scheme).
- Continued to develop our Specialist Domestic Abuse (DA) Court and ensure that survivors get a coordinated response. Mold had the third highest conviction rates for domestic abuse across Wales (in areas where Specialist DA Courts are established).
- Delivered Choose2Change Young Persons Pilot Project – working with groups of young people between the ages of 11 – 18 who are displaying abusive behaviours (or who are deemed at risk of using abusive behaviours).
- Established a part time Independent Domestic Abuse Advocacy Service to offer premium support to high risk victims and support them throughout the criminal justice process.
- Held a joint conference with Conwy/Denbighshire addressing sexual violence and domestic abuse in marginalised groups.
- Established a Domestic Abuse Project Team and developed an action plan to address domestic abuse.
- Promoted awareness of sexual violence as part of Sexual Violence Awareness Month.

6.05 What we will do next

- Continue to celebrate “white ribbon” day on 25th November to raise awareness of violence against women.

- Research funding opportunities to implement training on diversity and domestic abuse.
- Develop a Domestic Abuse policy and protocol for services and the workplace.
- Research funding opportunities to continue to sustain delivery of the 'Butterflies – Right to be Safe' Programme for children and teenagers who have experienced domestic abuse.
- Research funding to continue to run Choose2Change Programmes.
- Continue to develop MARAC (Multi Agency Risk Assessment Conference), IDVA (Independent Domestic Violence Advocacy) Service and SDAC (Specialist Domestic Abuse Court) in line with national standards.
- Deliver interactive drama to year 9 and 10 pupils throughout Flintshire secondary schools to address sexual assault and gender bullying amongst young people.
- Establish a multi agency Sexual Violence Task Group.

7.00 Objective:

Reduce difference in attainment levels between boys and girls

7.01 What we said we would do

- Collate data on pupil achievement levels annually
- Develop action plan to address any differences between attainment levels of boys and girls

7.02 Achievements 2007-2008

- Undertook analysis of examination performance in 2008 against 2008 targets and All Wales performance, review targets for 2010 and share outcomes with schools and School Improvement Team
- Continued to review usefulness of data, guidance and support provided to secondary schools to support target setting and school improvement, with School Data Managers

Table 12: Profile of school pupils by gender

School	F	%	M	%
Secondary	5274	49.91%	5294	50.09%
Primary	6634	49.1%	6878	50.9%

Special	80	36.20%	141	63.81%
Grand totals	11988	49.33%	12313	50.67%

Table 13: Profile of achievement levels (A*-C) by gender

	5A*-C		%					
			2005		2006		2007	
	Boys	Girls	Boys	Girls	Boys	Girls		
Flintshire	49	61	52	61	46	60		
Wales	46	58	48	60	49	60		

Table 14: Profile of achievement levels (A* - G) by gender

	5A*-G		%					
			2005		2006		2007	
	Boys	Girls	Boys	Girls	Boys	Girls		
Flintshire	87	92	90	92	85	91		
Wales	82	89	83	89	83	89		

7.03 Achievements 2008-2009

- Collated data on pupil achievement by gender:-

Table 15: Profile of achievement levels Key Stage 1 by gender

KS1 Gender Comparison 2008

		2007			2008		
		Girls	Boys	Diff	Girls	Boys	Diff
ENGLISH	LEA	90.0	79.1	10.9	88.0	80.2	7.8
	Wales	87.3	77.5	9.8	87.4	77.8	9.6
WELSH	LEA	82.0	71.4	10.6	91.4	78.9	12.5
	Wales	79.7	66.1	13.6	96.6	86.8	9.8
MATHS	LEA	89.8	84.0	5.8	86.0	84.8	1.2
	Wales	88.9	85.1	3.8	88.8	85.0	3.8
SCIENCE	LEA	92.0	88.4	3.6	91.1	87.9	3.2

	Wales	91.3	87.6	3.7	91.6	87.9	3.7
CSI	LEA	86.4	77.0	9.4	84.7	77.9	6.8
	Wales	84.4	76.1	8.3	85.0	76.6	8.4

At Key Stage 1 girls out perform boys in English, Welsh (first language), Maths and Science, however there was a decrease in the difference between boys and girls in English, Maths and Science. Nationally girls outperformed boys in all subjects but the differentials were less in Flintshire than Wales in English, Maths and Science.

Table 16: Profile of achievement levels Key Stage 2 by gender

KS2 Gender Comparison 2008

		2007			2008		
		Girls	Boys	Diff	Girls	Boys	Diff
ENGLISH	LEA	83.8	73.9	9.9	86.5	76.6	9.9
	Wales	84.1	73.4	10.7	85.2	74.8	10.4
WELSH	LEA	82.0	71.4	10.6	87.5	85.5	2.0
	Wales	79.7	66.1	13.6	82.0	71.8	10.2
MATHS	LEA	79.5	80.3	-0.8	85.6	81.9	3.7
	Wales	79.0	81.8	-2.8	83.0	79.7	3.3
SCIENCE	LEA	84.9	83.2	1.7	90.8	85.6	5.2
	Wales	87.0	82.9	4.1	87.6	83.7	3.9
CSI	LEA	76.2	70.4	5.8	81.9	73.1	8.8
	Wales	78.2	74.1	4.1	79.6	71.6	8.0

At Key Stage 2, in 2008, analysis of the Flintshire results supported the national trend that girls continued to outperform boys in English, Welsh, Maths and Science, however, in 2008 the % point difference decreased significantly in Welsh (first language).

- The difference between the achievement levels of boys and girls is being addressed through the introduction of the Foundation Phase and the Basic Skills programme.

7.04 Achievements 2009-2010

- Collated data on pupil achievement by gender:-

Table 17: Profile of achievement levels Key Stage 1 by gender

Key Stage 1 Gender Comparison 2009

		2008			2009		
		Girls	Boys	Diff	Girls	Boys	Diff
ENGLISH	LEA	88.0	80.2	7.8	87.6	79.1	8.5
	Wales	87.4	77.8	9.6	87.8	78.2	9.6
WELSH	LEA	91.4	78.9	12.5	98.0	97.1	0.9
	Wales	96.6	86.8	9.8	93.1	86.9	6.2
MATHS	LEA	86.0	84.8	1.2	87.0	83.3	3.7
	Wales	88.8	85.0	3.8	88.9	85.2	3.7
SCIENCE	LEA	91.1	87.9	3.2	88.9	88.9	0.0
	Wales	91.6	87.9	3.7	91.6	88.4	3.2
CSI	LEA	84.7	77.9	6.8	82.8	75.9	6.9
	Wales	85.0	76.6	8.4	85.2	77.2	8.0

Girls continued in 2009 to outperform Boys (and were equal in Science)

The gender gap in Maths in Flintshire was the same as that in Wales and for the other subjects Flintshire's gap was less than in Wales.

Table 18: Profile of achievement levels Key Stage 2 by gender

Key Stage 2 Gender Comparison 2009

		2008			2009		
		Girls	Boys	Diff	Girls	Boys	Diff
ENGLISH	LEA	86.5	76.6	9.9	88.7	78.4	10.3
	Wales	85.2	74.8	10.4	86.7	75.6	11.1
WELSH	LEA	87.5	85.5	2.0	93.2	71.8	21.4
	Wales	82.0	71.8	10.2	86.4	73.2	13.2
MATHS	LEA	85.6	81.9	3.7	84.4	82.4	2.0
	Wales	83.0	79.7	3.3	84.8	80.3	4.5
SCIENCE	LEA	90.8	85.6	5.2	87.7	86.7	1.0
	Wales	87.6	83.7	3.9	88.9	84.1	4.8
CSI	LEA	81.9	73.1	8.8	81.5	74.5	7.0
	Wales	79.6	71.6	8.0	81.7	72.6	9.1

In 2009 Girls outperformed Boys in all subjects especially in English and Welsh
 The largest gap (in Welsh) is based on low cohort numbers
 Flintshire's gender gaps compared to Wales are smaller except for Welsh

Table19: Profile of % pupils, by gender, gaining 5 A* - C for 2009

% of pupils gaining 5 A* - C for 2009		
	BOYS	GIRLS
Flintshire	58.0%	69.1%
Wales	51.2%	63.2%

Table 20: Profile of % pupils, by gender, gaining 5 A* - G for 2009

% of pupils gaining 5 A* - G for 2009		
	BOYS	GIRLS
Flintshire	91%	93%
Wales	84%	90%

8.0 Priorities for the next 12 months

In consultation with the Single Equality Scheme Involvement comprising members of the public and employees across equality strands the agreed priorities for gender equality until the Single Equality Scheme is in place are:-

- Continue to address gender and transgender related bullying and harassment, and hate crime in the workplace and the community and address domestic violence.
- Reduce barriers to employment, development and promotion within the Council.
- Put in place equality proofed pay structures.
- Increase access to quality services to meet the needs of our diverse communities.

These will be reviewed and incorporated into the Single Equality Scheme which will be published in the autumn of 2010.

9.0 Conclusion

9.1 This report has highlighted the work we have undertaken over the past three years towards meeting the actions set out in our Gender Equality Scheme. We have made positive progress in taking forward many of the actions set out in our Scheme. Actions that have not been completed will be taken forward and integrated into the Single Equality Scheme. We remain highly committed to the principles of diversity and gender equality in employment and services.

Appendix 1

Results of monitoring – Community Services

Table 1: Profile of referrals to Social Services for Adults and completed assessments by gender

	Gender	Referrals	% Referrals	Completed Assessments	% Completed Assessments
Older People	Female	224	67.27	250	63.45
	Male	109	32.73	144	36.55
Learning Disabilities	Female	0	0.00	6	42.86
	Male	2	100.00	8	57.14
PDSI	Female	33	64.71	63	64.29
	Male	18	35.29	35	35.71
Mental Health		Data not available			
Substance Misuse		Data not available			
Occupational Therapy only	Female	173	64.31	122	65.24
	Male	96	35.69	65	34.76
Total	Female	430	65.65	441	63.64
	Male	225	34.35	252.00	36.36

	Gender	Clients receiving community based services				
		% Domiciliary care	% Day care	% Equipment/ Adaptations	% Direct payments	% Community living support
Older People	Female	70.46	69.10	65.57	85.71	
	Male	29.54	30.90	34.43	14.29	
Learning Disabilities	Female	40.38	42.92	0.00	39.47	53.33
	Male	59.62	57.08	0.00	60.53	46.67
PDSI	Female	55.47	55.88	57.50	70.37	
	Male	44.53	44.12	42.50	29.63	
Mental Health	Female	34.55	32.58	0.00	100.00	
	Male	65.45	67.42	0.00	0.00	
Occupational Therapy only	Female			63.40		
	Male			36.60		
Substance Misuse						

Gender	Clients receiving residential/nursing services						Reviews completed	% Reviews completed
	Residential Independent Sector	% Residential Independent Sector	Residential Local Authority	% Residential Local Authority	Nursing	% Nursing		
	223	76.11	66	86.84	114	70.37	224	70.44
	70	23.89	10	13.16	48	29.63	94	29.56
	15	38.46			3	100.00	38	41.30
	24	61.54			0	0.00	54	58.70
	6	54.55			2	28.57	16	44.44
	5	45.45			5	71.43	20	55.56
	4	100.00			1	50.00		
	0	0.00			1	50.00		

Older People - No change in relation to referrals, assessments and services.

Learning Disabilities – No change in referrals to last quarter females continue to be under represented (note numbers are very low, 2 – male, 0 – female). Females are under represented in assessments which compares to being equally over - represented in assessments during the last quarter and equally represented the quarter before that. Caution is needed in drawing conclusions as numbers are very small. Females continue to be under represented across all services with exception of nursing.

Physical Disability and Sensory Impairment – No change in relation to referrals. Females are over- represented in assessments, which compares to being under represented during the last quarter. In relation to services females are over represented with the exception of nursing and reviews. Females were under represented in reviews during the last quarter.

Mental Health (Support Services) –this is the first quarter where we are in a position to report on part of mental health services, the support service arm. Owing to the IT interface issue with health we are not in a position to report on referrals, assessments and reviews, the activities of the Community Health Teams etc.

Females are under represented in support services, with exception of direct payments (where numbers are low 1- female, 0 - male) and residential (where numbers are low 1- female, 0 – male).

Note – care is needed in drawing any conclusions regarding gender balance as we would expect that women with mental health problems may have opted to access the KIM project (a women only service in the voluntary sector, which receives funding from mental health services)

Table 2: Profile of referrals and assessments by gender in Social Services for Children

Gender	Referrals	Assessments	Children in need of protection
Female	53%	53%	47%
Male	42%	45%	43%
Unborn	7%		8%

Females make up most of the referrals received (53%) compared to males (42%). 7% were unborn babies.

In terms of assessments completed by the Department, there is almost an equal split between female (53%) and male children in need (45%) and again for children in need of protection - 47% female children in need of protection and 43% males. 8% were unborn babies.

Table 3: Assessments for Foster Carers

Gender	%
Female	77
Male	22

Table 4: Profile of assessment type (Children)

Gender	Assessment type									
	Foster Carer	%	Children in need	%	Child protection	%	Paed. Occupational Therapy	%	Grand Total	%
Female	54	73.97	180	44.89	341	50.90	21	37.50	596	49.67
Male	19	26.03	203	50.62	321	47.91	35	62.50	578	48.17
Unborn			18	4.49	8	1.19			26	2.17
Grand Total	73	100.00	401	100.00	670	100.00	56	100.00	1200	100.00

Gender

There is an equal split between male and female referrals and assessments. However, there were more males (62%) who received a Paediatric Occupational Therapy assessment compared to females (38%).

In terms of people being assessed as foster carers, females are over-represented (74%) compared to males going through the process (26%).

Gender Equality Scheme 2007-2010 Action Plan Progress

Objective: Develop a workforce that reflects the diversity of Flintshire communities			
What we will do (Action)	Who is Responsible	By When	Progress
Analyse the Workforce Information Report annually. Analysis showing gender against occupation and grade	HR Policy Officer	March 2007	<ul style="list-style-type: none"> • Reports Published 2007, 2008 and 2009
Identify areas of under/over representation and write detailed action plans to address them	HR Policy Officer / HR Managers	June 2007	<ul style="list-style-type: none"> • New HR system being implemented in phased stages. Future workforce reports will include more detailed analysis on which to base action plans for improvement. • Providing Springboard Women's Personal Development Programme for female employees
Agree action plan with Career Wales, HR and Education to encourage greater take up of non traditional work placements	Corporate Training Officer	Sept. 2007	<ul style="list-style-type: none"> • Taster sessions offered to school pupils at the local Further Education college, includes non- traditional type courses. • HR participating in careers events.
Objective:- Reduce barriers to employment, development and promotion			
What we will do (Action)	Who is responsible	By When	Progress

Gender Equality Scheme 2007-2010 Action Plan Progress

Promote employment policies to ensure all employees are aware of their rights and entitlements.	HR Policy Officer	April 2008	<ul style="list-style-type: none"> • Policies promoted through Employee Networks • HR Intranet site reorganised to ensure policies are easier to access. • Managers' guides are being introduced to the Intranet site as policies are reviewed • Child Care Voucher scheme promoted through employee magazine 126 request
Develop flexible working practices available to employees in a wider range of occupations	HR Policy Officer		<ul style="list-style-type: none"> • Number of requests for flexible working 19 during 2009-2010 • Home working pilot project taking place in IT department • "Working from Home" guidance has been drafted and consulted upon
Develop Job share policy and guidance	HR Policy Officer	April 2010	<ul style="list-style-type: none"> • Project underway to develop Flexible Working guidelines which will include Job Share guidance. • Work undertaken with Chwarae Teg to benchmark best practices
Develop guidance on gender reassignment	HR Policy Officer	April 2008	<ul style="list-style-type: none"> • Model developed and piloted to be reviewed and published September 2010.
Review recruitment procedure to ensure equality of opportunity	HR Policy Officer	April 2008	<ul style="list-style-type: none"> • Review of Recruitment policy undertaken. Recommendations to be agreed and EIA to be completed by 30 June.

Gender Equality Scheme 2007-2010 Action Plan Progress

Undertake equality impact assessments on employment policies and practices	HR Policy Officer	April 2009	<ul style="list-style-type: none"> • EIAs undertaken on: <ul style="list-style-type: none"> ○ Dignity at Work policy ○ Attendance Management ○ Disciplinary, Grievance and Capability • Reviewed for Carer's policy
Roll our diversity and equality workshop to all employees	Corporate Training	May 2010	<ul style="list-style-type: none"> • 645 employees have attended training to date
Cascade e-learning modules on gender equality	Corporate Training	May 2008	<ul style="list-style-type: none"> • E-learning cascaded as part of pilot project. No longer continuing with this mode of training
Objective:- Put in place equality proofed pay structures			
What we will do (Action)	Who is Responsible	By When	Progress
Conduct an equal pay review in accordance with the EOC Toolkit method	Single Status Project Manager	May 2008	<ul style="list-style-type: none"> • EIA undertaken on proposed pay structure • Project plan in place to address issues raised by EIA- new completion date May 2011
Objective:- Increase access to quality services			
What we will do (Action)	Who is Responsible	By When	Progress
Ensure systems in place to monitor customer	Chief Officers	May 2008	<ul style="list-style-type: none"> • Systems established and analysis taking place in:-

Gender Equality Scheme 2007-2010 Action Plan Progress

profile			<ul style="list-style-type: none"> • Social Services for Adults • Social Services for Children • Housing • Leisure Services • Local Education Authority • Targeted action to address over /under representation taking place in Social Services for Adults
Undertake equality impact assessments on new & revised policies and listed functions	Chief Officers	April 2010	<ul style="list-style-type: none"> • 3 EIAs completed and published
Gender equality included within contracts where equality has been identified as a requirement	Chief Officers	January 2008	<ul style="list-style-type: none"> • Equality included in Pre qualification Questionnaire and Contract Procedure Rules
Provide guidance to procurement officers and for contractors and voluntary sector	Policy Officer - Equality	Sept 2008	<ul style="list-style-type: none"> • Guidance produced
Provide training for partnerships	Principal Partnerships Officer	Sept. 2008	<ul style="list-style-type: none"> • LSB established late 2008, support mechanisms in place 2009. Work programme being developed

Gender Equality Scheme 2007-2010 Action Plan Progress

Objective:- Address gender and transgender related bullying and harassment and hate crime in the workplace and the community			
What we will do (Action)	Who is Responsible	By When	Progress
Promote anti bullying and harassment policy	HR Policy Officer	January 2008	<ul style="list-style-type: none"> • Dignity at Work policy developed • Guidance provided for managers
Promote hate incidents reporting system	Neighbourhood wardens	Complete	<ul style="list-style-type: none"> • Community Cohesion sub group established
Monitor victims of hate incidents	Neighbourhood wardens	Quarterly	<ul style="list-style-type: none"> • Results of incidents analysed • Reports presented as a standing item at the Community Safety Partnership Joint Action Group
Take action to reduce incidents	Community Safety Partnership-Joint Action Group	Quarterly	<ul style="list-style-type: none"> • Domestic Abuse Project Team in place • Domestic Abuse Action Plan in place • Sexual Violence Project Team in place • Community Cohesion sub group in place
Objective:- Reduce difference in attainment levels between boys and girls			
What we will do (Action)	Who is Responsible	By When	Outcomes
Collate data on pupil	MIS Officer	Annually	<ul style="list-style-type: none"> • Achievement levels are analysed

Gender Equality Scheme 2007-2010 Action Plan Progress

achievement levels annually			annually
Develop action plan to address any differences between attainment levels of boys and girls	Head of School Services	Annually	•
Objective :- Implement Scheme			
What we will do (Action)	Who is Responsible	By When	Progress
Use a variety of mechanisms to inform staff of responsibilities team briefings intranet Induction Diversity & Equality Training Road shows	Policy Officer – Equalities Assistant Policy Officer – Equalities	Sept 07	• Scheme promoted through diversity training and induction

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **QUARTER 4/YEAR END PERFORMANCE REVIEW 2009/10**

1.00 PURPOSE OF REPORT

- 1.01 To consider the 2009/10 Quarter 4 / Year End service performance reports produced at the Heads of Service / Divisional level under the adopted business model of the Council. Whilst the period of the reports is Quarter 4 (January to March) they contain a summary of the year end position.
- 1.02 To note the year end position of the Strategic Assessment of Risks and Challenges for 2009/10.

2.00 BACKGROUND

- 2.01 The adopted quarterly performance reporting seeks to provide the reader with the 'narrative' of quarterly performance, which gives the context for overall performance. These reports are a quarterly review of service plans.

3.00 CONSIDERATIONS

- 3.01 Quarterly performance reports are prepared by Heads of Service within the three Directorates and by Corporate Heads of Service.
- 3.02 Members will receive these quarterly reports with their respective Overview & Scrutiny committee papers. In addition, copies will also be made available in the Members Library.
- 3.03 Appendix 1 of the report contains a schedule of all the Improvement Targets with analysis of the year end performance relating to target and trend (comparison with the previous years performance). The Improvement Targets incorporate the revised list of Improvement Targets endorsed by Executive on 5th January, following the target setting work undertaken mid way through Quarter 3.
- 3.04 Each quarterly performance report contains an update of each of the relevant strategic risks and challenges. This update has been provided by each of the lead responsible officers and is available for comment and review. A summary position of the present Red, Amber, Green status for all the strategic risks and challenges is provided as Appendix 2. In addition for Quarter 4/Year End, Heads of Service have updated the SARC entries in

Date: 15/06/2010

their area of responsibility and a full SARC document will be published and available on the infonet.

3.05 At the time of writing this report 4 SARC entries are still awaited and are therefore not included in the following analysis. Of the 56 risks which have currently been updated, 19 (34%) have improved since the 2008/09 year end report, 6 have improved from red to amber, 12 have improved from amber to green and 1 has improved from Red to Green.

3.06 During Quarter 1 of 2010/11 a full refresh of the SARC will be undertaken and will include:

- a review of the risk description - is it still accurate; does it indicate the cause of the risk
- a review of the risk actions - are they still appropriate; are new actions necessary
- a review of the risk RAG status, taking into account the entirety of the risk description and not just progress against the described actions.

3.07 A separate report analysing all 2009/10 year end performance data is also on this meeting's agenda. This report provides analysis of all the year end data, the Improvement Targets and the Improvement Agreement Targets. An appendix to the report details: -

- outturn performance data for the period April 2009 to March 2010
- target performance for each indicator in 2009/10
- outturn performance data for 2008/09 where a comparable indicator shows trends
- target categorisation (improvement - including Improvement Agreement targets, incremental or maintenance).

4.00 RECOMMENDATIONS

4.01 That Executive consider the 2009/10 Quarter 4 / Year End performance reports and recommend any specific issues which may require management action and/or referral to the appropriate Overview and Scrutiny Committees for consideration.

5.00 FINANCIAL IMPLICATIONS

5.01 All financial implications are identified within the individual performance reports.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti-poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equalities implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Overview & Scrutiny committees will continue to receive quarterly reports for all relevant indicators as part of their regular considerations.

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

12.01 Appendix 1 - Schedule of Improvement Target Data for 2009/10

Appendix 2 - Strategic Assessment of Risks and Challenges Red, Amber, Green Summary

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

None

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Strategic Assessment of Risks & Challenges' RAG Summary

Risk Reference	Risk Title	Period								Predictive Green/Amber eg. Mar 2010	
		2007/08	2008/09				2009/10				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3
	Community Leadership	Mar 08	June 08	Sep 08	Dec 08	Mar 09	June 09	Sep 09	Dec 09	Mar 10	
CL02	Flintshire In Partnerships										Mar 2010
CL03	Voluntary Sector Compact and Grants Review										Mar 2009
CL04	Affordable Housing										Mar 2011
CL05	Social Care For Older People										TBC
CL06	Older People Independent Sector Care Market										Mar 2011
CL07	Public Health & Primary Health Care										TBC
CL08	Climate Change & Flood Risk Management										Dec 2009
CL09	Economic Regeneration Strategy										Sep 2009
CL10	County Town Network Regeneration & Protection										Dec 2009
CL11	Integrated and Public Transport Infrastructure (External)										Oct 2010
CL12	Skills Needs of Employers										Apr 2012
CL13	NHS Restructuring										Mar 2011
	Council Delivery	Mar 08	June 08	Sep 08	Dec 08	Mar 09	June 09	Sep 09	Dec 09	Mar 10	Predictive Green/Amber
CD01	Energy										Dec 2009
CD02	Streetscene										Dec 2010
CD03	Transition from UDP to LDP										TBC
CD04	Planning Protocol										May 2010
CD05	Highways Infrastructure										TBC
CD06	Transport Arrangement For Service Users										TBC
CD07	Depot Provision										Dec 2010
CD08	Shotton & Deeside Renewal Area										Dec 2010
CD09	Cemetary Provision										Jun 2010
CD10	Leisure - Future Provision										Apr 2010
CD11	Community Facilities Stock										Feb 2010
CD12a	Housing Strategy										Dec 2010
CD12b	Housing Management										Dec 2011
CD12c	Housing Repairs and Maintenance Services										Apr 2011
CD12d	Homelessness										Mar 2011
CD12e	Sheltered Housing										Mar 2011
CD14	Housing Stock Options										TBC
CD18	Supporting People										Mar 2011
CD19	Gypsies and Travellers										TBC
CD20	School Buildings										Apr 2018
CD21	School Modernisation										Apr 2018
CD22	Learning & Development										2010
CD23	Children Out Of County Care & Education										TBC
CD24	Social Care Recruitment and Retention of Staff										Mar 2011
CD25	Direct Payments										Mar 2011
CD26	Disabled Facilities Grants										Mar 2011
CD27a	Waste Management (Strategy)										2016/2017
CD27b	Waste Management (Operations)										Sep 2009
CD27c	Waste Management (Participation)										Dec 2009
CD27d	Waste Management (AD Waste)										Jan 2010
CD30	Contractor Functions										TBC
CD32	Business Continuity										Apr 2011
CD33	Greenfield Valley Reservoir										TBC
	Council Governance	Mar 08	June 08	Sep 08	Dec 08	Mar 09	June 09	Sep 09	Dec 09	Mar 10	Predictive Green/Amber
CG01	Corporate Project Management										Dec 2009
CG02	Performance Management/Business Planning										Apr 2010
CG03	Strategic Policy										July 2010
CG04	Risk Management										Apr 2010
CG05	Asset Management										Nov 2009
CG06	Medium Term Financial Strategy (Previously CG06a, b, c, d, f)										TBC
CG07	Financial Management and Control										TBC
CG08	Information and Communications Technology (ICT Strategy)										TBC
CG09a	Information Management Strategy										Mar 2011
CG09b	Information Security, Governance and Sharing										Sep 2010
CG10	Human Resources and Management										TBC
CG11	Terms & Conditions of Employment										TBC
CG12	County Hall Campus Management										Sep 2010
CG13	Customer Focus										Jun 2011
CG14	Code of Corporate Governance										TBC
CG16	Management Change, Organisational Instability & Sucession Planning										Mar 2010
CG17	Health & Safety Strategy Management										Jan 2011
CG18	Procurement (Previously CG06e)										TBC

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
CORPORATE											
Finance											
CFH 006	The percentage of undisputed invoices which were paid in 30 days	Higher	86.65%	90%	140005	155231	90.19%	Improvement Target	The percentage of undisputed invoices paid within 30 days across the Authority in 2009/10 was 90.2%, marginally exceeding the revised target of 90%. Processing of invoices is a devolved function that is reported on by the Central Accounts Payable Team. Performance varies between departments. The Central Accounts Payable Team will work with those departments whose performance is not achieving target to develop an action plan outlining measures that are to be put in place in order to improve performance and ensure that the 92% target set for 2010/11 is achieved.	✓	✓
Human Resources											
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	9.72%	9.50%	970	9070	10.69%	Improvement Target	Further analysis of leavers / turnover to be undertaken by service areas and HR to assess impact of turnover: 1. Establish higher levels of turnover within services by managers and with HR; 2. Identify employees who have left the Council within twelve months period; 3. Generate reports to include name, position, service, reason for leaving, date of commencement and date of leaving and analyse reasons; 4. Create a plan for improving retention and recruitment and inform workforce planning.	✗	✗
CHR 002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Lower	11.61 Days	11 days	59576	5505.5	10.82 days	Improvement Target	Improved workforce information, will be available to support managing attendance. New policy will support improved working practices for managers and Human Resources, e.g. planned intervention for long term absences, to encourage employees to return to work earlier.	✓	✓
CHR 004	The percentage of local authority employees from minority ethnic communities	Higher	0.26%	0.50%	20	9070	0.22%	Improvement Target	Equalities Information Audit to be conducted during 2010 to improve quality and quantity of data held. Further work to be undertaken in recruiting and retaining employees from ethnic minority communities	✗	✗
CHR 005	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	Higher	1.4%	2%	115	9070	1.27%	Improvement Target	Equalities Information Audit to be conducted during 2010 to improve quality and quantity of data held. Further work to be undertaken in recruiting and retaining employees with disabilities	✗	✗
REM3	The percentage of employees receiving an annual appraisal with Individual Development Plan	Higher	N/Av	100%	N/Av	N/Av	N/Av	Improvement Target	Data awaited	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
EDUCATION											
EDU 002ai	The number of: All pupils (inc. 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 qualification	Lower	20 pupil	16 pupils	N/App	N/App	7 pupils	Improvement Target	Target met and exceeded. There were only 7 pupils that did not gain an approved qualification. This maintains the previous year's position as 8th best out of 22 authorities. Success may be attributed to appropriate support from PPRU and other services for pupils endangered of becoming NEET in Year 11. This includes appropriate identification of opportunities for accreditation.	✘	✓
EDU 002aii	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 qualification.	Lower	1 pupils	4 pupils	N/App	N/App	0 pupils	Improvement Target	The target has been met and exceeded. This places the LEA as 6th best out of 22 authorities. Success may be attributed to personalised learning based on a recongised qualification framework with an outcomes focused objective. It is hoped that this strategy will continue to be successful.	✓	✓
EDU 002bi	The percentage of all pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	Lower	1.04%	1%	7	1776	0.39%	Improvement Target Improvement Agreement	Target met and exceeded. There were only 7 pupils that did not gain an approved qualification. This maintains the previous year's position as 8th best out of 22 authorities. Success may be attributed to appropriate support from PPRU and other services for pupils endangered of becoming NEET in Year 11. This includes appropriate identification of opportunities for accreditation.	✓	✓
EDU 002bii	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 qualification.	Lower	27.27%	50%	0	7	0%	Improvement Target	The target has been met and exceeded. This places the LEA as 6th best out of 22 authorities. Success may be attributed to personalised learning based on a recongised qualification framework with an outcomes focused objective. It is hoped that this strategy will continue to be successful.	✓	✓
EDU 009a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	Lower	7.33 days	30 days	30	9	3.33 days	Improvement Target Improvement Agreement	There has been close collaboration between the Inclusion Welfare System, Behaviour Support Team, Educated Other Than At School (EOTAS) manager and schools to facilitate and support effective managed moves.	✓	✓
EDU 011	The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority	Higher	347.81 point score	356 point score	659358	1776	371.26 point score	Improvement Target Improvement Agreement	The Welsh Assembly Government Summary of Secondary School Performance (SSSP) gives a value of 372. Using either value still achieves within the target range of 356-381 points. The improvement was due to increase in average learner outputs i.e. improved external examination performances.	✓	✓
EDU 015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	Higher	69.23%	90%	53	65	81.54%	Improvement Target	Close collaboration and monitoring between the Inclusion Education Assessment Service and other agencies has resulted in the percentage increase. Monthly indicator reports have informed managers within the Inclusion Service as a whole and have supported this improvement.	✓	✘
EDU 015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	Higher	90%	90%	63	65	96.92%	Improvement Target	Close collaboration and monitoring between the Inclusion Education Assessment Service and other agencies has resulted in the percentage increase. Monthly indicator reports have informed managers within the Inclusion Service as a whole and have supported this improvement.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
HOUSING & HOMELESSNESS											
Homelessness											
HHA 002	Average number of working days between homeless presentation & discharge of duty for households found to be statutorily homeless	Lower	228.67 days	365 days	25640	101	253.86 days	Improvement Target	During the last financial year, 101 (homeless) households were moved from temporary accommodation into permanent accommodation. This was achieved by providing each household with proactive and effective housing options services which included managing allocations through FCC's housing waiting list, through nomination rights to our Registered Social Landlord partners, and securing accommodation in the private rented sector with the aid of a deposit bond.	✘	✓
Adaptations											
PSR 002	The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	Lower	443.89 days	400 days	129302	373	346.65 days	Improvement Target Improvement Agreement	We have significantly exceeded the target for this PI, which includes DFGs for adults and children. Measures to reduce occupational therapy waiting lists in 2008/2009 and reduce time taken by the grants process have been implemented and have resulted in a marked improvement in performance over the last two years. Housing grants are improving performance management of external contractors in the delivery of grants by setting targets for starting of grant works.	✓	✓
PSR 003	Timing of adaptations not funded by a Disabled Facilities Grant (DFG). 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	23.18 days	20 days	6579.1	481	13.68 days	Improvement Target Improvement Agreement	The overall performance for the year (13.68 days) remains well within the target of 20 days and represents a significant improvement compared to the previous year's outturn of 23.18 days. This is due to improved processes for completing adaptation work.	✓	✓
IA1.2L1	Reduce the time taken to complete a DFG application. (Relates solely to the application part of the DFG process & is measured using median figures)	Lower	N/App	61 days	N/App	N/App	74.88 days	Improvement Target Improvement Agreement	The target of 61 days was missed this year, despite continuous improvement against all other stages of the process. In order to try and achieve next years target we intend to implement the following actions: - Improve the management of information systems, allowing us to chase up forms at an earlier date Look at simplifying the forms and exploring the possibility of online applications Investigate the legality of conducting online approvals for certificates of title, which will remove the need to obtain a posted copy Streamlining procedures, including the removal of one stage of the process, to free up more time	N/App	✘
PSR 006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used	Lower	126.8 days	100 days	37893	371	102.14 days	Improvement Target Improvement Agreement	We have narrowly missed meeting the target for this PI, which includes minor private sector adaptations for adults and children. The increase in occupational therapy waiting lists over the last six months is reflected in this PI. There is an action plan in place to address this issue.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Housing Landlord Services											
HLS 010a	Average number of calendar days taken to complete emergency repairs	Lower	0.76 days	0.5 days	8759.75	9713	0.9 days	Improvement Target Improvement Agreement	Performance in this category has been disappointing. This is due to the increased demand for emergency repairs during the severe weather conditions experienced during the third and fourth quarter. This decrease in performance is still well below the repair standard of 1 day (the documented commitment in the Tenant Repair Handbook.) There was a significant increase in the number of completed emergency repairs due to the severe weather conditions in Q4. Although weather is always a problem in this quarter there is a significant difference when comparing the demand against the same period for last year. Despite this increase in demand for the service against the same period last year, average days for Q4 were much improved (0.57 days this year compared with last years 0.95 days)	✘	✘
HLS 010b	Average number of calendar days taken to complete urgent repairs	Lower	14.41 days	12 days	107668.5	9935	10.84 days	Improvement Target	Despite the decrease in performance in Q4 (which was due to the increased demand for urgent repairs during the severe weather conditions experienced this winter) the outturn has exceeded the improvement target of 12 days and the year end figure of 10.84 represents a significant improvement against the outturn for the previous two years. Mobile working incorporating repairs by appointment is to be implemented by the beginning of the next financial year and this will streamline processes further, which will assist in the continuing improvement in this category.	✓	✓
HLS 010c	Average number of calendar days taken to complete non-urgent repairs	Lower	41.47 days	45 days	571345.09	9599	59.52 days	Improvement Target Improvement Agreement	The year end performance of 59.52 days represents a significant drop in performance from the previous year outturn of 41.47 days. This is due to the effect of completing a considerable number of job tickets out of target, which adversely affected the overall performance in this category. Members approved a pressure bid for additional funding of £100k to be targeted at the oldest tickets in the backlog of repairs, which will help to reduce the overall backlog. In conjunction with this mobile working incorporating repairs by appointment is to be introduced, which will streamline processes further.	✘	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
HPMM 7	Percentage of gas safety checks completed	Higher	98%	N/App	4941	5105	97.88%	Improvement Target	All properties due a safety check have been visited; however, there are a number of properties that operatives have been unable to gain access to. Such properties are subject to a series of letters and actions by various officers and if necessary should access continue to be denied this will eventually be gained via a court order. 96.79% of the checks due in the 2009/10 have been completed. The remaining 3.21% (164 dwellings) will be subject to the procedures outlined above and serviced during the first quarter of 2010/11. Heating appliance procedures have been introduced from the beginning of this financial year. The procedure documents the process to be followed when access can not be gained to a property. The system will reduce the time taken to take action against those tenants preventing their heating appliance being serviced and ensure that the Council meets its statutory obligations.	✘	N/App
HLS 014	Average number of calendar days taken to let lettable units of permanent accommodation during the financial year	Lower	104.47 days	89 days	70719	541	130.72 days	Improvement Target Improvement Agreement	The overall average includes a significant proportion of "longer term voids" that are difficult to let or are expensive to repair i.e. costing over £4k to reach the lettable standard. The amount of work required will impact adversely on the time required to repair properties. During the last year 14 properties required £10k or more to be spent on them to reach the lettable standard. When considering "day to day" voids, the average turnaround time is considerably less at 93 days. Despite some recent changes in working practices, it is recognised that a fundamental service review is required to ensure significant performance improvement in 2010/11. There is a Voids Working Group of Elected Members and officers addressing key issues to ensure performance will improve. Extra funding is available to reduce the historic backlog of voids carried forward at year end. A method for prioritising voids to ensure that minimal voids can be 'fast tracked' has been agreed and is being implemented.	✘	✘
IA3.2L1	Number of void properties achieving zero defects on work undertaken	Higher	N/App	N/App	N/Av	N/Av	N/Av	Improvement Target Improvement Agreement	Out of 542 voids property serviced 52 properties (9.59%) had defects. 2009/10 was the base year for collecting data for this indicator, systems are now in place to collect the data and future reports will be compared on a quarterly basis for the year 20010/11 onwards.	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
LEISURE & LIBRARIES											
Libraries											
LCL 001	The number of visits to Public Libraries during the year, per 1,000 population	Higher	5518.11 visits	5575 visits	852715	150967	5648.35 visits	Improvement Target	Both physical and virtual visits were higher than in 2008-09. The Library Service produces an annual Marketing Plan and promotes its services in the local media to retain existing, and attract new users. The Service Plan for 2010-11 includes 'improving remote and virtual access to library services' as one of its areas for improvement, by enhancing web content and the online catalogue, and through marketing.	✓	✓
LCL 002b	The percentage of available computer hours in use	Higher	41.26%	41.67%	157805	403940	39.07%	Improvement Target	A new computer booking system installed in 2009 means direct comparison with previous year's performance is not robust. However, the actual number of hours in use was higher in 2009-10 than in 2008-09. The number of public access computers in each library is balanced between achieving a reasonable level of overall use whilst ensuring sufficient availability for users at peak times	✗	✗
LCL 004	The number of library materials issued, during the year, per 1,000 population.	Higher	5248.26 library materials issued per 1,000	5302 library materials issued per 1,000	797346	150967	5281.59 library materials issued per 1,000	Improvement Target	Loans in 2009-10 were higher than in 2008-09, though missed the target by a small margin. Sustained investment in the bookfund, provision of latest titles simultaneously with their availability in bookshops, and participation in national reading initiatives for children contribute towards encouraging loans. The service Plan for 2010-11 includes 'extending holdings of alternative formats to more libraries, and developing collections of emerging formats such as audio books on MP3 player' as one of its areas for improvement.	✓	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
PLANNING											
PLA 003bi	The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions	Higher	59.52%	75%	31	55	56.36%	Improvement Target	The target was raised to 75% for 2008/9 and 2009/10 following the achievement of 81% in year 2007/8. The target was not met in 2009/10 achieving 56% down from 59% in the previous Year, performance improved in Q4 where the outturn was 80%. The Wales average was 66% success rate. Analysis is being undertaken to identify reasons why the return is poor in comparison to target and the level of success achieved in 2007/8 to improve procedures and future performance.	✘	✘
PLA 005	The percentage of enforcement complaints resolved during the year within 12 weeks of receipt	Higher	52.49%	70%	183	477	38.36%	Improvement Target	The Flintshire target was raised to 70% for 2009/10 but has not been met. Staffing shortages within the Team have been addressed during the year and Quarter 4 of 2009/10 saw a significant improvement in performance with nearly 80% of complaints being resolved in March. The aim will be to continue that improvement into 2010/11.	✘	✘
REGENERATION											
IA4.2L1	Increase attendance at Flintshire Business Week	Higher	1091 attendees	1400 attendees	N/App	N/App	1554 attendees	Improvement Target Improvement Agreement	Target Exceeded due to a successful Flintshire Business Week held over a fortnight resulting from requests from Small and Medium Enterprises due to current economic downturn.	✓	✓
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	0.78%	Improvement Target Improvement Agreement	Consultation exercise to identify levels of service expectation and measurement of baseline satisfaction levels was completed in November 2009. Baseline satisfaction levels have been determined and improvement targets set.	N/App	✓
IA4.2L3	Develop targets for increasing satisfaction levels over by 5% per year over baseline identified 2009/10 (Stage 2)	Higher	N/App	N/App	N/App	N/App	N/App	Improvement Target Improvement Agreement	Consultation exercise to identify levels of service expectation and measurement of baseline satisfaction levels was completed in November 2009. Baseline satisfaction levels have been determined and improvement targets set.	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SOCIAL CARE AND SUPPORTING PEOPLE											
Social Care for Adults											
IA1.1L1	The rate of people with a learning disability, aged 18-64, supported in the community during the year per 1000 population aged 18-64	Higher	3.55 rate per 1,000	3.7 rate per 1,000	371	93272	3.98 rate per 1,000	Improvement Target Improvement Agreement	The number of people with a learning disability remains static apart from the transition of disabled children into adult services. However data clean up work, in preparation for Paris implementation, has improved data quality.	✓	✓
IA1.1L2	The rate of people with a physical disability and/or sensory impairment aged 18-64 who are supported in the community during the year per 1000 population	Higher	4.56 rate per 1,000	5 rate per 1,000	491	93272	5.26 rate per 1,000	Improvement Target Improvement Agreement	Performance has exceeded the revised 2009/2010 target, with more service users taking up direct payments in 2009/2010 because of the drive and promotion of direct payments in the directorate.	✓	✓
IA1.1L3	The rate of people with mental health illness aged 18-64 who are supported in the community during the year per 1000 population	Higher	2.6 rate per 1,000	2.6 rate per 1,000	319	93272	3.42 rate per 1,000	Improvement Target Improvement Agreement	Performance has exceeded the revised 2009/2010 target, with 319 adults aged 18-64 supported in the community by provider services and the Kindness In Mind project. The new Mental Health database has improved data accuracy.	✓	✓
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	81.98%	85%	1785	2303	77.51%	Improvement Target Improvement Agreement	End of year performance exceeds the All Wales Average for 2008/2009 of 68.1% but has not met our target. Resources are targeted. Service users with most complex needs are reviewed more frequently (on a 6 week, 3 month and 6 month basis) than the WAG statutory minimum of 3 months for an initial review and afterwards review annually. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010. Data is not available for substance misuse service users.	✗	✗
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	84.21 rate per 1,000	105 rate per 1,000	461	3916	117.72 rate per 1,000	Improvement Target	End of year performance has significantly exceeded the 2009/2010 target. All service users in our new extra care housing development receive assistive technology as part of their package of care and are now included in the calculation of this PI. Continuing Healthcare funding has been introduced to extend this service. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCA 017	The rate per 10,000 adult clients (aged 18+) supported in the community who receive a direct payment	Higher	294.95 rate per 10,000	435 rate per 10,000	116	2698	429.95 rate per 10,000	Improvement Target	This PI relates to adults only. There has been a substantial increase in the number of service users receiving a direct payment in 2009/2010, however the PI out turn of 429.95 slightly misses the target as it is based on adults supported in the community. The infrastructure is now in place to support a larger number of direct payment users. A staff training programme is in place to promote participation and provide support to enable all parts of the service to promote direct payments.	✓	✘
IA1.1L4	Increase the number of people using direct payments from 100 - 120 (Mar 09) and to 144 by Mar 10 (20% per year)	Higher	119 people	144 people	N/App	N/App	146 people	Improvement Target Improvement Agreement	This PI includes direct payments for children. Performance has improved in 2009/2010 as the infrastructure is now in place to support a larger number of direct payment users. A staff training programme to promote the take-up of direct payments has been implemented.	✓	✓
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	N/App	N/App	695 carers	Improvement Target Improvement Agreement	Focussed effort within Social Services for Adults alongside increased capacity to undertake assessments through an additional post (WAG Funded) at North East Wales Carers Information Service (NEWCIS) has increased capacity to offer carers assessments. 2009/2010 will act as a baseline year. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App
SCA 018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Higher	N/App	N/App	911	1082	84.2%	Improvement Target	This PI has been revised and now includes new carers and carers receiving reviews/reassessments. 2009/2010 will act as a baseline year. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App
SCA 018c	The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	Higher	N/App	N/App	220	462	47.62%	Improvement Target	PI revised for 09/10. Only services provided directly to carers are counted in this PI. Additional services provided to service users, such as respite or day care, are not included even though they result from the carer's assessment. This is in accordance with Local Government Data Unit guidance. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Social Care for Children											
SCC 001b	For those children looked after whose 2nd review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Higher	87.93%	90%	51	55	92.73%	Improvement Target	The permanency planning for the year has generally been good, with the exception of four siblings in Quarter 2 who did not have a Plan for Permanence agreed by the time of the second review, due to the circumstances of their voluntary accommodation. Staff are generally aware of the necessity to provide a permanency plan within timescales and this is reinforced through the supervision process.	✓	✓
SCC 016	The percentage of reviews carried out within the statutory timetable	Higher	58.18%	60%	164	245	66.94%	Improvement Target	Changes implemented within the teams have resulted in a good improvement in performance through the year, and the annual target has been met. We have had a dedicated post monitoring the data quality of child in need cases, which has resulted in improved practice in the timely closing of child in need cases and the timely flagging of review deadlines for children with a disability. As a result, 90% of children in need plans were being reviewed on time by year end. Efforts will be made to ensure that this performance is maintained once the Paris system is implemented. Actions for the forthcoming year: <ul style="list-style-type: none"> • Continue with the monthly performance meetings and improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. • Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of reviews of child in need plans. • The new client information system will provide an early notification for the due date of Child in Need Reviews, This will take effect from September 2010. • In the interim period, Team Managers will monitor compliance manually from performance information reports. With effect from 01.04.10. 	✓	✓
SCC 023b	The average number of days spent out of school on fixed term exclusions for children looked after who were excluded in the year 1Apr-31Mar	Lower	13.67 days	5 days	68.5	9	7.61 days	Improvement Target	Target not met 83% of all exclusions accounted for by just 3 pupils displaying challenging behaviour. The small cohort skews the figures, however, early intervention and Inclusion Service initiatives are attempting to address these issues.	✓	✗
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	82.35%	85%	11	17	64.71%	Improvement Target	In Q4, all required Personal Education Plans were completed, but only two were received back from schools within timescales. It is recommended that this is retained as an improvement target for 2010/11. Actions for the forthcoming year: <ul style="list-style-type: none"> • Team Managers have been directed to improve their scrutiny of educational care planning for Looked After Children in out of county schools. Effective from 01.04.10. • Develop a flagging system within Paris to notify Social Workers when Personal Education Plans are becoming due. 	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 025	The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	Higher	82.2%	90%	813	877	92.7%	Improvement Target Improvement Agreement	Changes implemented within the teams have resulted in a steady improvement in performance through the year, and the annual target has been met. As part of the workload measurement process, social workers on some teams are providing a monthly return with details of all key Looked After Children activity to their manager for scrutiny. Practitioners have acknowledged and embraced the importance of this information; performance is becoming embedded in the culture of the teams. Actions for next year: <ul style="list-style-type: none"> Continue with the improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of statutory visits to looked after children. 	✓	✓
SCC 028	The percentage of children looked after who had a fully completed and updated assessment and action record at their third review	Higher	68.18%	75%	32	42	76.19%	Improvement Target	Changes implemented within the teams have resulted in a steady improvement in performance through the year, and the annual target has been met. As part of the workload measurement process, social workers on some teams are providing a monthly return with details of all key looked after children activity to their manager for scrutiny. Practitioners have acknowledged and embraced the importance of this information; performance is becoming embedded in the culture of the teams. Actions for the forthcoming year: <ul style="list-style-type: none"> Continue with the improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of statutory visits to looked after children. 	✓	✓
SCC 030a	The percentage of young carers known to Social Services who were assessed	Higher	58.33%	70%	11	19	57.89%	Improvement Target	Not all young carers wish to receive services from Social Services, but can be referred directly to Barnardo's. In the year, seven young carers were referred to Barnardo's without a prior Social Services assessment. Team Managers will continue to ensure that all young carers known to us are offered a young carer's assessment, and that the offer is recorded. If this is declined they will be signposted to young carer's project.	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 030b	The percentage of young carers known to Social Services who were provided with a service	Higher	29.17%	70%	9	19	47.37%	Improvement Target	Not all young carers wish to receive services from Social Services, but can be referred directly to Barnardo's. In the year, seven young carers were referred to Barnardo's without a prior Social Services assessment. Team Managers will continue to ensure that all young carers known to us are offered a young carer's assessment, and that the offer is recorded. If this is declined they will be signposted to young carer's project.	✓	✗
SCC 033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	Higher	53.85%	65%	9	11	81.82%	Improvement Target	All 19 year old care leavers were engaged in education, training or employment, with the exception of one who has recently given birth, and one who is enrolled on a college course commencing September 2010. Actions for the forthcoming year: Implement the Council's work placement and vocational training initiative for care leavers. Continue with the provision of Careers Wales drop-in/advice sessions.	✓	✓
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	0%	20%	4	6	66.67%	Improvement Target	Target achieved and by more than 3 times. Last year's actual was 0% so a huge improvement. This target is challenging and is dependent on the nature of the cohort.	✓	✓
SCC 039	The percentage of health assessments for looked after children due in the year that have been undertaken	Higher	63.16%	70%	194	266	72.93%	Improvement Target	Since Quarter 2 progress of notifications for Health Assessments has been tracked as the Looked After Children Nurse has implemented a monitoring system. It has been identified that the children placed out of county always take longer to have their Health Assessments, impacting on the overall performance. Although the annual target has been achieved performance still needs to improve compared to other authorities. Actions for the forthcoming year: • Continue to use the notification system put in place by the recently appointed Specialist Looked After Children's Nurse. • Develop a Paris report for use in social workers' supervision, to flag up health assessments as they become due. This would raise awareness with social workers and allow Health to schedule assessments within the required timescale.	✓	✓
SCC 042a	The percentage of initial assessments completed within 7 working days	Higher	N/App	87%	460	547	84.1%	Improvement Target Improvement Agreement	Performance in Q4 showed a good improvement on the previous three quarters. This was due to increased scrutiny by social work team managers and senior practitioners of individual cases. However, this improvement has not been sufficient to meet the target for the year overall. The challenge for 2010/11 in transferring to the new Client Information System will be to maintain this level of scrutiny without the benefit of a workflow system to prompt workers with a due date for assessments. Actions for the forthcoming year are: • Continue with monthly performance meetings to identify problems with closing assessments; • Implement a more robust system for closing down low level child in need assessments when families are not engaging with effect from 01/04/10.	N/App	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 042b	The average time taken to complete initial assessments that took longer than 7 days to complete	Lower	N/App	12 days	1196	87	13.75	Improvement Target Improvement Agreement	This year the Care and Social Services Inspectorate Wales (CSSIW) have changed the method for calculating performance against this indicator and therefore comparisons cannot be made with previous years at a service or national level. Performance in Q4 showed a good improvement on the previous three quarters. This was due to increased scrutiny by social work team managers and senior practitioners of individual cases. However, this improvement has not been sufficient to meet the target for the year overall.	N/App	✘
SCC 043a	The percentage of required core assessments completed within 35 working days	Higher	89.94%	80%	88	108	81.48%	Improvement Target	A performance review undertaken after the dip in performance in Q2 highlighted the need for increased scrutiny of individual cases by social work team managers and senior practitioners. The result of this was that performance has improved in the second half of the year, and enable the meeting of the annual targets. Overall, performance was significantly lower than last year, due to a number of large families where all the siblings had core assessments out of timescale. Actions for the forthcoming year are: <ul style="list-style-type: none"> • Continue with monthly performance meetings to identify problems with closing assessments; • Implement a data quality programme within Paris to provide early warning of assessments nearing their required completion date. • Team Manager for the Duty and Assessment Team to improve the performance monitoring of individual casework, especially where multiple siblings are involved. 	✘	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
WASTE & ENERGY MANAGEMENT											
Energy Management											
EEF 002ai	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	Higher	13.63%	4%	0	0.06	5.49%	Improvement Target	Despite 2008/09 being a significantly colder winter than of late. Energy consumption has been well contained, and whilst absolute energy consumption has increased slightly (2.8%), weather corrected figures for this period show an overall decrease of 5.5%. (Weather correction is a factor that normalises each year's weather temperatures in order to compare different years energy use on a like for like basis.)	x	✓
IA3.1L1	Increase average Standard Assessment Procedure rating in council housing stock	Higher	61.72 average SAP rating	64.01 average SAP rating	N/App	N/App	63.86 average SAP rating	Improvement Target Improvement Agreement	Work undertaken throughout 2009/10 implementing loft insulation, cavity wall insulation, and heating installations has resulted in the achievement of the target.	✓	x
IA3.1L2	3% reduction in carbon emissions from FCC public buildings	N/App	N/App	3%	N/App	N/App	16690	Improvement Target Improvement Agreement	The aim this year was to identify a baseline figure of CO2 emissions in order to apply the annual percentage target reduction in future years. The figure calculated is 15289 Tonnes in the weather corrected format. This will now be used to apply the percentage target reduction in future years.	N/App	✓

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **2009/10 PERFORMANCE REPORTING**

1.00 PURPOSE OF REPORT

1.01 To note Flintshire County Council's outturn performance for the period April 2009 to March 2010 against the sets of performance indicators and measures:-

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

The 214 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 2009/10 year end outturn 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 outturns have been reported to the Local Government Data Unit for validation prior to selective (risk based) auditing by Wales Audit Office (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

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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:

- outturn performance data for the period April 2009 to March 2010
- target performance for each indicator in 2009/10
- outturn performance data for 2008/09 where a comparable indicator shows trends
- target categorisation (improvement - including Improvement Agreement targets, incremental or maintenance)

The last two columns on Appendix 1 identify where the performance trend is positive and if the 2009/10 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 - 12 of Appendix 1)
- Libraries & Leisure (page 13 of Appendix 1)
- Planning (pages 14 & 15 of Appendix 1)
- Public Protection (pages 16 & 17 of Appendix 1)
- Regeneration (page 18 of Appendix 1)
- Social Care & Supporting People (pages 19 - 35 of Appendix 1)
- Transport, Highways & Environment (pages 36 & 37 of Appendix 1)
- Waste and Energy Management (pages 38 & 39 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. 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 2009/10 target

- 54% (99) of all indicators met or exceeded target
- 46% (84) did not meet target
- 31 indicators had no target set (primarily due to new or changed indicators)

Trend performance against 2008/09

- 53% (98) indicators showed improvement
- 5% (10) indicators remained constant
- 42% (77) indicators showed a downturn
- 29 indicators had either missing 2008/09 or 2009/10 data (primarily due to new or changed indicators)

3.05 In addition performance against the **61 Improvement Targets** are analysed by trend in improvement and attainment of 2009/10 targets.

Performance against 2009/10 target

- 58% (30) met or exceeded target
- 42% (22) missed target
- 9 indicators had either missing target or missing 2009/10 data

Trend performance against 2008/09

- 68% (34) indicators showed improvement
- 32% (16) showed a downturn
- 11 indicators had either missing 2008/09 or 2009/10 data

3.06 Of the Council's **25 Improvement Agreement targets**:

Performance against 2009/10 target

- 55% (11) met or exceeded target
- 45% (9) missed target

Trend performance against 2008/09

- 76% (13) indicators showed improvement
- 24% (4) showed a downturn

A number of the indicators could not be analysed as their baseline was being established during 2009/10.

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 outturn performance for the period April 2009 to March 2010 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.

4.03 Corporate Management to produce a further report on the risks and actions required which emerge from the analysis.

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: 2009/10 Performance Outturn Schedule

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

N/A

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2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
CORPORATE											
Finance											
CFH 006	The percentage of undisputed invoices which were paid in 30 days	Higher	86.65%	90%	140005	155231	90.19%	Improvement Target	The percentage of undisputed invoices paid within 30 days across the Authority in 2009/10 was 90.2%, marginally exceeding the revised target of 90%. Processing of invoices is a devolved function that is reported on by the Central Accounts Payable Team. Performance varies between departments. The Central Accounts Payable Team will work with those departments whose performance is not achieving target to develop an action plan outlining measures that are to be put in place in order to improve performance and ensure that the 92% target set for 2010/11 is achieved.	✓	✓
CFH 007	The percentage of council tax due for the financial year which was received by the authority	Higher	97.18%	97.3%	55391271.93	57004725.71	97.17%	Incremental Target	Despite the economic pressures, the in-year collection rate achieved for 2009/10 was 97.17%, marginally below the target of 97.3%, but at a level consistent with 2008/09. It is anticipated that having achieved a 'stand still' position will compare favourably with the performance of other Welsh authorities, some of whom are reporting further downturns in collection rates in 2009/10. The service continues to work positively with Council Taxpayers experiencing genuine payment difficulty at this time, ensuring that payments continue to be made, even though some will repay balances over a longer period of time.	✗	✗
CFH 008	The percentage of non-domestic rates due for the financial year which were received by the authority	Higher	98.16%	98.5%	51002412.41	52119641.27	97.86%	Incremental Target	In-year collection for Business Rates was 97.9%. The final 2009/10 in-year collection rate was 0.36% lower than that achieved in 2008/09 and is a reflection of the economic pressures and cash flow difficulties faced by many businesses. Despite this, payment agreements continue to be made, recognising that some agreements are extended beyond the 'in-year' period.	✗	✗
Human Resources											
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	9.72%	9.50%	970	9070	10.69%	Improvement Target	Further analysis of leavers / turnover to be undertaken by service areas and HR to assess impact of turnover: 1. Establish higher levels of turnover within services by managers and with HR; 2. Identify employees who have left the Council within twelve months period; 3. Generate reports to include name, position, service, reason for leaving, date of commencement and date of leaving and analyse reasons; 4. Create a plan for improving retention and recruitment and inform workforce planning.	✗	✗
CHR 002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Lower	11.61 Days	11 days	59576	5505.5	10.82 days	Improvement Target	Improved workforce information, will be available to support managing attendance. New policy will support improved working practices for managers and Human Resources, e.g. planned intervention for long term absences, to encourage employees to return to work earlier.	✓	✓
CHR 004	The percentage of local authority employees from minority ethnic communities	Higher	0.26%	0.50%	20	9070	0.22%	Improvement Target	Equalities Information Audit to be conducted during 2010 to improve quality and quantity of data held. Further work to be undertaken in recruiting and retaining employees from ethnic minority communities	✗	✗
CHR 005	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	Higher	1.4%	2%	115	9070	1.27%	Improvement Target	Equalities Information Audit to be conducted during 2010 to improve quality and quantity of data held. Further work to be undertaken in recruiting and retaining employees with disabilities	✗	✗
REM3	The percentage of employees receiving an annual appraisal with Individual Development Plan	Higher	N/Av	100%	N/Av	N/Av	N/Av	Improvement Target	Data awaited	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Customer Services											
CUSM1	Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	Higher	47.23%	80%	N/App	N/App	66.83%	Target Not Categorised	Performance has increased by 19.60 percentage points on the previous year (47.23%). Developments to the corporate complaints database and an increase in staff knowledge and understanding has improved performance in relation to complaints. For example, a reminder agent runs against complaint records to remind officers when they are nearing their target date and in addition to this customer services staff also work with officers to identify any issues that the team can assist with. This contact has assisted performance and staff awareness that performance is being monitored and reported.	✓	✗
Information & Communication Technology											
ICTM1	The percentage of help desk calls which are restored for use in a timescale agreed by ICT and the service user	Higher	91.57%	93%	22740	25283	89.94%	Target Not Categorised	Whilst the annual target was not met and the performance did not meet that achieved last year, significant and consistent month on month improvement was achieved during the last quarter of 2009/10. This is an area where efforts will be focused during 2010 with the aim of maintaining performance above 92%. Key actions to deliver this performance are: - *to introduce user password reset self service *to improve information available on the InfoNet *to identify best practice from benchmarking results to be published later this year	✗	✗
ICTM2	The percentage of help desk calls which are restored for use at the time of the incident being reported	Higher	35.24%	35%	8543	25283	33.79%	Target Not Categorised	Performance in 2009/10 dipped to 33.79% against a target of 35%. The planned introduction of a self service password facility during 2010 should lead to improved performance for this indicator.	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Asset Management											
CAM 001ai	Percentage of the gross internal area of the local authority's buildings in condition category A	Higher	10.76%	11%	31484.64	267004.14	11.79%	Incremental Target	As a result of further capital investment this financial year more properties are now banded in Grade A. In total the floor space determined to be in Category A has risen by 2,754.81m2 during 2009/10.	✓	✓
CAM 001aii	Percentage of the gross internal area of the local authority's buildings in condition category B	Higher	71.21%	72%	157471.45	267004.14	58.98%	Incremental Target	As a result of on-going condition surveys being undertaken the 'knock on' effect has been a reduction in the floor space in condition category B of 32,655.01m2 during 2009/10 and a corresponding increase in the floor space categorised in Grade C. It is expected that the condition surveys will be complete mid way through 2011/12 and that with consistent investment the figures will improve year on year.	✗	✗
CAM 001aiii	Percentage of the gross internal area of the local authority's buildings in condition category C	Lower	15.93%	15.1%	75327.97	267004.14	28.21%	Incremental Target	As a result of on-going condition surveys being undertaken the 'knock on' effect has been an increase in the floor space in condition category C of 32,790.10m2 during 2009/10. It is expected that the condition surveys will be complete mid way through 2011/12 and that with consistent investment the figures will improve year on year.	✗	✗
CAM 001aiv	Percentage of the gross internal area of the local authority's buildings in condition category D	Lower	2.1%	1.9%	2720.08	267004.14	1.02%	Incremental Target	As a result of further capital investment this financial year less properties are now banded in Grade D. In total the floor space determined to be in Category D has reduced by 2,889.98m2 during 2009/10.	✓	✓
CAM 001bi	Percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 1	Lower	5.29%	5%	2380078.45	47321405.24	5.03%	Incremental Target	The total value of required maintenance has remained static because as capital works have been carried out, on-going condition survey works have identified more remedial works. The improvement has been a result of addressing more of the Priority 1 works.	✓	✗
CAM 001bii	Percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 2	Lower	43.88%	40%	20335805.79	47321405.24	42.97%	Incremental Target	The total value of required maintenance has remained static because as capital works have been carried out, on-going condition survey works have identified more remedial works. The improvement has been a result of addressing more of the Priority 2 works.	✓	✗
CAM 001biii	Percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 3	Higher	50.83	55%	24605521	47321405.24	52%	Incremental Target	The total value of required maintenance has remained static because as capital works have been carried out, on-going condition survey works have identified more remedial works. The improvement has been a result of addressing more of the Priority 1 and 2 works.	✓	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
EDUCATION											
EDU 002ai	The number of: All pupils (inc. 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 qualification	Lower	20 pupil	16 pupils	N/App	N/App	7 pupils	Improvement Target	Target met and exceeded. There were only 7 pupils that did not gain an approved qualification. This maintains the previous year's position as 8th best out of 22 authorities. Success may be attributed to appropriate support from PPRU and other services for pupils endangered of becoming NEET in Year 11. This includes appropriate identification of opportunities for accreditation.	✘	✓
EDU 002aii	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 qualification.	Lower	1 pupils	4 pupils	N/App	N/App	0 pupils	Improvement Target	The target has been met and exceeded. This places the LEA as 6th best out of 22 authorities. Success may be attributed to personalised learning based on a recognised qualification framework with an outcomes focused objective. It is hoped that this strategy will continue to be successful.	✓	✓
EDU 002bi	The percentage of all pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	Lower	1.04%	1%	7	1776	0.39%	Improvement Target Improvement Agreement	Target met and exceeded. There were only 7 pupils that did not gain an approved qualification. This maintains the previous year's position as 8th best out of 22 authorities. Success may be attributed to appropriate support from PPRU and other services for pupils endangered of becoming NEET in Year 11. This includes appropriate identification of opportunities for accreditation.	✓	✓
EDU 002bii	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 qualification.	Lower	27.27%	50%	0	7	0%	Improvement Target	The target has been met and exceeded. This places the LEA as 6th best out of 22 authorities. Success may be attributed to personalised learning based on a recognised qualification framework with an outcomes focused objective. It is hoped that this strategy will continue to be successful.	✓	✓
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	77.77%	77.7%	1390	1785	77.87%	Incremental Target	The target was met with 77.9% of pupils in 2009 achieving the Core Subject Indicator. The performance of Flintshire schools is above the 2009 All Wales national average of 77%. Flintshire's position in 2009 is 9th out of 22 in Wales. The CSI of 77.9% was, however, above the LEA Education target of 77.7% for 2009. In 2009-2010 the Primary Strategy continues to target the raising of standards in the core subjects of English, Welsh, Maths and Science.	✓	✓
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	64.54%	65.5%	1198	1813	66.08%	Incremental Target	Target met and exceeded. However, indicators suggest that trend of performance of learners on in-take to Secondary Schools is not consistently positive.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
EDU 006i	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	6.35%	6.4%	83	1785	4.65%	Incremental Target	The target was not achieved. 4.6% of pupils received a Teacher Assessment in Welsh (first language) in 2009 compared with 6.35% in 2008. The Local Authority continues to promote Welsh medium education and the development of bilingualism. This should have a future impact on the numbers receiving a teacher assessment in Welsh first language.	✘	✘
EDU 006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language): At the end of Key Stage 3	Higher	4.96%	5.2%	96	1813	5.3%	Incremental Target	Target met and exceeded. This target only applies to one High School. It is dependent upon the number of pupils transferring from Key Stage 2 to Key Stage 3 and hence may fluctuate.	✓	✓
EDU 008a	The number of permanent exclusions during the academic year per 1,000 pupils from primary schools	Lower	0.07 exclusions	0 exclusions	0	13326	0 exclusions	Maintenance Target	Target was met due to effective partnership between inclusion service and schools resulting in no children being excluded	✓	✓
EDU 008b	The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools	Lower	1.14 exclusions	1 exclusions	9	10407	0.86 exclusions	Maintenance Target	Target met and lowest number of exclusions for last 4 years. Only one other authority in Wales reported figures better than Flintshire's rate of 0.9 (rounded) per 1000 pupils. Success may be attributed to working in partnership with Secondary School Headteachers involving managed moves. To maintain good performance there is ongoing work between schools and the Inclusion Service on an agreed protocol.	✓	✓
EDU 009a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	Lower	7.33 days	30 days	30	9	3.33 days	Improvement Target Improvement Agreement	There has been close collaboration between the Inclusion Welfare System, Behaviour Support Team, Educated Other Than At School (EOTAS) manager and schools to facilitate and support effective managed moves.	✓	✓
EDU 009b	The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	Lower	2.83 days	4 days	135	9	15 days	Incremental Target	There have been a number of appeals against the exclusions resulting in the time delay indicated. 44% appealed. The appeals process cannot be improved as we receive statutory guidance from WAG.	✘	✘
EDU 010a	The percentage of school days lost due to fixed term exclusions during the academic year in primary schools	Lower	0.01%	0.01%	457	2505288	0.02%	Maintenance Target	The increasing trend in Primary fixed term exclusions is due to a small number of children with high levels of behaviour difficulties. Some families have moved into Flintshire with social/domestic problems. The Inclusion Service is proactive in working with all schools who have identified pupils with behavioural difficulties. If all else fails, the serious cases are discussed at moderation meetings where alternative provision is considered.	✘	✘
EDU 010b	The percentage of school days lost due to fixed term exclusions during the academic year in secondary schools	Lower	0.14%	0.12%	2500	1956516	0.13%	Maintenance Target	In Secondary schools there has been an improvement in fixed term exclusions and the service will seek to maintain this. This improvement resulted in the target being met. The Inclusion Service is proactive in working with all schools who have identified pupils with behavioural difficulties. If all else fails, the serious cases are discussed at moderation meetings where alternative provision is considered.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
EDU 011	The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority	Higher	347.81 point score	356 point score	659358	1776	371.26 point score	Improvement Target Improvement Agreement	The Welsh Assembly Government Summary of Secondary School Performance (SSSP) gives a value of 372. Using either value still achieves within the target range of 356-381 points. The improvement was due to increase in average learner outputs i.e. improved external examination performances.	✓	✓
EDU 012	The percentage of key stage 2 primary school classes with more than 30 pupils	Lower	0%	0%	1	268	0.37%	Maintenance Target	The target was not met, this was due to one class with over 30 pupils at Key Stage 2 where pupils were admitted during the year and hence was deemed as "an exception" according to WAG guidance.	✗	✗
EDU 013	The number of pupils per teacher in primary schools maintained by the local authority	Lower	20.36 pupils	20.3 pupils	12544	608.93	20.6 pupils	Incremental Target	This ratio of 20.6 places Flintshire 18th out of the 22 LEA's in Wales and reflects available funding. Many smaller schools have had to relinquish TLR Awards and Deputy Headteacher posts to maintain and attempt to improve this ratio.	✗	✗
EDU 014	The number of pupils per teacher in secondary schools maintained by the local authority	Lower	N/App	16.1 pupils	10407	646.4	16.1 pupils	N/App	The Secondary pupil teacher ratio of 16.1 places us equal 7th out of the 22 LEAs in Wales. This compares against an Education funding position of 20th/22 and must reflect a higher than average proportion of 11-18 schools.	N/App	✓
EDU 015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	Higher	69.23%	90%	53	65	81.54%	Improvement Target	Close collaboration and monitoring between the Inclusion Education Assessment Service and other agencies has resulted in the percentage increase. Monthly indicator reports have informed managers within the Inclusion Service as a whole and have supported this improvement.	✓	✗
EDU 015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	Higher	90%	90%	63	65	96.92%	Improvement Target	Close collaboration and monitoring between the Inclusion Education Assessment Service and other agencies has resulted in the percentage increase. Monthly indicator reports have informed managers within the Inclusion Service as a whole and have supported this improvement.	✓	✓
EDU 016a	Percentage of pupil attendance in primary schools	Higher	94.01%	93%	227494	3759482	93.95%	Maintenance Target	The Inclusion Welfare Service has developed close monitoring partnerships with schools. This has resulted in proactive collaborative work, enabling set targets to be exceeded.	✗	✓
EDU 016b	Percentage of pupil attendance in secondary schools	Higher	92.46%	92.01%	211363	2722196	92.24%	Maintenance Target	The Inclusion Welfare Service has developed close monitoring partnerships with schools. This has resulted in proactive collaborative work, enabling set targets to be exceeded.	✗	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
HOUSING & HOMELESSNESS											
Homelessness											
HHA 002	Average number of working days between homeless presentation & discharge of duty for households found to be statutorily homeless	Lower	228.67 days	365 days	25640	101	253.86 days	Improvement Target	During the last financial year, 101 (homeless) households were moved from temporary accommodation into permanent accommodation. This was achieved by providing each household with proactive and effective housing options services which included managing allocations through FCC's housing waiting list, through nomination rights to our Registered Social Landlord partners, and securing accommodation in the private rented sector with the aid of a deposit bond.	✘	✓
HHA 008a	Percentage of homeless presentations accepted as statutorily homeless	Higher	67.55%	70%	60	100	60%	Incremental Target	Following a formal homeless presentation being received the applicant receives appropriate (and on-going) homeless prevention services. The positive outcomes obtained from successful homeless prevention work reduces the number of applicants to whom a full homeless duty is owed.	✘	✘
HHA 008 b	Percentage of homeless presentations decided within 33 working days	Higher	83.44%	85%	99	100	99%	Incremental Target	The Housing Options team formed effective working relationships with staff from internal and external agencies whom were extremely proactive in the provision of necessary information that the Housing Options team required to ensure their homeless enquiries are completed and formal decisions made within the specified time frame.	✓	✓
HHA 011	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	1.96%	1.75%	1	63	1.59%	Incremental Target	From the total 63 full duty homeless acceptances, only 1 household re-presented as homeless within the specified time period.	✓	✓
HHA 013	Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Higher	87.08%	80%	744	817	91.06%	Incremental Target	A key reason for the positive performance in preventing homelessness for at least a 6 month period is the effectiveness of the work that is undertaken by the officers from the YMCA in securing accommodation within the private rented sector with the aid of 'cashless deposit bonds'. This work has also enabled applicants to have a greater choice in the areas within which they wish to reside.	✓	✓
HHA 014a	The number of homeless families with children who have used B&B accommodation during the year, except in emergencies	Lower	26 families	8 families	N/App	N/App	6 families	Target Not Categorised	This figure demonstrates that B&B accommodation is only utilised in emergencies and it highlights one benefit of early Housing Options interviews, i.e. it enables the team to ensure that suitable temporary accommodation is available for a household where prevention work has (unfortunately) failed.	✓	✓
HHA 014b	The average number of days all homeless families with children spent in B&B accommodation	Lower	19.33 days	25 days	105	8	13.13 days	Incremental Target	Households are accommodated for short periods in B&B whilst other (more) suitable temporary accommodation can be secured for them or until a household, whom following homeless enquires are determined to be intentionally homeless, can secure alternative housing.	✓	✓
HHA 015a	The average number of days that all homeless households spent in: B&B carom	Lower	15.52 days	25 days	774	124	6.24 days	Incremental Target	This figure demonstrates the effectiveness of the work undertaken by the Housing Options team in assisting their clients to secure alternative (temporary or permanent) accommodation, which more appropriately meets the needs of their household.	✓	✓
HHA 015b	The average number of days that all homeless households spent in: Other forms of temp accommodation	Lower	117.97 days	365 days	35998	124	290.31 days	Maintenance Target	This figure is high as homeless households can be housed in (suitable) temporary accommodation for up to 2 years, before they obtain permanent accommodation within the social housing or private rented sector. A proposed revision to the allocation's policy will increase the 'housing needs points' for households who are accommodated in temporary homeless accommodation. If accepted, this will increase the likelihood of permanent accommodation, for homeless households, being secured sooner thus reducing the time that households spend in temporary accommodation.	✘	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Adaptations											
PSR 002	The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	Lower	443.89 days	400 days	129302	373	346.65 days	Improvement Target Improvement Agreement	We have significantly exceeded the target for this PI, which includes DFGs for adults and children. Measures to reduce occupational therapy waiting lists in 2008/2009 and reduce time taken by the grants process have been implemented and have resulted in a marked improvement in performance over the last two years. Housing grants are improving performance management of external contractors in the delivery of grants by setting targets for starting of grant works.	✓	✓
PSR 003	Timing of adaptations not funded by a Disabled Facilities Grant (DFG). 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	23.18 days	20 days	6579.1	481	13.68 days	Improvement Target Improvement Agreement	The overall performance for the year (13.68 days) remains well within the target of 20 days and represents a significant improvement compared to the previous year's outturn of 23.18 days. This is due to improved processes for completing adaptation work.	✓	✓
IA1.2L1	Reduce the time taken to complete a DFG application. (Relates solely to the application part of the DFG process & is measured using median figures)	Lower	N/App	61 days	N/App	N/App	74.88 days	Improvement Target Improvement Agreement	The target of 61 days was missed this year, despite continuous improvement against all other stages of the process. In order to try and achieve next years target we intend to implement the following actions: - Improve the management of information systems, allowing us to chase up forms at an earlier date Look at simplifying the forms and exploring the possibility of online applications Investigate the legality of conducting online approvals for certificates of title, which will remove the need to obtain a posted copy Streamlining procedures, including the removal of one stage of the process, to free up more time	N/App	✗
PSR 006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used	Lower	126.8 days	100 days	37893	371	102.14 days	Improvement Target Improvement Agreement	We have narrowly missed meeting the target for this PI, which includes minor private sector adaptations for adults and children. The increase in occupational therapy waiting lists over the last six months is reflected in this PI. There is an action plan in place to address this issue.	✓	✗
Private Sector Renewal											
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	0.53%	0.7%	15	1092	1.37%	Incremental Target	Performance was above the target for this year and we anticipate further growth in this area as we take a more proactive approach to empty properties across the County and within the Council's Renewal Area.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Houses in Multiple Occupation											
PSR 007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that: Have a full licence	Higher	8.70%	8.70%	8	84	9.5%	Maintenance Target	All the houses of multiple occupation known to the Council to require a licence have been licenced. The majority of the 84 houses of multiple occupation do not require a licence.	✓	✓
PSR 007b	Of the Houses in Multiple Occupation known to the local authority, the percentage that: Have been issued with a conditional licence	Lower	0%	0%	0	84	0%	Maintenance Target	There are currently no Houses of Multiple Occupation known to the Local Authority that have been issued with a conditional licence.	≈	✓
PSR 007c	Of the Houses in Multiple Occupation known to the local authority, the percentage that: Are subject to enforcement activity	Lower	0%	0%	0	84	0%	Maintenance Target	There are currently no Housing of Multiple Occupation known to the Local Authority that are subject to enforcement activity.	≈	✓
Housing Landlord Services											
HLS 006a	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	95.98%	96.5%	26757473.53	27857662.55	96.05%	Incremental Target	<p>Whilst 96.05% of the rent collected was slightly below the target set for 09/10 (96.5%), there has been a year-on-year improvement in performance.</p> <p>At the end of the 2009/10 financial year:</p> <ul style="list-style-type: none"> • 65% of accounts were not in arrears; • 70% of those in arrears owe less than £300 (which is equivalent to four weeks rent); • only 10% of those in arrears owe 50% of the total arrears outstanding. <p>Due to the way this performance indicator is calculated the reported performance for this indicator will drop in Q1, whilst Q2 to Q4 will see a steady increase in performance up to year-end. The target set for 2010/11 is 97% which is a realistic yet challenging target.</p>	✓	✗
HLS 010a	Average number of calendar days taken to complete emergency repairs	Lower	0.76 days	0.5 days	8759.75	9713	0.9 days	Improvement Target Improvement Agreement	<p>Performance in this category has been disappointing. This is due to the increased demand for emergency repairs during the severe weather conditions experienced during the third and fourth quarter. This decrease in performance is still well below the repair standard of 1 day (the documented commitment in the Tenant Repair Handbook.)</p> <p>There was a significant increase in the number of completed emergency repairs due to the severe weather conditions in Q4. Although weather is always a problem in this quarter there is a significant difference when comparing the demand against the same period for last year.</p> <p>Despite this increase in demand for the service against the same period last year, average days for Q4 were much improved (0.57 days this year compared with last years 0.95 days).</p>	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
HLS 010b	Average number of calendar days taken to complete urgent repairs	Lower	14.41 days	12 days	107668.5	9935	10.84 days	Improvement Target	Despite the decrease in performance in Q4 (which was due to the increased demand for urgent repairs during the severe weather conditions experienced this winter) the outturn has exceeded the improvement target of 12 days and the year end figure of 10.84 represents a significant improvement against the outturn for the previous two years. Mobile working incorporating repairs by appointment is to be implemented by the beginning of the next financial year and this will streamline processes further, which will assist in the continuing improvement in this category.	✓	✓
HLS 010c	Average number of calendar days taken to complete non-urgent repairs	Lower	41.47 days	45 days	571345.09	9599	59.52 days	Improvement Target Improvement Agreement	The year end performance of 59.52 days represents a significant drop in performance from the previous year outturn of 41.47 days. This is due to the effect of completing a considerable number of job tickets out of target, which adversely affected the overall performance in this category. Members approved a pressure bid for additional funding of £100k to be targeted at the oldest tickets in the backlog of repairs, which will help to reduce the overall backlog. In conjunction with this mobile working incorporating repairs by appointment is to be introduced, which will streamline processes further.	✗	✗
HPMM 7	Percentage of gas safety checks completed	Higher	98%	N/App	4941	5105	97.88%	Improvement Target	All properties due a safety check have been visited; however, there are a number of properties that operatives have been unable to gain access to. Such properties are subject to a series of letters and actions by various officers and if necessary should access continue to be denied this will eventually be gained via a court order. 96.79% of the checks due in the 2009/10 have been completed. The remaining 3.21% (164 dwellings) will be subject to the procedures outlined above and serviced during the first quarter of 2010/11. Heating appliance procedures have been introduced from the beginning of this financial year. The procedure documents the process to be followed when access can not be gained to a property. The system will reduce the time taken to take action against those tenants preventing their heating appliance being serviced and ensure that the Council meets its statutory obligations.	✗	N/App
HLS 012ai	Current & former tenant rent arrears - permanent. 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	Lower	3.45%	3.25%	879504.35	27380859.08	3.21%	Incremental Target	The 09/10 figure of 3.21% shows an improvement on the 08/09 figure of 3.45%, and exceeded the 09/10 target of 3.25%. This outturn figure equates to a total dwelling rent arrears figure of £809k. As reported previously to Scrutiny, a detailed review is underway of the rent arrears service and a report was submitted for consideration to Scrutiny on the 3rd February 2010 detailing proposals for improved management of income collection. One of the main actions agreed as part of the Income Management improvement plan was the setting up of a dedicated Income Management team which will ensure that there is real consistency in the service given to all tenants as well as creating capacity to closely monitor and take more focused and early action on any account falling into arrears.	✓	✓
HLS 012bi	Current & former tenant rent arrears - perm. 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	Higher	0.66%	0.65%	270172.6	226946361.76	1%	Incremental Target	The level of former tenant arrears has again increased again in quarter 4. This is mainly due to the low level of former tenant rent arrears written off. As part of the Income Management improvement programme, the former tenant rent arrears policy and procedure will be reviewed with an aim to having a more robust procedure and to improving the collection of former tenant arrears.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
HLS 012ci	Current & former tenant rent arrears - perm. The total amount of rent arrears owed by former tenants in the following types of accommodation which were written off as unrecoverable during the FY as a percentage of the total rent collectable for the financial year	Lower	0.38%	0.3%	55118.04	27857662.55	0.2%	Incremental Target	The level of former tenant rent written off for quarter 4 was again low compared with previous quarters. One specific area that will be reviewed as part of the former tenant rent arrears policy and procedure is the former tenant write-off procedure, as there will need to be an agreed regular quarterly write-off of former tenant arrears.	✓	✓
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	2.46%	2.2%	767147.55	26473444.83	2.9%	Incremental Target	Performance has deteriorated overall, however steady improvements have been made this year since a disappointing first quarter. Performance is affected by the number of voids and the length of time voids remain empty. The number of voids returned to a 'lettable standard' has increased from 501 to 541 in 09/10 and a significant proportion of these voids required extensive works to reach 'lettable standard'. This unfortunately meant an increase in the average void turnaround time and loss of rental income. A fundamental review of the voids process will be carried out in 2010/11. The service is also developing an Asset Management Strategy which will identify properties requiring extensive improvement work and suggest possible solutions. Other service improvements include: <ul style="list-style-type: none"> • The introduction of mobile working • A restructure and service redesign to increase management capacity and more flexibility across voids and responsive repairs • Improve communications between the Voids Team and Neighbourhood Management Teams 	✗	✗
HLS 014	Average number of calendar days taken to let lettable units of permanent accommodation during the financial year	Lower	104.47 days	89 days	70719	541	130.72 days	Improvement Target Improvement Agreement	The overall average includes a significant proportion of "longer term voids" that are difficult to let or are expensive to repair i.e. costing over £4k to reach the lettable standard. The amount of work required will impact adversely on the time required to repair properties. During the last year 14 properties required £10k or more to be spent on them to reach the lettable standard. When considering "day to day" voids, the average turnaround time is considerably less at 93 days. Despite some recent changes in working practices, it is recognised that a fundamental service review is required to ensure significant performance improvement in 2010/11. There is a Voids Working Group of Elected Members and officers addressing key issues to ensure performance will improve. Extra funding is available to reduce the historic backlog of voids carried forward at year end. A method for prioritising voids to ensure that minimal voids can be 'fast tracked' has been agreed and is being implemented.	✗	✗
IA3.2L1	Number of void properties achieving zero defects on work undertaken	Higher	N/App	N/App	N/Av	N/Av	N/Av	Improvement Target Improvement Agreement	Out of 542 voids property serviced 52 properties (9.59%) had defects. 2009/10 was the base year for collecting data for this indicator, systems are now in place to collect the data and future reports will be compared on a quarterly basis for the year 20010/11 onwards.	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Housing Benefit											
BNF 004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	Lower	17.16 days	17 days	721860	42964	16.8 days	Incremental Target	Performance in the time taken to process new claims and changes of circumstance has improved on 2008/09 and the annual target has been achieved. This is particularly pleasing as there has been a significant increase in the volume of work received as a direct consequence of the current economic climate.	✓	✓
BNF 005	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year	Lower	553.41 changes of circumstance	N/App	12296	13030	1454.18 changes of circumstanes	Incremental Target	During 2009/10, the number of benefit claims and changes of circumstances received from customers increased on previous years. The increased workload can be attributed to rising unemployment and successful benefit take-up campaigns undertaken by the Revenues and Benefits section. This, together with the inclusion of all year end rent increases (excluded from 2008/09 figures) and data collection in 2008/09 not commencing until the end of quarter 1, has contributed to the apparent year-on-year increase. It should be noted that this indicator is not measured by the Department for Work and Pensions (DWP) and is due to be replaced by a more meaningful output based measure in 2011. Figures provided are as detailed on the DWP Website following our Single Housing Benefit Extract (SHBE) data return. No targets are set for this indicator.	✘	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
LEISURE & LIBRARIES											
Leisure											
LCS 002	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	11587.72 visits	13248 visits	1630168	150967	10798.17 visits	Maintenance Target	The 2009/10 target was very ambitious. It was hoped that the Service Re-design process would have been completed, and a new management structure implemented, during 2009/10. The target remains ambitious but is possible in the future, if the appropriate Service structure is in place.	✘	✘
Libraries											
LCL 001	The number of visits to Public Libraries during the year, per 1,000 population	Higher	5518.11 visits	5575 visits	852715	150967	5648.35 visits	Improvement Target	Both physical and virtual visits were higher than in 2008-09. The Library Service produces an annual Marketing Plan and promotes its services in the local media to retain existing, and attract new users. The Service Plan for 2010-11 includes 'improving remote and virtual access to library services' as one of its areas for improvement, by enhancing web content and the online catalogue, and through marketing.	✓	✓
LCL 002a	The number of publicly accessible computers per 10,000 population	Higher	9.83 computers	9.8 computers	185	150967	12.25 computers	Maintenance Target	Additional pc's and laptops added at Connah's Quay Library and Learning Centre. Total this year includes laptops across all locations	✓	✓
LCL 002b	The percentage of available computer hours in use	Higher	41.26%	41.67%	157805	403940	39.07%	Improvement Target	A new computer booking system installed in 2009 means direct comparison with previous year's performance is not robust. However, the actual number of hours in use was higher in 2009-10 than in 2008-09. The number of public access computers in each library is balanced between achieving a reasonable level of overall use whilst ensuring sufficient availability for users at peak times	✘	✘
LCL 003	The percentage of library material requests supplied within 7 calendar days	Higher	76.27%	75%	327	455	71.87%	Maintenance Target	Performance in sample week is slightly lower than in 2008-09 but continues to exceed the Wales Public Libraries Standard of 67%. For comparison a system generated year round survey recorded 80% achievement.	✘	✘
LCL 004	The number of library materials issued, during the year, per 1,000 population.	Higher	5248.26 library materials issued per 1,000	5302 library materials issued per 1,000	797346	150967	5281.59 library materials issued per 1,000	Improvement Target	Loans in 2009-10 were higher than in 2008-09, though missed the target by a small margin. Sustained investment in the bookfund, provision of latest titles simultaneously with their availability in bookshops, and participation in national reading initiatives for children contribute towards encouraging loans. The service Plan for 2010-11 includes 'extending holdings of alternative formats to more libraries, and developing collections of emerging formats such as audio books on MP3 player' as one of its areas for improvement.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
PLANNING											
Planning											
PLA 002	The percentage of applications for development determined during the year that were approved	Higher	81.17%	85%	828	960	86.25%	Incremental Target	Target now exceeded. This reflects the growing status and weight of the Unitary Development Plan and the conscious decision to negotiate improvements to schemes leading to better developments and positive decisions.	✓	✓
PLA 003ai	The number of appeals that were determined during the year in relation to planning application decisions	Lower	42 appeals	N/App	N/App	N/App	55 appeals	Target Not Categorised	This is a volume measure which on its own is not informative but provides a useful indicator of the number of appeals received. Since 2006/07 there has been a reduction trend in this number as the status of the Unitary Development Plan increases. However this year has seen an increase.	✗	N/App
PLA 003aii	The number of appeals that were determined during the year in relation to enforcement notices	Lower	0 appeals	0 appeals	N/App	N/App	0 appeals	Target Not Categorised	No enforcement notices issued within this or previous period, which resulted in no appeals.	≈	✓
PLA 003	The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices	Higher	N/App	75%	31	55	56.36%	N/App	This combines 3bi and 3bii . No target set so therefore the target for PLA 003bi has been used. Because there were no appeals against Enforcement notices the comments in PLA 003bi apply to this indicator.	N/App	✗
PLA 003bi	The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions	Higher	59.52%	75%	31	55	56.36%	Improvement Target	The target was raised to 75% for 2008/9 and 2009/10 following the achievement of 81% in year 2007/8. The target was not met in 2009/10 achieving 56% down from 59% in the previous Year, performance improved in Q4 where the outturn was 80%. The Wales average was 66% success rate. Analysis is being undertaken to identify reasons why the return is poor in comparison to target and the level of success achieved in 2007/8 to improve procedures and future performance.	✗	✗
PLA 003bii	The percentage of these determined appeals that upheld the authority's decision in relation to enforcement notices	Higher	0%	100%	0	0	0%	Maintenance Target	No appeals against enforcement notices determined within period.	✓	✓
PLA 004a	The percentage of major planning applications determined during the year within 13 weeks	Higher	25.71%	33%	11	47	23.4%	Incremental Target	The target is not being met as this category of applications gives most opportunity for a "quality" input into the development process. This involves negotiation and amendment, which the applicant is often happy to agree to, even if the decision is taken beyond the 13 weeks, if the decision at the end of the process is positive.	✗	✗
PLA 004b	The percentage of minor planning applications determined during the year within 8 weeks	Higher	47.27%	60%	274	456	60.09%	Improvement Target	This category of applications was identified as having potential for improvement and has been targeted, resulting in a return which meets the target.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
PLA 004c	The percentage of householder planning applications determined during the year within 8 weeks	Higher	77.74%	85%	346	405	85.43%	Incremental Target	There is limited scope in significantly exceeding this high target but the need to maintain performance in this category is recognised as being important in terms of customer perception and in contributing to overall performance figures.	✓	✓
PLA 004d	The percentage of all other planning applications determined during the year within 8 weeks	Higher	80.85%	81%	43	51	84.31%	Maintenance Target	This covers a range of development proposals and the target has been exceeded in view of the nature of the applications comprised over this period. Improvements in processing has resulted in improved performance.	✓	✓
PLA 004e	The percentage of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks	Higher	0%	0%	0	1	0%	Target Not Categorised	Denominator of one renders this virtually meaningless. Major applications accompanied by Environmental PI Statements are often the subject to detailed regulation to improve the quality of the development and the applicant will often work with the Council to gain an approval from the process.	≈	✓
PLA 005	The percentage of enforcement complaints resolved during the year within 12 weeks of receipt	Higher	52.49%	70%	183	477	38.36%	Improvement Target	The Flintshire target was raised to 70% for 2009/10 but has not been met. Staffing shortages within the Team have been addressed during the year and Quarter 4 of 2009/10 saw a significant improvement in performance with nearly 80% of complaints being resolved in March. The aim will be to continue that improvement into 2010/11.	✗	✗
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/App	5%				Maintenance Target	Data being compiled following reference to Building Control records	N/Av	N/Av
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/App	5%				Maintenance Target	Data being compiled following reference to Building Control records	N/Av	N/Av
Building Control											
BCT 004	Percentage of building control 'full plan' applications checked within 15 working days during the year	Higher	93.75%	90%	387	402	96.27%	Maintenance Target	Better performance due to a reduction in the number of full plans applications received	✓	✓
BCT 007	The percentage of 'full plan' applications approved first time	Higher	92.97%	94%	378	402	94.03%	Maintenance Target	The number of plans passed first time depends on the quality of the applications submitted. Target met	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
PUBLIC PROTECTION											
PPN 001i	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards	Higher	98.11%	100%	76	86	88.37%	Maintenance Target	Target not fully met due to resource issues relating to long term sickness absence within the team.	✘	✘
PPN 001ii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	Higher	100%	100%	376	376	100%	Maintenance Target	Target fully met due to prioritisation of resources to inspection of high risk businesses. Should be sustainable for future years so long as resource provision is maintained.	✔	✔
PPN 001iii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health	Higher	100%	100%	21	21	100%	Maintenance Target	Target fully met due to prioritisation of resources to inspection of high risk businesses. Should be sustainable so long as resource provision is maintained.	✔	✔
PPN 001iv	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for: Health & Safety	Higher	100%	100%	75	87	86.21%	Maintenance Target	This period included project based priority topic inspections identified on an All-Wales basis in conjunction with the Lead Regulator and other local authorities. Some of these identified projects were not concluded within the time period hence the 100% target was not met. These have been incorporated into the targets for the 2010/11 year. As each local authority determines it's own workplan it is important that direct comparisons between authorities are not attempted.	✘	✘
PPN 004	The percentage of all eligible food businesses with a valid food hygiene award	Higher	31.13%	32%	101	375	26.93%	Maintenance Target	Slightly lower percentage on awards than previous year. Eligibility and issue of Food Hygiene Awards depend entirely upon findings at time of unannounced inspection, therefore not within officer control. Advice is given at time of inspection to encourage better compliance which will assist businesses for getting an award in the future.	✘	✘
PPN 007i	The percentage of significant breaches that were rectified by intervention by trading standards	Higher	91.51%	95%	12	17	70.59%	Incremental Target	Target not met but breaches are resolved as they arise and therefore this PI can be a moving target and not confined to the strict parameters of this reporting period.	✘	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
PPN 007ii	The percentage of significant breaches that were rectified by intervention by animal health	Higher	95.45%	98%	4	5	80%	Maintenance Target	Target not met but breaches are resolved as they arise and therefore this PI can be a moving target and not confined to the strict parameters of this reporting period. The numbers are low for this PI and relates to only 1 significant breach not resolved.	✘	✘
PPN 008i	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Trading Standards	Higher	68.29%	75%	27	44	61.36%	Incremental Target	The performance is below target. However, a number of new businesses have only recently started up /been identified and visits are still being conducted in relation to these.	✘	✘
PPN 008ii	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Food Hygiene	Higher	84.95%	88%	77	99	77.78%	Incremental Target	The performance is a little below target. However, a number of new businesses have only recently started up/been identified and visits are still being conducted in relation to these.	✘	✘
PPN 008iii	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Animal Health	Higher	100%	100%	7	10	70%	Maintenance Target	The number of new businesses not risk assessed amounts to only 3 premises. Efforts will be made to improve this figure next year.	✘	✘
PPN 008iv	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Health and Safety	Higher	52.27%	54%	167	295	56.61%	Incremental Target	We implemented a revised approach to this indicator and slightly exceeded the target. This performance will be used to inform our target for the forthcoming year.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
REGENERATION											
IA4.2L1	Increase attendance at Flintshire Business Week	Higher	1091 attendees	1400 attendees	N/App	N/App	1554 attendees	Improvement Target Improvement Agreement	Target Exceeded due to a successful Flintshire Business Week held over a fortnight resulting from requests from Small and Medium Enterprises due to current economic downturn.	✓	✓
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	0.78%	Improvement Target Improvement Agreement	Consultation exercise to identify levels of service expectation and measurement of baseline satisfaction levels was completed in November 2009. Baseline satisfaction levels have been determined and improvement targets set.	N/App	✓
IA4.2L3	Develop targets for increasing satisfaction levels over by 5% per year over baseline identified 2009/10 (Stage 2)	Higher	N/App	N/App	N/App	N/App	N/App	Improvement Target Improvement Agreement	Consultation exercise to identify levels of service expectation and measurement of baseline satisfaction levels was completed in November 2009. Baseline satisfaction levels have been determined and improvement targets set.	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SOCIAL CARE AND SUPPORTING PEOPLE											
Social Care for Adults											
SCA 001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Lower	2.02 rate per 1,000	2 rate per 1,000	20	11057	1.81 rate per 1,000	Maintenance Target	The target for 2009/2010 has been met for this PI, however an increase in delayed transfers in Q 4 has led to a fall in performance at year end. 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. Social Services for Adults seeks to reduce the numbers of older people experiencing a delayed transfer for social care reasons so the reduction in out turn for this PI is positive.	✓	✓
SCA 002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	Higher	73.63 rate per 1,000	72 rate per 1,000	1729	25140	68.77 rate per 1,000	Incremental Target	Several factors have led to this reduction of which the most significant are: a) increased population of people over 65. b) the improved systems for the timely completion and recording of adaptations , plus reduction in OT capacity, have led to fewer older people actively receiving that service on 31st March c) There has been a decrease in the number of items of equipment that require regular servicing. Promoting independence and therefore reducing the numbers of people being supported on a day is a positive outcome.	✗	✗
SCA 002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Lower	21.05 rate per 1,000	22 rate per 1,000	477	25140	18.97 rate per 1,000	Incremental Target	We have substantially exceeded the target for this PI. Social Services for Adults seeks to reduce the numbers of older people in residential or nursing care, so the reduction in out turn for this PI is positive. However this reduction will eventually plateau given demographic changes.	✓	✓
SCA 003a	The percentage of clients, in the following age groups, who are supported in the community during the year: a) Aged 18-64	Higher	96.54%	98%	1143	1193	95.81%	Maintenance Target	The significant factors that have led to this reduction are: a) the improved systems for the timely completion and recording of adaptations , plus reduction in OT capacity, leading to fewer people aged 18 - 64 receiving adaptations .b) a reduction in the equipment services provided.	✗	✗
IA1.1L1	The rate of people with a learning disability, aged 18-64, supported in the community during the year per 1000 population aged 18-64	Higher	3.55 rate per 1,000	3.7 rate per 1,000	371	93272	3.98 rate per 1,000	Improvement Target Improvement Agreement	The number of people with a learning disability remains static apart from the transition of disabled children into adult services. However data clean up work, in preparation for Paris implementation, has improved data quality.	✓	✓
IA1.1L2	The rate of people with a physical disability and/or sensory impairment aged 18-64 who are supported in the community during the year per 1000 population	Higher	4.56 rate per 1,000	5 rate per 1,000	491	93272	5.26 rate per 1,000	Improvement Target Improvement Agreement	Performance has exceeded the revised 2009/2010 target, with more service users taking up direct payments in 2009/2010 because of the drive and promotion of direct payments in the directorate.	✓	✓
IA1.1L3	The rate of people with mental health illness aged 18-64 who are supported in the community during the year per 1000 population	Higher	2.6 rate per 1,000	2.6 rate per 1,000	319	93272	3.42 rate per 1,000	Improvement Target Improvement Agreement	Performance has exceeded the revised 2009/2010 target, with 319 adults aged 18-64 supported in the community by provider services and the Kindness In Mind project. The new Mental Health database has improved data accuracy.	✓	✓
SCA 003b	The percentage of clients, in the following age groups, who are supported in the community during the year: Aged 65+	Higher	82.82%	83%	2548	3074	82.89%	Incremental Target	Performance has improved compared with 2008/9. We narrowly missed the target because of a fall in recorded performance at end of year.	✓	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCA 005a	The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	Lower	31.79 days	30 days	18709	559	33.47 days	Maintenance Target	As Occupational Therapists now complete both the overview and specialist parts of the Unified Assessment process, lengthening OT waiting list lead to an increase for both parts of this PI. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010. Unified Assessment is a requirement of WAG of all professionals across Health and Social Care. In theory the Unified Assessment is user focussed and should prevent users having to repeat information to different professionals. This process takes longer. By completing U A Occupational Therapy data (including waiting lists) is incorporated in this PI, which impacts on the outturn.	✘	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCA 005b	The average number of working days between initial enquiry and completion of the care plan, excluding specialist assessments	Lower	30.12 days	28.25 days	18019	60	32.23 days	Maintenance Target	As Occupational Therapists now complete both the overview and specialist parts of the Unified Assessment process, lengthening occupational therapist waiting list lead to an increase for both parts of this PI. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010. Unified Assessment is a requirement of WAG of all professionals across Health and Social Care. In theory the Unified Assessment is user focussed and should prevent users having to repeat information to different professionals. This process takes longer. By completing U A Occupational Therapy data (including waiting lists) is incorporated in this PI, which impacts on the out turn.	✘	✘
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	81.98%	85%	1785	2303	77.51%	Improvement Target Improvement Agreement	End of year performance exceeds the All Wales Average for 2008/2009 of 68.1% but has not met our target. Resources are targeted. Service users with most complex needs are reviewed more frequently (on a 6 week, 3 month and 6 month basis) than the WAG statutory minimum of 3 months for an initial review and afterwards review annually. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010. Data is not available for substance misuse service users.	✘	✘
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	84.21 rate per 1,000	105 rate per 1,000	461	3916	117.72 rate per 1,000	Improvement Target	End of year performance has significantly exceeded the 2009/2010 target. All service users in our new extra care housing development receive assistive technology as part of their package of care and are now included in the calculation of this PI. Continuing Healthcare funding has been introduced to extend this service. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010.	✓	✓
SCA 014a	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	98.18%	98%	790	806	98.01%	Maintenance Target	Good performance. Most older people start their day or domiciliary service well within 29 days of completion of their care plan, in fact 85% start their service within 14 days of care plan completion. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010.	✘	✓
SCA 014b	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	35.21 days	35 days	629	17	37 days	Maintenance Target	Although we have not met our target, our performance is good compared with the all Wales average. The number of people not receiving a service within 29 days of completion of their care plan remains small and the main reasons are admission to hospital or awaiting discharge or waiting for a place at a specific day centre of their choice. Due to the change from care.comm to Paris data is based on the period April 2009 to January 2010.	✘	✘
SCA 015	The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment	Lower	3.25 days	3 days	6525	2175	3 days	Maintenance Target	Work is ongoing with Wrexham management information staff to ensure that the same methodology is used to calculate this PI by both councils, as part of the joint stores arrangement. In the final quarter of 2009/2010 North East Wales Community Equipment Stores moved to Hawarden, which affected activity.	✓	✓
SCA 016a	The number of adult protection referrals received during the year per 1,000 population aged 18+	Lower	0.94 rate per 1,000	0 rate per 1,000	N/Av	N/Av	N/Av	Target Not Categorised	This PI is calculated by WAG from data supplied direct to them. Data validation from WAG is awaited.	N/Av	N/Av
SCA 016bi	Of the adult protection referrals completed during the year, the percentage: i) That led to an adult protection investigation	N/App	96.36%	0%	N/Av	N/Av	N/Av	Target Not Categorised	This PI is calculated by WAG from data supplied direct to them. Data validation from WAG is awaited.	N/Av	N/Av
SCA 016bii	Of the adult protection referrals completed during the year, the percentage: ii) That were admitted or proved	N/App	22.73%	0%	N/Av	N/Av	N/Av	Target Not Categorised	This PI is calculated by WAG from data supplied direct to them. Data validation from WAG is awaited.	N/Av	N/Av

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCA 016biii	Of the adult protection referrals completed during the year, the percentage: iii) Where the risk has been removed or reduced	Higher	62.73%	90%	N/Av	N/Av	N/Av	Incremental Target	This PI is calculated by WAG from data supplied direct to them. Data validation from WAG is awaited.	N/Av	N/Av
SCA 017	The rate per 10,000 adult clients (aged 18+) supported in the community who receive a direct payment	Higher	294.95 rate per 10,000	435 rate per 10,000	116	2698	429.95 rate per 10,000	Improvement Target	This PI relates to adults only. There has been a substantial increase in the number of service users receiving a direct payment in 2009/2010, however the PI out turn of 429.95 slightly misses the target as it is based on adults supported in the community. The infrastructure is now in place to support a larger number of direct payment users. A staff training programme is in place to promote participation and provide support to enable all parts of the service to promote direct payments.	✓	✗
IA1.1L4	Increase the number of people using direct payments from 100-120 (Mar 09) and to 144 by Mar 10 (20% per year)	Higher	119 people	144 people	N/App	N/App	146 people	Improvement Target Improvement Agreement	This PI includes direct payments for children. Performance has improved in 2009/2010 as the infrastructure is now in place to support a larger number of direct payment users. A staff training programme to promote the take-up of direct payments has been implemented.	✓	✓
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	N/App	N/App	695 carers	Improvement Target Improvement Agreement	Focussed effort within Social Services for Adults alongside increased capacity to undertake assessments through an additional post (WAG Funded) at North East Wales Carers Information Service (NEWCIS) has increased capacity to offer carers assessments. 2009/2010 will act as a baseline year. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App
SCA 018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Higher	N/App	N/App	911	1082	84.2%	Improvement Target	This PI has been revised and now includes new carers and carers receiving reviews/reassessments. 2009/2010 will act as a baseline year. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App
SCA 018b	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	Higher	N/App	N/App	462	911	50.71%	Incremental Target	This PI has been revised and now includes initial carers' assessments and reviews/reassessments, so no target has been set. 2009/2010 will act as a baseline year. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App
SCA 018c	The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	Higher	N/App	N/App	220	462	47.62%	Improvement Target	PI revised for 09/10. Only services provided directly to carers are counted in this PI. Additional services provided to service users, such as respite or day care, are not included even though they result from the carer's assessment. This is in accordance with Local Government Data Unit guidance. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App
SCA 018d	The percentage of new carers of adults who are awaiting an assessment in their own right at the end of the year	Lower	N/App	N/App	9	695	1.29%	Incremental Target	PI revised for 09/10. The out turn for this PI has reduced over the year as the number of newly identified carers increases. Due to the change from the care.comm business system to the Paris business system at the beginning February 2010, this PI calculation is based on a 10 month period.	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Supporting People											
SPP 001i	The average number of units of floating support, per 1,000 head of population	Higher	2.2 units per 1,000	N/App	273	150967	1.81 units per 1,000	Maintenance Target	Due to the introduction of a new eligibility criteria for Supporting People, a number of floating support services were deemed no longer eligible for funding and this is reflected in the reduced figure. However, a number of new services have been commissioned, which are not reflected in the outcome value due to the dates when information is captured(01/04/2009 and 01/10/2009). At year end (2009/10) the figure for floating support was 2.05 and is set to increase again in 2010/11. (This set of PIs has been deleted for 2010/11).	✘	N/App
SPP 001ii	The average number of units of direct support, per 1,000 head of population	Higher	0.3 units per 1,000	N/App	41	150967	0.27 units per 1,000	Maintenance Target	This PI relates to commissioned services and there has been no change in commissioning arrangements during 2009/10. (This set of PIs has been deleted for 2010/11).	✘	N/App
SPP 001iii	The average number of units of temporary accommodation, per 1,000 head of population	Higher	0.5 units per 1,000	N/App	90	150967	0.6 units per 1,000	Maintenance Target	This indicator demonstrates an increase compared to the previous year. This is as a result of new services developed providing temporary supported accommodation for young people and people with substance misuse issues. (This set of PIs has been deleted for 2010/11).	✓	N/App
SPP 001iv	The average number of units of permanent accommodation, per 1,000 head of population	Higher	0.5 units per 1,000	N/App	82	150967	0.54 units per 1,000	Maintenance Target	This PI relates to commissioned units and there has been no change in commissioning arrangements during 2009/10. (This set of PIs has been deleted for 2010/11).	✓	N/App
SPP 001v	The average number of units of sheltered accommodation for older people, per 1,000 head of population	Higher	10.9 units per 1,000	N/App	1651	150967	10.94 units per 1,000	Maintenance Target	This increase reflects the additional work undertaken to ensure that all eligible tenants were in receipt of the correct subsidy. This figure has also risen as a result of the new Extra Care facility. (This set of PIs has been deleted for 2010/11).	✓	N/App
SPP 001vi	The average number of units of community alarm services, per 1,000 head of population	Higher	0.41 units per 1,000	N/App	106	150967	0.7 units per 1,000	Maintenance Target	The increase in this PI is a result of new accuracy checks introduced within the Supporting People Team. Previous information was unreliable, and systems were put in place to rectify this. (This set of PIs has been deleted for 2010/11).	✓	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Social Care for Children											
SCC 001a	The percentage of first placements of looked after children during the year that began with a care plan in place	Higher	95.83%	96%	35	36	97.22%	Incremental Target	All care plans were completed on time in the year, with one exception, which was for a child receiving short break care. This child was, however, already the subject of a child in need care plan. Staff are generally aware of the necessity to provide a care plan within timescales and this is reinforced through the supervision process.	✓	✓
SCC 001b	For those children looked after whose 2nd review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Higher	87.93%	90%	51	55	92.73%	Improvement Target	The permanency planning for the year has generally been good, with the exception of four siblings in Quarter 2 who did not have a Plan for Permanence agreed by the time of the second review, due to the circumstances of their voluntary accommodation. Staff are generally aware of the necessity to provide a permanency plan within timescales and this is reinforced through the supervision process.	✓	✓
SCC 002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	Lower	16.07%	15%	20	114	17.54%	Maintenance Target	Social Services for Children continue to experience shortage of suitable foster care placements therefore high use of Out of County (OOC) placements requiring change of school. Corporate Parenting Strategy aims to increase the number of salaried Foster Carers who can meet the needs of the most challenging young people.	✗	✗
SCC 004	The percentage of children looked after on 31 March who have had 3 or more placements during the year.	Lower	4.73%	5%	13	159	8.18%	Maintenance Target	Performance on placement stability has deteriorated over the last 12 months due to an unusual number of placement disruptions. However, we are still performing better than the All Wales average. Actions for the forthcoming year: - Ensure that placement disruption meetings are held every time a placement fails. - Ensure that the reasons for disruption are collated for reporting purposes.	✗	✗
SCC 006	The percentage of referrals during the year on which a decision was made within one working day	Higher	96.61%	97%	730	762	95.8%	Incremental Target	Processes are embedded within the intake teams to ensure that all referrals are looked at within one working day of receipt. The review carried out following Q2 showed that the dip in performance was due to incomplete recording. This has now been rectified, and by Q4 100% was being returned for this indicator, as expected. However, this was not sufficient to bring the years percentage performance up to the annual target. Looking ahead to 2010/11, we expect that this indicator will be adversely affected by the change in Client Information System, in that there will be a reliance on the referral decision being authorised electronically by the manager in every case, and we are likely to experience a dip in performance while the new working practices bed in. The issue of delegated authorisation within the teams is being addressed with the Paris project team.	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 007a	The percentage of referrals that proceed to allocation for initial assessment during the year which are allocated to a social worker for initial assessment.	Higher	74.84%	65%	531	762	69.69%	Maintenance Target	In comparison with last year there was a slightly greater proportion of referrals that did not proceed to an initial assessment. This was due to fluctuations in the availability of qualified social workers in the teams during the year. It is anticipated that all our social work vacancies have now been filled, and child protection and looked after cases are prioritised for allocation to qualified social workers, and therefore it is expected that a proportion of low level child in need assessments will still be carried out by adequately skilled but unqualified workers, subject to the usual supervision process. Performance is currently well above the All Wales average for this indicator.	✘	✓
SCC 007b	The percentage of referrals that proceed to allocation for initial assessment during the year which are allocated to someone other than a social worker for initial assessment	Lower	10.18%	30%	95	762	12.47%	Maintenance Target	Overall this year when compared to last year, there was a slightly greater proportion of referrals that did not proceed to an initial assessment. This was due to fluctuations in the availability of qualified social workers in the teams during the year. It is foreseen that all our social work vacancies will now have been filled. Child protection and looked after cases are prioritised for allocation to qualified social workers, and therefore it is expected that a proportion of low level child in need assessments will still be carried out by adequately skilled but unqualified workers, subject to the usual supervision process. FCC are currently performing at well above the All Wales average for this indicator.	✘	✓
SCC 007c	The percentage of referrals that proceed to allocation for initial assessment during the year that did not proceed to allocation for initial assessment	N/App	14.99%	5%	136	762	17.85%	Maintenance Target	This is management information, not a measure of performance.	N/App	N/App
SCC 010	The percentage of referrals that are re-referrals within 12 months	Lower	16.59%	15%	72	762	9.45%	Maintenance Target	FCC has seen a steady improvement in the referral rate quarter on quarter this year, and are now operating one of the lowest referral rates in Wales. The Integrated Child Services contact and referral processes has been in use for two years, in preparation for the implementation of the Paris system. Incoming requests for a service (referrals) and contacts which are logged for information only can be differentiated, and therefore do not count towards the performance indicator. The low repeat referral rate suggests that referrals are being dealt with effectively and cases are not closed without an appropriate	✓	✓
SCC 011a	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by a Social Worker	Higher	67.98%	70%	449	547	82.08%	Incremental Target	Overall in the year, 94% of children were seen and spoken to as part of their initial assessment. Endeavours are made to ensure that all children are seen; however, there are some instances where it is not feasible or necessary to see the child, such as where the child has moved away from the family home, or when there is no evidence to support the referral. Improvements have been made to this indicator by raising awareness with workers of the importance of recording whether the child was seen, and ensuring that when a child is not seen, there is a valid reason. The percentage of children seen by a qualified social worker is well above last year's performance and the All Wales average. However, further improvements are needed in this indicator and in the forthcoming year data quality processes will be implemented within Paris to ensure that the necessary information is recorded for all assessments.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 011b	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by a Social Worker	Higher	51.37%	53%	285	547	52.1%	Incremental Target	As with the percentage of children seen by a qualified social worker at initial assessment, this indicator is performing well above the All Wales average. It is not expected that all children will be seen alone, and in many cases, particularly those of very young children and children with a disability, it is not appropriate for them to be seen alone. The target has been set accordingly. From April 2010 reasons for children not being seen alone will be collected through the Paris system, and an analysis of this data should enable improvement in the forthcoming year.	✓	✗
SCC 013ai	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%	407	407	100%	Maintenance Target	The allocation of children on the Child Protection Register is prioritised for allocation to qualified social workers. We are therefore able to consistently return 100% for this indicator.	≈	✓
SCC 013aii	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	96%	100%	670	764	87.7%	Maintenance Target	The allocation of looked after children is prioritised for allocation to qualified social workers. However, difficulties with recruitment and retention of qualified staff has had an effect on this indicator. In some cases looked after children are allocated to unqualified staff with excellent skills and experience, under the direction of a supervisor, in preference to newly qualified or newly recruited social workers. It is foreseen that all vacancies for qualified Social Workers have now been filled and this will improve the availability of qualified workers to support looked after children. At the end of Q4 there was only one unqualified worker holding looked after children cases. FCC continue to promote professional development by providing temporary placements for student social workers, and are promoting the involvement of our senior managers in the development of students at local colleges. We have been very successful in recruiting agency workers to permanent positions, through our work to create conditions where staff feel supported through established training and supervision policies.	✗	✗
SCC 013aiii	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	82.83%	70%	1536	1935	79.38%	Maintenance Target	Children in need are not always allocated a qualified social worker; they may be allocated to Children's Services Assistants, under the supervision of a qualified Social Worker. However, the successful social worker recruitment campaign has resulted in a steady improvement in this indicator throughout the year, to a position well above the All Wales average.	✗	✓
SCC 013bi	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	407	0%	Maintenance Target	The allocation of children on the Child Protection Register is prioritised for allocation to qualified social workers. FCC are therefore able to consistently return 100% for this indicator.	≈	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 013bii	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	4%	0%	94	764	12.3%	Maintenance Target	The allocation of looked after children is prioritised for allocation to qualified social workers. However, difficulties with recruitment and retention of qualified staff has had an effect on this indicator. FCC has in some cases allocated looked after children to unqualified staff with excellent skills and experience, under the direction of a supervisor, in preference to newly qualified or newly recruited social workers. We anticipate that all vacancies for qualified Social Workers have now been filled and this will improve the availability of qualified workers to support looked after children. At the end of Q4 there was only one unqualified worker holding Looked After Children cases. Promotion of professional development continues by providing temporary placements for student social workers, and the involvement of our senior managers in the development of students at local colleges. FCC has been very successful in recruiting agency workers to permanent positions, through the work to create conditions where staff feel supported through established training and supervision policies.	✘	✘
SCC 013biii	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	Higher	16.72%	30%	380	1935	14.47%	Maintenance Target	FCC do not always allocate children in need to a qualified social worker; they may be allocated to Children's Services Assistants, under the supervision of a qualified Social Worker. However, the successful social worker recruitment campaign has resulted in a steady improvement in this indicator throughout the year, to a position well above the All Wales average.	✘	✘
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	79.17%	85%	109	119	91.6%	Incremental Target	Despite the increase in the number of children requiring initial child protection conferences in the second half of the year, the child protection team have managed to schedule them all within timescales. Social Workers have been made more aware of the need to request conferences promptly, and this has allowed more time to schedule them in. In addition, there were no late cancellations due to parental illness or other such unforeseen situations. This is a good improvement on the previous year and is well above the All Wales performance.	✓	✓
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	86.21%	88%	98	112	87.5%	Incremental Target	Performance was slightly below target at year end, and has not improved appreciably since last year. It was expected that the target would be achieved, but initial core group meetings for 3 siblings were convened on the first available day after the Christmas break, and had to be cancelled due to bad weather. The meetings were reconvened for the following day, but they were then out of timescales. FCC are performing above the All Wales average and will be aiming for an incremental improvement in the forthcoming year, underpinned by an assurance that Teams are aware of the timescales and do make every effort to schedule meetings appropriately, as soon as possible after the initial conference rather than waiting the full 10 days, in case of unforeseen cancellations.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 016	The percentage of reviews carried out within the statutory timetable	Higher	58.18%	60%	164	245	66.94%	Improvement Target	Changes implemented within the teams have resulted in a good improvement in performance through the year, and the annual target has been met. We have had a dedicated post monitoring the data quality of child in need cases, which has resulted in improved practice in the timely closing of child in need cases and the timely flagging of review deadlines for children with a disability. As a result, 90% of children in need plans were being reviewed on time by year end. Efforts will be made to ensure that this performance is maintained once the Paris system is implemented. Actions for the forthcoming year: <ul style="list-style-type: none"> • Continue with the monthly performance meetings and improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. • Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of reviews of child in need plans. • The new client information system will provide an early notification for the due date of Child in Need Reviews, This will take effect from September 2010. • In the interim period, Team Managers will monitor compliance manually from performance information reports. With effect from 01.04.10. 	✓	✓
SCC 020	The percentage of looked after children who have had their teeth checked by a dentist during the year	Higher	66.96%	85%	97	105	92.38%	Incremental Target	Changes implemented within the teams have resulted in a steady improvement in performance through the year, and the annual target has been met. As part of the workload measurement process, social workers on some teams are providing a monthly return with details of all key LAC activity to their manager for scrutiny. Practitioners have acknowledged and embraced the importance of this information; performance is becoming embedded in the culture of the teams. Actions for next year: <ul style="list-style-type: none"> • Continue with the improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. • Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring 	✓	✓
SCC 021	The percentage of looked after children reviews carried out within statutory timescales	Higher	86.63%	88%	395	460	85.87%	Incremental Target	Performance has dropped slightly since last year, and the target has been missed. A review of the workload measurement systems within the IRO (Independent Reviewing Officer) function are has been undertaken this year, but staff changes within the team continue to impact on performance. There are a combination of reasons, which include staff absence, unavailability of carers and availability of the IROs, which may cause a review to be postponed. However, the vacant reviewing officer post has now been filled and improvement in timeliness in the forthcoming year is expected.	✗	✗
SCC 022a	The percentage attendance of looked after pupils whilst in care in primary schools	Higher	93.98%	94%	1227.5	16697	92.65%	Maintenance Target	A small cohort of children present very challenging behaviour requiring absence from school. The Inclusion Service is reviewing A) Resources that may be targetted at Key Stages 2, 3 and 4 and B) Management/Review of PPRU Policy and Procedures.	✗	✗
SCC 022b	The percentage attendance of looked after pupils whilst in care in secondary schools	Higher	87.7%	91%	1775	13557	86.91%	Maintenance Target	Not better than last years actual of 87.7%. Reduction in performance is as a result of young people with challenging behaviour requiring alternative provision. The Inclusion Service is reviewing A) Resources that may be targetted at Key Stages 2, 3 and 4 and B) Management/Review of PPRU Policy and Procedures.	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 023a	The percentage of children looked after who were permanently excluded from school in the year 1 Apr-31 Mar	Lower	1.23%	0%	0	138	0%	Maintenance Target	Target met. No Looked After Children were permanently excluded. Early intervention and managed moves are deemed to be the contributing factors to this achievement.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 023b	The average number of days spent out of school on fixed term exclusions for children looked after who were excluded in the year 1Apr-31Mar	Lower	13.67 days	5 days	68.5	9	7.61 days	Improvement Target	Target not met 83% of all exclusions accounted for by just 3 pupils displaying challenging behaviour. The small cohort skews the figures, however, early intervention and Inclusion Service initiatives are attempting to address these issues.	✓	✗
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	82.35%	85%	11	17	64.71%	Improvement Target	In Q4, all required Personal Education Plans were completed, but only two were received back from schools within timescales. It is recommended that this is retained as an improvement target for 2010/11. Actions for the forthcoming year: <ul style="list-style-type: none"> • Team Managers have been directed to improve their scrutiny of educational care planning for Looked After Children in out of county schools. Effective from 01.04.10. • Develop a flagging system within Paris to notify Social Workers when Personal Education Plans are becoming due. 	✗	✗
SCC 025	The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	Higher	82.2%	90%	813	877	92.7%	Improvement Target Improvement Agreement	Changes implemented within the teams have resulted in a steady improvement in performance through the year, and the annual target has been met. As part of the workload measurement process, social workers on some teams are providing a monthly return with details of all key Looked After Children activity to their manager for scrutiny. Practitioners have acknowledged and embraced the importance of this information; performance is becoming embedded in the culture of the teams. Actions for next year: <ul style="list-style-type: none"> • Continue with the improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. • Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of statutory visits to looked after children. 	✓	✓
SCC 028	The percentage of children looked after who had a fully completed and updated assessment and action record at their third review	Higher	68.18%	75%	32	42	76.19%	Improvement Target	Changes implemented within the teams have resulted in a steady improvement in performance through the year, and the annual target has been met. As part of the workload measurement process, social workers on some teams are providing a monthly return with details of all key looked after children activity to their manager for scrutiny. Practitioners have acknowledged and embraced the importance of this information; performance is becoming embedded in the culture of the teams. Actions for the forthcoming year: <ul style="list-style-type: none"> • Continue with the improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. • Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of statutory visits to looked after children. 	✓	✓
SCC 030a	The percentage of young carers known to Social Services who were assessed	Higher	58.33%	70%	11	19	57.89%	Improvement Target	Not all young carers wish to receive services from Social Services, but can be referred directly to Barnardo's. In the year, seven young carers were referred to Barnardo's without a prior Social Services assessment. Team Managers will continue to ensure that all young carers known to us are offered a young carer's assessment, and that the offer is recorded. If this is declined they will be signposted to young carer's project.	✗	✗

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 030b	The percentage of young carers known to Social Services who were provided with a service	Higher	29.17%	70%	9	19	47.37%	Improvement Target	Not all young carers wish to receive services from Social Services, but can be referred directly to Barnardo's. In the year, seven young carers were referred to Barnardo's without a prior Social Services assessment. Team Managers will continue to ensure that all young carers known to us are offered a young carer's assessment, and that the offer is recorded. If this is declined they will be signposted to young carer's project.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 033a	The percentage of young people formerly looked after with whom the authority is in contact with at the age of 19	Higher	92.86%	95%	11	12	91.67%	Maintenance Target	The Children (Leaving Care) Act 2000 requires that the Authority remains in contact with young people leaving its care, with the exception of those young people who return home successfully . The outturn for Q4 reflects one young person who returned to his parents at the age of 16 and did not require further leaving care services. We are required to return this data within the indicator as "not in contact", and therefore are unable to meet the target for 2009/10. In the forthcoming year statutory obligations to care leavers as stated within the Act will continue to be carried out.	✘	✘
SCC 033b	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	92.31%	94%	10	11	90.91%	Maintenance Target	All 19 year old care leavers were in suitable accommodation, with the exception of one young person who was refusing to accept leaving care services. We have therefore been unable to meet our target, which requires that all 19 year old care leavers are living in suitable accommodation.	✘	✘
SCC 033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	Higher	53.85%	65%	9	11	81.82%	Improvement Target	All 19 year old care leavers were in engaged in education, training or employment, with the exception of one who has recently given birth, and one who is enrolled on a college course commencing September 2010. Actions for the forthcoming year: Implement the Council's work placement and vocational training initiative for care leavers. Continue with the provision of Careers Wales drop-in/advice sessions.	✓	✓
SCC 034	The percentage of children on the CPR whose cases were reviewed within statutory timescales	Higher	95.50%	96%	255	259	98.46%	Maintenance Target	Consistently high numbers of children on the child protection register have necessitated an increase in the number of reviews required in the year. Forward planning by social workers and a zero tolerance to cancellations has meant that the target for timeliness of child protection reviews has been exceeded. Across Wales performance in this indicator is very good, and we are still managing to achieve above the All Wales average.	✓	✓
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	0%	20%	4	6	66.67%	Improvement Target	Target achieved and by more than 3 times. Last year's actual was 0% so a huge improvement. This target is challenging and is dependent on the nature of the cohort.	✓	✓
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	12.5%	57%	3	8	37.5%	Maintenance Target	No target but better than last year's actual of 12.5%. This target is challenging and is dependent on the nature of the cohort.	✓	✘
SCC 037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Higher	168.5 point score	175 point score	1032	6	172 point score	Maintenance Target	Just missed target but the average point score is better than last year's actual of 168.5 points so there has been an improvement. All Key Stage 4 pupils achieved a qualification. The use of "On-line Learning" has been a successful intervention to enable young people in crisis to obtain a qualification. Success may also be attributed to personalised learning based on a recongised qualification framework with an outcomes focused objective. It is hoped that these strategies will continue to be successful.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 039	The percentage of health assessments for looked after children due in the year that have been undertaken	Higher	63.16%	70%	194	266	72.93%	Improvement Target	<p>Since Quarter 2 progress of notifications for Health Assessments has been tracked as the Looked After Children Nurse has implemented a monitoring system. It has been identified that the children placed out of county always take longer to have their Health Assessments, impacting on the overall performance. Although the annual target has been achieved performance still needs to improve compared to other authorities. Actions for the forthcoming year:</p> <ul style="list-style-type: none"> • Continue to use the notification system put in place by the recently appointed Specialist Looked After Children's Nurse. • Develop a Paris report for use in social workers' supervision, to flag up health assessments as they become due. This would raise awareness with social workers and allow Health to schedule assessments within the required timescale. 	✓	✓
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	82.35%	95%	88	92	95.65%	Target Not Categorised	<p>Changes implemented within the teams have resulted in a steady improvement in performance through the year, and the annual target has been met. As part of the workload measurement process, social workers on some teams are providing a monthly return with details of all key Looked After Children activity to their manager for scrutiny. Practitioners have acknowledged and embraced the importance of this information; performance is becoming embedded in the culture of the teams. Actions for the forthcoming year:</p> <ul style="list-style-type: none"> • Continue with the improved monitoring & recording arrangements put in place this year that have already resulted in progressive improvement, and implement these arrangements in all teams. • Develop data quality reports within the Paris system which can be used in Social Workers supervision, to support the monitoring and recording of appropriate GP registrations for looked after children. 	✓	✓
SCC 041a	The percentage of eligible, relevant and former relevant children that: Have pathway plans as required	Higher	98.28%	98%	68	69	98.55%	Maintenance Target	Despite one young person not having an agreed pathway plan on 31 March 2010, the annual target has been met.	✓	✓
SCC 041b	The percentage of eligible, relevant and former relevant children that: Have been allocated a personal advisor	Higher	100%	100%	69	69	100%	Maintenance Target	All care leavers were allocated to a Personal Advisor on 31 March 2010.	≈	✓
SCC 042a	The percentage of initial assessments completed within 7 working days	Higher	N/App	87%	460	547	84.1%	Improvement Target Improvement Agreement	<p>Performance in Q4 showed a good improvement on the previous three quarters. This was due to increased scrutiny by social work team managers and senior practitioners of individual cases. However, this improvement has not been sufficient to meet the target for the year overall. The challenge for 2010/11 in transferring to the new Client Information System will be to maintain this level of scrutiny without the benefit of a workflow system to prompt workers with a due date for assessments. Actions for the forthcoming year are:</p> <ul style="list-style-type: none"> • Continue with monthly performance meetings to identify problems with closing assessments; • Implement a more robust system for closing down low level child in need assessments when families are not engaging with effect from 01/04/10. 	N/App	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
SCC 042b	The average time taken to complete initial assessments that took longer than 7 days to complete	Lower	N/App	12 days	1196	87	13.75	Improvement Target Improvement Agreement	This year the Care and Social Services Inspectorate Wales (CSSIW) have changed the method for calculating performance against this indicator and therefore comparisons cannot be made with previous years at a service or national level. Performance in Q4 showed a good improvement on the previous three quarters. This was due to increased scrutiny by social work team managers and senior practitioners of individual cases. However, this improvement has not been sufficient to meet the target for the year overall.	N/App	✘
SCC 043a	The percentage of required core assessments completed within 35 working days	Higher	89.94%	80%	88	108	81.48%	Improvement Target	A performance review undertaken after the dip in performance in Q2 highlighted the need for increased scrutiny of individual cases by social work team managers and senior practitioners. The result of this was that performance has improved in the second half of the year, and enable the meeting of the annual targets. Overall, performance was significantly lower than last year, due to a number of large families where all the siblings had core assessments out of timescale. Actions for the forthcoming year are: <ul style="list-style-type: none"> • Continue with monthly performance meetings to identify problems with closing assessments; • Implement a data quality programme within Paris to provide early warning of assessments nearing their required completion date. • Team Manager for the Duty and Assessment Team to improve the performance monitoring of individual casework, especially where multiple siblings are involved. 	✘	✓
SCC 043b	The average time taken to complete those required core assessments that took longer than 35 days	Lower	44.88 days	45 days	888	20	44.4 days	Maintenance Target	A performance review undertaken after the dip in performance in Q2 highlighted the need for increased scrutiny of individual cases by social work team managers and senior practitioners. The result of this was that performance has improved in the second half of the year, and enabled the meeting of the annual targets. Overall, performance was significantly lower than last year, due to a number of large families where all the siblings had core assessments out of timescale. Actions for next year are: <ul style="list-style-type: none"> • Continue with monthly performance meetings to identify problems with closing assessments; • Implement a data quality programme within Paris to provide early warning of assessments nearing their required completion date. • Team Manager for the Duty and Assessment Team to improve the performance monitoring of individual casework, especially where multiple siblings are involved. 	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Social Care for Children - Youth Justice (New Indicator Set for 2009/10)											
SCY 001a	The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: Children and young people of statutory school age	Higher	N/App	N/App				N/App	Awaiting data from WAG	N/App	N/App
SCY 001b	The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: Young people above statutory school age	Higher	N/App	N/App				N/App	Awaiting data from WAG	N/App	N/App
SCY 002a	The percentage change in the proportion of children and young people in the youth justice system with suitable accommodation: At the end of their court order compared with before the start of their court order	Higher	N/App	N/App				N/App	Awaiting data from WAG	N/App	N/App
SCY 002b	The percentage change in the proportion of children and young people in the youth justice system with suitable accommodation: Upon their release from custody compared with before the start of their custodial sentence	Higher	N/App	N/App				N/App	Awaiting data from WAG	N/App	N/App
SCY 003a	The percentage of children and young people in the youth justice system identified via screening as requiring a substance misuse assessment that commence the assessment within five working days of referral	Higher	N/App	N/App				N/App	Awaiting data from WAG	N/App	N/App
SCY 003b	The percentage of those children and young people with an identified need for treatment or other intervention, who receive that within ten working days of the assessment	Higher	N/App	N/App				N/App	Awaiting data from WAG	N/App	N/App

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
TRANSPORT, HIGHWAYS & ENVIRONMENT											
Transport											
FLTSM1	The amount, in tons, of CO2 emissions from the Local Authority's vehicles	Lower	2779.31 tonnes	2706 tonnes	N/App	N/App	2699.2 tonnes	N/App	Target almost achieved even with an increase in fleet vehicles. Investment in the latest Euro5 engines for Heavy Goods Vehicles will sustain improvement in the future.	✓	✓
THS 007	The percentage of adults aged 60+ who hold a concessionary travel pass	Higher	79.47%	82%	24951	30148	82.76%	Incremental Target	Target achieved. It is planned to improve existing awareness and publicity through online information.	✓	✓
Highways											
THS 002	Annual highway related claims expenditure as a percentage of the annual structural maintenance expenditure.	Lower	5.18%	5%	471783	5026755	9.39%	Target Not Categorised	The outturn is dependant on the propensity for users to make a claim against the Authority and this is variable. The target was challenging and was not met this year although the outturn remains below the Wales average. Lack of investment in highway infrastructure together with the effects of weather conditions have affected performance.	✗	✗
THS 003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance	Higher	70.72%	75%	3341069	5026755	66.47%	Maintenance Target	Target was not achieved. This is impacted by a lack of investment in highway infrastructure and winter weather conditions.	✗	✗
THS 009	The average number of calendar days taken to repair street lamp failures during the year	Lower	2.55 days	2.5 days	4795	2362	2.03 days	Maintenance Target	Target exceeded. Performance has been maintained and improved through the use of portable data capture devices, improved Service Level Agreement with Scottish Power, modified working practices and improved asset reliability.	✓	✓
THS 010a	Condition of principal (A) roads	Lower	1.05%	2%	4.78	287.24	1.66%	Maintenance Target	The reduced PI reflects the lower maintenance investment allocated for Principal Roads in 2009/10. Maintenance during 2009/10 was concentrated on Class C and Unclassified Roads. The investment for 2010/11 was similar and we can therefore expect a similar drop in PI for 2010/11. It should be noted that the All Wales average for 2009/10 = 4.38%.	N/Av	N/Av
THS 010b	Condition of non-principal/classified roads	Lower	3.1%	4%	32.45	625.37	5.19%	Maintenance Target	This PI is a combined condition of Class B & C Roads. The reduced PI predominantly reflects deterioration in Class C roads. Maintenance during 2009/10 was concentrated on Class C and Unclassified Roads. This therefore reflects the poor condition of these roads. The investment for 2010/11 is reduced after WAG Grant cuts and we can therefore expect a similar drop in PI for 2010/11. The All Wales average for 2009/10 = 8.37%.	N/Av	N/Av

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Environment											
STS 005a	Cleanliness Index - provides a relative indication of how clean the streets within the Local Authority area are	Higher	73.37 index score	76 index score	0.76	0.69	72.7 index score	Incremental Target	Failed to reach the target by 3 percentage points although recent results are consistently above the Wales average. Investment in the 'quick response team' should help to meet the target during 10/11.	✘	✘
STS 005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Higher	91.9%	93%	466	520	89.62%	Incremental Target	Failed to reach the target by 3 percentage points although recent results are consistently above the Wales average. Investment in the 'quick response team' should help to meet the target during 10/11.	✘	✘
NCSMM1	The percentage of people who are satisfied with the standard of cleanliness of council-owned highways and relevant land	Higher	58%	65%	N/Av	N/Av	61%	N/App	Percentage figure obtained from the latest Flintshire County Council Residents Survey. This indicator also relates to STS 005a & b.	✓	✘
STS 006	The percentage of reported fly tipping incidents cleared within 5 working days	Higher	94.77%	94%	657	702	93.59%	Incremental Target	In relation to this indicator the performance target has been narrowly missed (0.41%). Achievement can be influenced by negatively by the size and complexity of some larger flytips requiring Environmental Agency attendance and, in some cases specific chemical analysis of materials prior to removal which can create delays.	✘	✘
STS 007	The percentage of reported fly tipping incidents which lead to enforcement activity	Higher	16.49%	17%	302	702	43.02%	Maintenance Target	2009/2010 has seen a dedicated visible enforcement team being employed to act on all reported cases. The result being a reduction in the number of reported fly tipping incidents on the previous year and an increase in the number of incidents against which action is taken (increasing to 302 from 123 in 2008/09). The overall intention would be to maintain this level of enforcement activity.	✓	✓
CMT 001	The percentage of total length of rights of way which are easy to use by members of the public	Higher	55.51%	60%	36.04	54.05	66.68%	Incremental Target	The figure at 66.68% is a significant improvement from last year. The outturn tends to fluctuate owing to the small sample size. The implementation of an improved rights of way information system will assist in improving efficiency of the maintenance of rights of way.	✓	✓

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
WASTE & ENERGY MANAGEMENT											
Waste Management											
WMT 001bi	The percentage of municipal waste reused and/or recycled	Higher	21.83%	24%	18798.12	88297.01	21.29%	Maintenance Target	Below target of 24%. Further roll-outs of the food waste collection scheme, future initiatives (such as reviewing collection services and bring sites) along with developed education programmes and waste/public awareness campaigns will help increase performance for 2010/2011.	✘	✘
WMT 001bii	The percentage of municipal waste composted or treated biologically in another way	Higher	16.04%	20%	12997.22	88297.01	14.72%	Incremental Target	2009/2010 saw a significant decrease in the total tonnage composted due to bad weather during Q4. The ground remained frozen in January and February meaning that green waste such as grass wasn't growing and therefore didn't need collecting. The ground began to recover in March. As a result of this inclement weather, the total tonnage composted remains lower than last year.	✘	✘
WMT 002b	The percentage of bio-degradable municipal waste sent to landfill	Lower	58.44%	N/App	29620	50330	58.85%	Maintenance Target	Target not set in 2009, due to discussions being held with Local Government Data Unit about the need to develop a more robust data collection method for this PI. Subsequently the LGDU have removed this indicator from the national set for 2010/11, stating that it is deemed no longer useful on a national level.	✘	N/App
WMT 004	The percentage of municipal wastes sent to landfill	Lower	57.91%	57%	48218.47	88297.01	54.61%	Incremental Target	Target Exceeded. Public awareness initiatives continue to promote waste minimisation through home composting, use of real nappies and effective use of kerbside recycling services. The introduction of food waste collections from 24,000 households in Flintshire will help to further reduce the total Municipal Solid Waste sent to landfill.	✓	✓
WMT 005	The percentage of municipal waste used to recover heat and power	Higher	N/App	2%	1098.53	38641.05	2.84%	N/App	This is only utilised to protect the Councils position in relation to Landfill Allowance Scheme and as a consequence the Target is somewhat erroneous as the intention is to use the small tonnages going to the facility as a balancing activity and not as a target.	N/App	✓
WMT 007	The percentage of municipal waste received at a household amenity site that is re-used, recycled or composted	Higher	56.76%	76%	11253.51	19273.68	58.39%	Maintenance Target	Performance was slightly improved on 2008/09 despite the bad weather conditions in Q4 resulting in a reduction in the use of civic amenity sites by the general public even though all sites remained open during this period. Following discussion with the Environment Agency the target based on our own performance last year was investigated further. It was subsequently advised that the system for recording waste data (Wasedata flow) had been pulling in data from other areas and hence this figure 76% was incorrect. A more realistic and achievable target is 62% to 65%.	✓	✘

2009/10 Performance Data Outturns

Reference	Short Description	Direction of Positive Performance	2008/09 Actual	2009/10 Target	Numerator	Denominator	Actual	Target Class	Comment	Trend	Target
Energy Management											
EEF 002ai	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	Higher	13.63%	4%	0	0.06	5.49%	Improvement Target	Despite 2008/09 being a significantly colder winter than of late. Energy consumption has been well contained, and whilst absolute energy consumption has increased slightly (2.8%), weather corrected figures for this period show an overall decrease of 5.5%. (Weather correction is a factor that normalises each year's weather temperatures in order to compare different years energy use on a like for like basis.)	✘	✓
EEF 002bi	Percentage reduction in energy use in the housing stock	Higher	1.61%	2%	95735816.62	1521795893	6.29%	Incremental Target	The final outturn value is based on HECA report results for 2008/2009, as agreed with the Welsh Assembly Government. Particularly high achievement this year is partially due to FCC's under-reporting in previous years compared to other Welsh local authorities. This situation has been rectified as providers of private sector non-grant funded installations (of condensing boilers, loft insulation top-ups, draught proofing and low energy light bulbs) are now quantifying the numbers of installations.	✓	✓
EEF 002bii	Percentage reduction in carbon dioxide emissions in the housing stock	Higher	1.98%	1.7%	19656.5	439428.5	4.47%	Incremental Target	The final outturn value is based on HECA report results for 2008/2009, as agreed with the Welsh Assembly Government. Particularly high achievement this year is partially due to FCC's under-reporting in previous years compared to other Welsh local authorities. This situation has been rectified as providers of private sector non-grant funded installations (of condensing boilers, loft insulation top-ups, draught proofing and low energy light bulbs) are now quantifying the numbers of installations.	✓	✓
IA3.1L1	Increase average Standard Assessment Procedure rating in council housing stock	Higher	61.72 average SAP rating	64.01 average SAP rating	N/App	N/App	63.86 average SAP rating	Improvement Target Improvement Agreement	Work undertaken throughout 2009/10 implementing loft insulation, cavity wall insulation, and heating installations has resulted in the achievement of the target.	✓	✘
IA3.1L2	3% reduction in carbon emissions from FCC public buildings	N/App	N/App	3%	N/App	N/App	16690	Improvement Target Improvement Agreement	The aim this year was to identify a baseline figure of CO2 emissions in order to apply the annual percentage target reduction in future years. The figure calculated is 15289 Tonnes in the weather corrected format. This will now be used to apply the percentage target reduction in future years.	N/App	✓

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT AND HEAD OF LEGAL AND
DEMOCRATIC SERVICES**
SUBJECT : **REGULATION OF ACUPUNCTURE, TATTOOING, SEMI-
PERMANENT SKIN COLOURING, COSMETIC PIERCING &
ELECTROLYSIS**

1.00 PURPOSE OF REPORT

1.01 To request that Executive recommend approval of the adoption of Model Byelaws for acupuncture, tattooing, semi permanent skin colouring, cosmetic skin piercing and electrolysis to the County Council. The Model Byelaws attached hereto are based on a model provided by the Welsh Assembly Government.

2.00 BACKGROUND

2.01 The Local Government (Miscellaneous Provisions) Act 1982 made provision for local authorities to control ear piercing, electrolysis, tattooing and acupuncture activities. This was done by empowering local authorities to require registration of premises and observance of byelaws.

2.02 These provisions were adopted in the 1980's by both Alyn & Deeside and Delyn Councils, whose Byelaws became Flintshire Byelaws in due course.

2.03 The Local Government Act 2003 amended the Local Government (Miscellaneous Provisions) Act 1982 by extending control to piercing parts of the body other than ears, and to skin colouring techniques other than traditional tattooing. The relevant provisions came into force on the 1st April 2004 but require action by a Local Authority to bring the new provisions into effect in their area. In the event of Byelaws being made, businesses carrying out skin piercing activities would be required to:-

- Register the individuals undertaking such activities;
- Register the premises in which the activities are to be undertaken;
- Observe the byelaws relating to the cleanliness and hygiene of the premises, practitioners and equipment.

2.04 The amendment introduced new terminology for simplicity and clarity:-

- Ear piercing and the piercing of other parts of the body are encompassed in a single term "cosmetic piercing".

Date: 15/06/2010

- Micro pigmentation, semi-permanent make up and temporary tattooing are defined as “semi-permanent skin colouring”.

- 2.05 These adoptive controls are designed to reduce the risk of infection and spread of disease and govern issues such as the cleanliness of persons, premises and instruments.
- 2.06 In November 2009 the Welsh Assembly Government approved Model Byelaws for the purpose of improving hygienic conditions and practices in those businesses offering acupuncture; tattooing; semi permanent skin colouring (also called semi permanent tattooing); electrolysis and cosmetic piercing of any part of the body.
- 2.07 Flintshire County Council has 32 premises registered under the existing regime. These will be re-evaluated and registered under the new scheme along with an estimated 15 premises that will be applying for the first time.
- 2.08 Flintshire has for a number of years provided advice and guidance on body piercing and other developing specialist treatment areas. Section 3 of the Health & Safety at Work Act 1974 was used if any formal action needed to be considered (this is the duty that an employer or self employed person has to ensure the health and safety of his/her customers). The new Registration and Byelaws regime will enable an additional level of direct control over these activities.

3.00 CONSIDERATIONS

- 3.01 Cosmetic piercing and semi permanent skin colouring carry a potential risk of transmission of blood borne viral infections, such as hepatitis and HIV. This risk is reduced if infection control procedures are observed (e.g. the use of sterile equipment for each client). Until the recent change in the law, local authorities did not have powers to require businesses offering these services to register and to observe byelaws relating to the cleanliness and hygiene of premises. Their powers were limited to regulating ear piercing, tattooing, electrolysis and acupuncture.
- 3.02 As stated, the Welsh Assembly Government has produced Model Byelaws for Local Authorities to adopt if they wish. As Flintshire's predecessor Authorities had resolved to adopt the provisions of the 1982 Act, Flintshire does not have to resolve that the new provisions should apply in its area - it can move straight to adoption of the new Welsh Assembly Government Model Byelaws.
- 3.03 If Members of the Council are minded to resolve to adopt the Model Byelaws, there are a number of administrative steps to be undertaken before the Byelaws are confirmed. The procedure for making Byelaws is provided in Section 236 of the Local Government Act 1972.

- 3.04 The Byelaws have to be confirmed by the Welsh Assembly Government. This process commences with the submission of draft byelaws. The use of Model Byelaws should reduce the amount of time taken to obtain initial approval.
- 3.05 After the Byelaws have been made and sealed, a notice of the Council's intention to apply for confirmation must be given in one or more local newspapers, circulating the area in which the byelaws are to apply. The notice will inform the public that the Byelaws are to be made, where to obtain a copy and how to make objections.
- 3.06 For at least one month after the date the notice is published, a copy of the Byelaws must be held on deposit at the offices of the Council for inspection. When that period has expired, the Council may apply to the Minister for confirmation. The Byelaws will normally come into force one month after confirmation.

4.00 RECOMMENDATIONS

- 4.01 To recommend approval by the County Council to make the following resolutions in respect of the adoption of the new sets of Model Byelaws:-
- (a) to authorise the affixing of its Common Seal to the two sets of Byelaws which are annexed hereto.
 - (b) to authorise its Officers to carry out the necessary procedure and apply to the Welsh Assembly Government for confirmation

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Local Government (Miscellaneous Provisions) Act 1982 enables Local Authorities to charge a reasonable registration fee. The fee is a one off registration fee and covers the initial inspection associated with registration, advising business about registration and associated administration.
- 5.02 The registration fee will be £67.00.

6.00 ANTI POVERTY IMPACT

- 6.01 Not relevant.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Beneficial in a local context.

8.00 EQUALITIES IMPACT

- 8.01 No problems are foreseen.

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 Consultation with the public applies to the extent that notice of the Council's intention to apply for confirmation of the Byelaws must be given in one or more local newspapers circulating in the County at least a month before confirmation is applied for.

11.00 CONSULTATION UNDERTAKEN

11.01 A consultation on the adoption of the new Byelaws has been undertaken with all those premises affected by their introduction. No adverse comments were received.

12.00 APPENDICES

12.01 The Welsh Assembly Government Model Byelaws for acupuncture, tattooing, semi permanent skin colouring, cosmetic skin piercing and electrolysis.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Held on file P334004 (Legal)

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FLINTSHIRE COUNTY COUNCIL
LOCAL GOVERNMENT (MISCELLANEOUS
PROVISIONS) ACT 1982

Byelaws in respect of acupuncture, tattooing, semi-
permanent skin-colouring, cosmetic piercing and
electrolysis

Byelaws for the purposes of securing the cleanliness of premises registered under sections 14(2) or 15(2) or both of the Local Government (Miscellaneous Provisions) Act 1982 and fittings in such premises and of persons registered under sections 14(1) or 15(1) or both of the Act and persons assisting them and of securing the cleansing and, so far as appropriate, sterilization of instruments, materials and equipment used in connection with the practice of acupuncture or the business of tattooing, semi-permanent skin-colouring, cosmetic piercing or electrolysis, or any two or more of such practice and businesses made by Flintshire County Council in pursuance of sections 14(7) or 15(7) or both of the Act.

1. Interpretation

- (a) In these byelaws, unless the context otherwise requires—
- “The Act” means the Local Government (Miscellaneous Provisions) Act 1982;
- “Animal” means any reptile, mammal, and all other living creature belonging to the animal kingdom;
- “client” means any person undergoing treatment;
- “hygienic piercing instrument” means an instrument such that any part of the instrument that touches a client is made for use in respect of a single client, is sterile, disposable and is fitted with piercing jewellery supplied in packaging that indicates the part of the body for which it is intended, and that is designed to pierce either-
- (b) the lobe or
- (c) the upper flat cartilage of the ear;
- “operator” means any person giving treatment, including a proprietor;
- “premises” means any premises registered under sections 14(2) or 15(2) of the Act;
- “proprietor” means any person registered under sections 14(1) or 15(1) of the Act;

“treatment” means any operation in effecting acupuncture, tattooing, semi-permanent skin-colouring, cosmetic piercing or electrolysis;

“the treatment area” means any part of premises where treatment is given to clients.

- (d) The Interpretation Act 1978 shall apply for the interpretation of these byelaws as it applies for the interpretation of an Act of Parliament.
2. (1) For the purpose of securing the cleanliness of premises and fittings in such premises a proprietor shall ensure that—
- (a) any internal wall, door, window, partition, floor, floor covering or ceiling is kept clean and in such good repair as to enable it to be cleaned effectively;
 - (b) any waste material, or other litter arising from treatment must be placed immediately after use in an appropriate waste receptacle with a pedal operated lid and be handled and disposed of in accordance with relevant legislation and guidance as advised by the local authority;
 - (c) any needle, razor or other sharp item used in treatment is single-use and disposable and is disposed of in a sharps container that is kept out of reach of clients and the general public in accordance with relevant legislation and guidance as advised by the local authority;
 - (d) any furniture or fitting in premises is kept clean and in such good repair as to enable it to be cleaned effectively;
 - (e) any table, couch or seat used by a client in the treatment area which may become contaminated with blood or other body fluids, and any surface on which a needle, instrument or equipment is placed immediately prior to treatment has a smooth impervious surface which is cleaned and disinfected—
 - (i) immediately after use; and
 - (ii) at the end of each working day.
 - (f) any table, couch, or other item of furniture used in treatment is covered by a disposable paper sheet which is changed for each client;
 - (g) no eating, drinking, or smoking is permitted in the treatment area and a notice or notices reading “No Eating or Drinking” is prominently displayed there. No Smoking signage should be prominently displayed at or near each entrance of the premises in accordance with The Smoke-Free Premises (Wales) Regulations 2007.

- (h) all animals are prohibited from registered premises. This will prevent the soiling of the premises and the introduction of vermin. An exemption may be granted for animals used by the sight and/or hearing-impaired.
 - (2) (a) Subject to sub-paragraph (b), where premises are registered under section 14(2) (acupuncture) or 15(2) (tattooing, semi-permanent skin-colouring, cosmetic piercing and electrolysis) of the 1982 Act, a proprietor shall ensure that treatment is given in a treatment area used solely for giving treatment;
 - (b) Sub-paragraph (a) shall not apply if the only treatment to be given in such premises is ear-piercing using a hygienic piercing instrument.
 - (3) (a) Subject to sub-paragraph (b), where premises are registered under section 15(2) (tattooing, semi-permanent skin-colouring and cosmetic piercing) of the 1982 Act, a proprietor shall ensure that the floor of the treatment area is provided with a smooth impervious surface;
 - (b) Sub-paragraph (a) shall not apply if the only treatment to be given in such premises is ear-piercing using a hygienic piercing instrument.
3. (1) For the purpose of securing the cleansing and so far as is appropriate, the sterilization of needles, instruments, jewellery, materials and equipment used in connection with treatment—
- (a) an operator shall ensure that—
 - (i) any gown, wrap or other protective clothing, paper or other covering, towel, cloth or other such article used in treatment—
 - (aa) is clean and in good repair and, so far as is appropriate, is sterile;
 - (bb) has not previously been used in connection with another client unless it consists of a material which can be and has been adequately cleansed and, so far as is appropriate, sterilized.
 - (ii) any single use needle, metal instrument, or other instrument or equipment used in treatment or for handling such needle, instrument or equipment and any part of a hygienic piercing instrument that touches a client is sterile;
 - (iii) only disposable single use safety razors are used;
 - (iv) if petroleum jelly or lubricating gel is to be placed on a clients skin, enough for one client only

should be removed from the stock container with a clean spatula, and placed in a container that is either disposed of at the end of each treatment or is cleaned and sterilized before re-use;

- (v) elastic bands or plastic bags used on tattoo machines are disposed of after each client;
 - (vi) any jewellery used for cosmetic piercing by means of a hygienic piercing instrument is sterile;
 - (vii) for the purposes of tattooing or semi-permanent skin-colouring, only sterile inert pigment dispensed into single use pots or pre-packed in single use vials is used.
 - (viii) any container used to hold dye for tattooing or semi-permanent skin-colouring is used for only one client and disposed of together with any unused pigment at the end of each treatment;
- (b) a proprietor shall provide—
- (i) adequate facilities and equipment for—
 - (aa) cleansing and disinfection, including a general purpose sink with hot and cold running water on the premises separate from the wash-hand basin required under 4(b)(i). This should be located out of the treatment area wherever possible; and
 - (bb) sterilisation, unless only pre-sterilised items are used. All sterilisation equipment shall be serviced and maintained at intervals determined by a competent qualified person and periodically tested by the operator to ensure its efficient operation. Records of maintenance, servicing, testing and operating cycles must be retained for the lifetime of the equipment at the premises and retained for a further period of six months. They must be produced upon request for inspection by an authorised council officer.
 - (ii) sufficient and safe gas points and electrical socket outlets;
 - (iii) an adequate and constant supply of clean hot and cold water on the premises;
 - (iv) clean and suitable storage which avoids contamination of the articles, needles, instruments and equipment mentioned in paragraphs 3(1)(a)(i), (ii), (iii), (iv), (v), (vi), (vii) and (viii).

4. (1) For the purpose of securing the cleanliness of operators, a proprietor—
 - (a) shall ensure that an operator is instructed in appropriate hygienic hand decontamination techniques and—
 - (i) keeps his/her hands and nails clean and his/her nails short and free from nail varnish, nail decoration or any form of nail covering;
 - (ii) keeps any open lesion on an exposed part of the body effectively covered by an impermeable dressing;
 - (iii) wears disposable, well fitting, surgical gloves that have not previously been used with another client, unless giving acupuncture otherwise than in the circumstances described in paragraph 4(3);
 - (iv) wears a gown, wrap or protective clothing that is clean and washable, or alternatively a disposable covering that has not previously been used in connection with another client;
 - (v) does not smoke or consume food or drink in the treatment area; and
 - (b) shall provide—
 - (i) suitable and sufficient wash hand basins with non-hand operated taps appropriately located for the sole use of operators, including an adequate and constant supply of clean hot and cold water, liquid soap and paper towels stored in a wall mounted dispenser next to the wash basin. Hand washing instructions should be clearly displayed at such basins.
 - (ii) suitable and sufficient sanitary accommodation for operators.
- (2) Where an operator carries out treatment using only a hygienic piercing instrument and a proprietor provides either a hand hygienic gel or liquid cleaner, the washing facilities the proprietor provides need not be for the sole use of the operator.
- (3) A proprietor must ensure the activity of acupuncture is only carried out by an operator who has washed their hands immediately before carrying out the activity of acupuncture on each client. Where an operator gives acupuncture a proprietor shall ensure that the operator wears disposable, well fitting, surgical gloves that have not previously been used with another client where—
 - (a) the client is bleeding or has an open lesion on an exposed part of his/her body; or

The Welsh Ministers hereby confirm, and in exercise of their powers under sections 14 and 15 of the Local Government (Miscellaneous Provisions) Act 1982 consents to the foregoing byelaws

on _____ and shall come into operation on _____

A Senior Officer of the Welsh Assembly Government

NOTE – THE FOLLOWING DOES NOT FORM PART OF THE BYELAWS

Proprietors shall take all reasonable steps to ensure compliance with these byelaws by persons working on premises. Section 16(9) of the Local Government (Miscellaneous Provisions) Act 1982 provides that a registered person shall cause to be prominently displayed on the premises a copy of these byelaws and a copy of any certificate of registration issued to him under Part VIII of the Act. A person who contravenes section 16(9) shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 2 on the standard scale (see section 16(10)).

Section 16 of the Local Government (Miscellaneous Provisions) Act 1982 also provides that any person who contravenes these byelaws shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale. If a person registered under Part VIII of the Act is found guilty of contravening these byelaws the Court may, instead of or in addition to imposing a fine, order the suspension or cancellation of the person's registration. A court which orders the suspension of or cancellation of a person's registration may also order the suspension or cancellation of the registration of the premises in which the offence was committed if such premises are occupied by the person found guilty of the offence. It shall be a defence for the person charged under the relevant sub-sections of section 16 to prove that he took all reasonable precautions and exercised all due diligence to avoid commission of the offence.

Nothing in these byelaws extends to the practice of acupuncture, or the business of tattooing, semi-permanent skin-colouring, cosmetic piercing or electrolysis by or under the supervision of a person who is registered as a medical practitioner, or to premises in which the practice of acupuncture, or business of tattooing, semi-permanent skin-colouring, cosmetic piercing or electrolysis is carried out by or under the supervision of such a person.

Nothing in these byelaws extends to the practice of acupuncture by or under the supervision of a person who is registered as a dentist, or to premises in which the practice of acupuncture is carried out by or under the supervision of such a person.

The legislative provisions relevant to acupuncture are those in section 14. The provisions relevant to treatment other than acupuncture are in section 15.

The key differences in the application of requirements in respect of the various treatments are as follows:

*The references in the introductory text to provisions of section 14 (acupuncture) of the Local Government (Miscellaneous Provisions) Act 1982 **only apply to acupuncture.***

*The references in the introductory text to provisions of section 15 (tattooing, semi-permanent skin-colouring, cosmetic piercing and electrolysis) of the Local Government (Miscellaneous Provisions) Act 1982 **do not apply to acupuncture.***

*The references in paragraph 1(1) in the definition of “premises” to provisions of section 14 (acupuncture) **only apply to acupuncture.***

*The references in paragraph 1(1) in the definition of “premises” to provisions of section 15 (tattooing, semi-permanent skin-colouring, cosmetic piercing and electrolysis) **do not apply to acupuncture.***

*The requirement in paragraph 2(2) that treatment is given in a treatment area used solely for giving treatment **applies to acupuncture, tattooing, semi-permanent skin-colouring, cosmetic piercing and electrolysis but not to ear-piercing using a hygienic piercing instrument.***

*The requirement in paragraph 2(3) that the floor of the treatment area be provided with a smooth impervious surface **applies to tattooing, semi-permanent skin-colouring and cosmetic piercing but not to acupuncture or electrolysis or ear-piercing using a hygienic piercing instrument.***

*The requirements relating to dye or a container used to hold dye used for treatment in paragraphs 3(1) (a) (vii) and (viii) **apply to tattooing and semi-permanent skin-colouring.***

*The requirement in paragraph 4(1)(a)(iii) that an operator wears disposable well fitting, surgical gloves that have not previously been used with another client **does not apply to acupuncture otherwise than in the circumstances described in paragraph 4(3).***

*The provisions of paragraph 4(2) in relation to washing facilities **apply to cosmetic piercing using only a hygienic piercing instrument.***

*The exception whereby the byelaws do not apply to treatment carried out by or under the supervision of a dentist **applies only to acupuncture (see section 14(8) of the Act).***

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**
SUBJECT : **NORTH WALES PROCUREMENT PARTNERSHIP (NWPP)**
 UPDATE

1.00 PURPOSE OF REPORT

1.01 To provide an update on the work programme of the NWPP and the outcomes of the recent partnership review.

2.00 BACKGROUND

2.01 The NWPP was established almost two years ago by the six North Wales Councils with the aim of delivering value for money improvements through collaborative procurement.

2.02 The partnership is overseen by a Management Board made up of senior officers from the six Councils which has the overall responsibility in terms of governance and performance management. There is also an Operations Board which has responsibility for developing the partnership work programme, ensuring the partnership contracts meet the needs of the individual councils and are used within the councils.

2.03 The partnership employs a team of six staff and costs approximately £300,000 per annum. Each Council pays a subscription to the partnership based on population, for Flintshire this is £68,000. Gwynedd Council hosts the partnership and provides support services including finance and legal.

3.00 CONSIDERATIONS

3.01 To date the partnership has established pan North Wales framework agreements for the following:-

- Fuels (DERV and Heating Oil)
- Personal Protective Equipment
- Palan and Tool Hire
- Construction Professional Services
- Social Care Training Providers
- Driver CPC Training
- Construction Trade Operatives (let in May 2010)

3.02 The savings potential up to March 2010 from these frameworks is £725,000 and with the construction trade operatives framework contract now in place

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this is projected to increase to £1.8 million by September 2010. However these savings can only be realised if the framework agreements are used by service departments within each of the six Councils.

- 3.03 Outside of the framework agreements there have been considerable savings achieved in School Transport and the use of e-auctions. Annual savings of £312,000 had been realised to date and these are anticipated to increase to £775,000 per annum by the end of 2010.
- 3.04 The work programme for 2010/11 has been approved by the Management Board and the following tenders are planned Minor Works, Specialist Building Services, Highway Quarry Materials and Legal Services.
- 3.05 The partnership is also working with the North Wales Social Services Improvement Collaboration on Learning Disability and Domiciliary Care projects which potentially could deliver further major savings.
- 3.06 The North Wales Chief Executives commissioned a review of the partnership earlier this year. The review highlighted the success of the partnership to date and the Chief Executives agreed a series of recommendations arising from the review including:-
- Review NWPP operating processes to improve the engagement of professions in the work of the partnership and implement proposals to enable greater engagement and ownership of procurement projects within each council at professional level at project inception.
 - Review operations to improve planning, project management, realistic timescales and focus on fewer projects.
 - Review roles within the partnership with particular emphasis on the role of the Operations Board in relation to the Partnership and the Management Board.
 - Commission the Operations Board to review of the use of framework contracts to evidence the cashable benefits from the contracts put in place and make proposals to enable councils to deliver greater use of the framework contracts negotiated by the NWPP.

To implement these recommendations will require action and commitment from the partnership but also from each individual council.

- 3.07 The main outcome from the review was the agreement that the NWPP be placed on a long term footing which will give some certainty and confidence to the Councils and to the partnership employees. In addition it was agreed that in terms of the wider collaboration activities that the partnership will report in to the Other and Support Services Regional Collaboration Board.

4.00 RECOMMENDATIONS

- 4.01 That members note the progress of the NWPP to date,

- 4.02 That members confirm their commitment to the partnership and support the outcomes of the review.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As at 31st March, 2010 the net saving across North Wales on the framework agreements let by NWPP was approximately £200,000, for Flintshire the net saving was only £2,500. However it is estimated that this will increase to £113,000 by September, 2010, these savings are predicated on the use of the partnership frameworks and spend data previously provided by the Flintshire procurement team. A key recommendation from the review is the work commissioned from the Operations Board to evidence the cashable benefits and propose ways that will generate greater use of the NWPP frameworks within individual councils.
- 5.02 Within the 2010/11 budget, savings of £501,000 have been included from use of the NWPP frameworks and other contracts such as School Transport and Learning Disability.
- 5.03 Efficiencies will be transferred from the relevant services as they are identified.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly

7.00 ENVIRONMENTAL IMPACT

- 7.01 None directly

8.00 EQUALITIES IMPACT

- 8.01 None directly

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly

10.00 CONSULTATION REQUIRED

- 10.01 No

11.00 CONSULTATION UNDERTAKEN

- 11.01 No

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

No background documents

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **NORTH EAST WALES COMMUNITY PLAY PROJECT**

1.00 PURPOSE OF REPORT

1.01 To advise Executive of North East Wales Play (NEW Play), and to seek authorisation to proceed with the employment of the new project team.

2.00 BACKGROUND

2.01 NEW Play is a partnership project across Wrexham, Denbighshire and Flintshire counties representing a multi agency, cross sector partnership to address an identified need across North East Wales. It is hosted by Flintshire County Council through Leisure Services.

2.02 NEW Play is currently funded by round one of the Child's Play programme, to develop the infrastructure for children's play across the North East Wales region principally by developing an autonomous organisation to provide a regional approach to workforce development and quality play provision. As part of this work, the first ever audit of play provision across North East Wales was conducted which highlighted the need for peripatetic play projects to respond to the needs of communities.

2.03 This Community Play Project has been successful in securing £964,850 grant-aid from the second round of the Child's Play programme. Flintshire County Council are the best placed organisation to deliver the project as they have the longest history of play provision delivery and play development across the region. The Authority is currently the grant recipient body for the round one grant funding and was also the applicant for the second round grant. The project is a three year funded scheme and the commencement date in terms of the funding period will be the commencement date for the employment of the first staff. At the end of the three year funding the project will end unless sustainable funding has been secured by the Project team for beyond that period.

3.00 CONSIDERATIONS

3.01 The new Play project is a major investment of funding into the provision of play opportunities in North East Wales. It has the full support of all regional partners and has been assisted greatly by the audit of existing provision undertaken by the round one programme. The project will have a total of 11 staff; all working to the existing team of two (Executive Regional Play

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Development Officer and Regional Play Development Officer) based within Leisure Services offices at County Hall. All staff are employed by Flintshire County Council and follow our policies and procedures. The project is managed by a Project Management Group and there is currently underway an exercise to invite nominations for Trustees / Directors within a view to establishing an autonomous body.

- 3.02 The new staff will be based on three peripatetic teams (one in each of the three counties) of three play workers (one Senior and two Play Workers), supported by a Project Manager and Resources Officer. Each team will target five play deprived communities over the three years of the project with a total of fifteen communities over the three Counties. The target age range is 8 to 12 years but because of the open access community play nature, it is anticipated that youngsters outside of this age range will be involved. The actual communities to be involved will be identified on the basis of indices of deprivation. The Project Manager and Resources Officer will be the first appointees and will be tasked with consultations within the communities to prepare for the subsequent delivery of open-access play opportunities by the peripatetic teams of three Play Workers. These consultations will include local Schools; existing providers; local Councillors; and our own Play Development staff. The five selected communities within Flintshire may stay within the programme for the second and third years dependent upon the evaluation of the scheme.
- 3.03 The project aims to demonstrate that by enhancing opportunities for play within a community, then the level of play activity will increase and raise the profile / significance of play in the life of the community. It will also engage with and support local organisations and volunteers to build up a legacy for the work. There is also a research element built into the project which will engage Glyndwr University to measure the effectiveness of the programme.
- 3.04 The project plan seeks to recruit the Project Manager and Resource Officer in August with the remaining Playworker staff in October. The project is planned to start on the ground in January 2011. In following Council procedures, there is a number of Job Evaluation Questionnaires currently in preparation which will require assessment by a Panel prior to any recruitment. The project has been costed as accurately as possible based on comparisons of existing posts elsewhere in the country. It is possible that, after evaluation, adjustments may have to be made to proposed salary levels in order to retain all costs within the grant award; and to seek the agreement for any adjustments necessary from the Big Lottery Fund as grant awarding body. The project is 100% funded by the Big Lottery Fund grant.

4.00 RECOMMENDATIONS

- 4.01 Executive is asked to note the report and to authorise the necessary action to employ a staff team of eleven full time workers, for a fixed term contract of three years.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The total amount of funding awarded from the Big Lottery Fund is £964,850; of which £764,394 is specifically for salaries to employ a staff team of eleven (including a redundancy settlement figure). This project is completely funded by the grant award and the project finances are currently managed by Flintshire County Council.

6.00 ANTI POVERTY IMPACT

- 6.01 This project will assist each county across the region to respond to the recently approved child poverty measure, which will place a statutory duty on local authorities in relation to play:

"11 Local authority duties in respect of play opportunities for children

(1) A local authority must assess the sufficiency of play opportunities in its area for children in accordance with regulations."

(3) A local authority must secure sufficient play opportunities in its area for children, so far as reasonably practicable, having regard to its assessment under subsection (1)."

7.00 ENVIRONMENTAL IMPACT

- 7.01 The project significantly contributes towards the waste minimisation agenda by creating a resource service that operates on the reduce, reuse, recycle principles. The Resource Officer will develop partnerships with local businesses to divert waste away from landfill sites and into a more positive end use, as materials to enhance children's play experiences.

8.00 EQUALITIES IMPACT

- 8.01 Opportunities to play have become increasingly limited for children over the course of the last 50 years. Present day societal attitudes and beliefs deny children a sense of freedom that past generations had. Through a community focused approach to play provision, we believe that we will promote change in peoples' attitudes and behaviour towards children playing. This will in turn lead to a fairer society.

9.00 PERSONNEL IMPLICATIONS

- 9.01 This project will create eleven full time posts for three years across the region. All relevant Council policies and procedures will be followed.

10.00 CONSULTATION REQUIRED

10.01 Further consultations across the play sector in North East Wales will continue.

11.00 CONSULTATION UNDERTAKEN

11.01 This project has been based upon consultation and research that clearly highlighted the need for this model of provision.

12.00 APPENDICES

12.01 None.

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 COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **OUTCOME OF THE CONSULTATIONS RELATING TO THE
PROPOSAL TO AMALGAMATE WATS DYKE INFANTS AND
MYNYDD ISA JUNIOR SCHOOLS**

1.00 PURPOSE OF REPORT

- 1.01 To report on the outcome of the consultation meetings and subsequent responses to the consultations relating to the above proposal, and to seek approval to publish the statutory notices.

2.00 BACKGROUND

- 2.01 The Governing Bodies of the two existing schools requested that the schools be considered by the Authority for amalgamation and also proposed the replacement of the existing buildings with a new, all-through Primary school building.
- 2.02 The Executive at their meeting of the 9 March 2010, approved a recommendation that officers consult on the proposed amalgamation and report back on the responses.
- 2.03 A series of six presentation and consultation meetings were arranged to discuss the issues with stakeholders. The outcomes are detailed in this report.
- 2.04 This report seeks the approval of members to move forward to the statutory stage for publication of the proposal, and the establishment of the two month period for written objections.
- 2.05 If no objections are received in this period, the proposal can then be determined locally by Flintshire Councillors. However, if an objection is raised, the proposal will be called in and considered by the Minister for Children, Education, Lifelong Learning and Skills at the Welsh Assembly.

3.00 CONSIDERATIONS

- 3.01 The six presentation and consultation meetings were conducted at the schools, and the relevant groups of Parents, Staff and Governors were invited.

Date: 15/06/2010

The presentations generally met with the approval of stakeholders, although there were issues raised, including the following:

3.02 **Staffing matters**

Consultees were reassured that an amendment to the national regulations meant that a temporary governing body would not be required to advertise the post of Headteacher nationally.

The local authority would recommend that existing teaching staff and support staff be transferred 'en bloc' to the new school.

There were also issues relating to the future employment of part-time staff. They would have the same degree of protection in a new school as they enjoy at the present

3.03 **Governance issues**, particularly in relation to the continuation of the existing Governing Bodies until such time as the existing schools were discontinued.

Questions were also asked in relation to the setting up of the Temporary Governing Body, which would have the responsibility in preparing for the new school, drafting the job description, advertisement and appointing the new Head Teacher, and subsequently appointing other senior staff to the new school.

3.04 **Parent issues**

A number of parents referred to the new school being on a split site. Parents were assured that they successfully amalgamated schools are operated on a split site basis, but that amalgamation would provide impetus to the need to establish the school on a single site in the future.

Reassurance was given in relation to access, quality of provision and the transfer of existing staff to the 'new' school.

Parents were also reassured that the present arrangements for the Headteacher of the junior school to manage both existing schools would not impact on standards. It was accepted that the existing schools provided high standards of education, and that these standards would be supplemented by plans for better progression from Key Stage One to Key Stage Two as a result of the proposed amalgamation.

3.05 There were two written responses to the outline consultation on amalgamation of the two schools. The consultees expressed support for the proposed amalgamation in that better continuity would result between the key stages. However, one respondent commented that the full benefit of amalgamation would not result until the school was established on a single site. Please see attached forms at Appendix 2.

4.00 RECOMMENDATIONS

4.01

- i) That members consider the issues raised in the consultation process
- ii) That members approve the progression of the proposal to the statutory stage, which would lead to the publication of the proposal, and establish the two month period for written objections.

5.00 FINANCIAL IMPLICATIONS

5.01 The cost of the publication in a local newspaper

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 There will be no negative environmental impact arising from amalgamation of two schools.

9.00 PERSONNEL IMPLICATIONS

9.01 Staffing protocols with trade unions are in place to manage school organisational change transition.

10.00 CONSULTATION REQUIRED

10.01 Further responses can be made in relation to the school reorganisation issues following the issue of statutory proposals.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultations relating to the proposals as detailed above in the main report.

12.00 APPENDICES

12.01 Appendix A: Draft notice for publication.
Appendix B: Consultation responses.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

None

Contact Officer: Tom Davies
Telephone: 01352 704180
E-Mail: tom_davies@flintshire.gov.uk



STATUTORY NOTICE TO DISCONTINUE MYNYDD ISA (WATS DYKE) INFANTS AND MYNYDD ISA JUNIOR SCHOOL AND TO ESTABLISH A NEW COMMUNITY PRIMARY SCHOOL

FLINTSHIRE COUNTY COUNCIL

NOTICE IS HEREBY GIVEN in accordance with Sections 28(1)(a) and 29(1)(a) of the Schools Standards and Framework Act 1998 and the Education (School Organisation Proposals) (Wales) Regulations 1999 (SI1999/1671) as amended, that Flintshire County Council of County Hall, Mold, having consulted such persons as appeared to them to be appropriate, propose to:-

- Discontinue Mynydd Isa (Wat's Dyke) Infants School
- Discontinue Mynydd Isa Junior School
- Establish a 470 + 54 Nursery place community school for boys and girls aged 3 – 11 years using the existing accommodation at Wats Dyke Avenue, Mynydd Isa, CH7 6UL and Chambers Lane, Bryn y Baal, CH7 6SJ.

It is proposed to implement the proposals to discontinue the above two schools on the 31st August 2011 and to implement the proposal to establish the new school on the 1st September 2011.

It is proposed that all pupils registered at Mynydd Isa (Wats Dyke) Infants School and Mynydd Isa Junior School as at 31st August 2011 may attend the new school due to be established on the 1st September 2011.

The proposed new school will be a Community Primary School. Admission arrangements will be dealt with in line with the LEA's Admission Policy. No provision will be made for either selection by aptitude or pupil banding.

Transport of pupils shall be dealt with by reference to the LEA's Home to School Transport Policy.

The number of pupils to be admitted to the new school at age four years in the first school year of which the proposals have been implemented is 64. Flintshire County Council as the LEA will be the admission authority.

Within a period of two months after the date of publication of these proposals, that is to say by 1 September 2010, any person may object to the proposals. Objections should be sent to the Director of Lifelong Learning, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND.

The Authority will send copies of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, to the Welsh Assembly Government within the period of one month after the end of the objection period.

The proposals will (unless withdrawn) require the approval of the Welsh Assembly Government if :-

- (a) Within two months after a copy of them is sent to the Assembly it gives notice that they require such approval; or

Appendix A

- (b) Objections have been made within the objection period and have not been withdrawn during that period.

Where proposals do not require such approval, Flintshire County Council acting as LEA will decide whether to implement them within 4 months of the copy of the published proposals having been sent to the Welsh Assembly Government.

Signed

Director of Lifelong Learning

Dated:

Appendix A

EXPLANATORY NOTE

This is not part of the notice but is intended to explain its general purpose.

Flintshire County Council acting as the Local Education Authority intends to amalgamate Mynydd Isa (Wats Dyke) Infants School and Mynydd Isa Junior School, making a new all through community primary school with a single headteacher and a single governing body. In order to do so the LEA must publish proposals to discontinue both existing schools and establish a new school.

It is intended that the newly established school will in the existing school buildings. The existing schools will continue until 31 August 2010.

Pupils already registered at Mynydd Isa (Wats Dyke) Infants and Mynydd Isa Junior Schools as at 31st August 2011 will automatically be offered a place at the new school.

Further information about the proposals may be obtained from the Director of Lifelong Learning, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND (Tel No. 01352 704010)

Proposed Amalgamation of Wat's Dyke Infant and Mynydd Isa Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name *Sue Tyson*.....

Address.....

School (~~Infant~~/Juniors)..... *(Staff)*.....

Your comments relating to the proposal:

I am fully supportive of the proposed merger. I think it will lead to greater continuity between schools.

Please continue on the back of the form if necessary

Send your completed forms by 21st May 2010, either directly to:

**Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR**

LIFELONG LEARNING DIRECTORATE

25 MAY 2010

Or leave at the school with the Headteacher for return.

RECEIVED

Proposed Amalgamation of Wat's Dyke Infant and Mynydd Isa Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name *Siân Mountain*.....

Address *12 Pant y Fawnog, Buckley*.....

School (Infant/Juniors) *Wat's Dyke Infants*.....

Your comments relating to the proposal:

I understand the benefits of having a through school and recognise some of the advantages outlined in the meeting. However from what was said at the meeting I feel that lots of the advantages of having a through school would still not be properly achieved by educating the children

Please continue on the back of the form if necessary *P.T.O.*

Send your completed forms by 15th May 2010, either directly to:

**Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR**

Or leave at the school with the Headteacher for return.

LIFELONG LEARNING DIRECTORATE

19 MAY 2010

RECEIVED

on two sites.

The current proposal appears to be a 'half way' move with the children of Mynydd Isa still not fully benefiting from the advantages of attending a through school.

After listening to Mr. Tom Davies and Mrs. Janice Dickens speak at the meeting I have no objection to the plan to amalgamate but feel that the true benefits would only be felt if the school was housed on a single site. I recognise that finance is probably the main issue in this but I think the situation should be looked at as a priority to ensure the children of Mynydd Isa are not short changed in being provided with the best possible education.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **22 JUNE 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **OUTCOME OF THE CONSULTATIONS RELATING TO THE
PROPOSAL TO AMALGAMATE BROUGHTON INFANTS AND
BROUGHTON JUNIOR SCHOOLS**

1.00 PURPOSE OF REPORT

- 1.01 To report on the outcome of the consultation meetings and subsequent responses to the consultations relating to the above proposal, and to seek approval to publish the statutory notices.

2.00 BACKGROUND

- 2.01 The Governing Bodies of the two existing schools requested that the schools be considered by the Authority for amalgamation and the establishment of a new all-through primary school.
- 2.02 The Executive, at their meeting of the 16th September 2009, approved a recommendation that officers consult on the proposed amalgamation and report back on the responses.
- 2.03 A series of six presentation and consultation meetings were arranged to discuss the issues with stakeholders. The outcomes are detailed in this report.
- 2.04 This report seeks the approval of members to move forward to the statutory stage for publication of the proposal, and the establishment of the two month period for written objections.
- 2.05 If no objections are received in this period, the proposal can then be determined locally by Flintshire Councillors. However, if an objection is raised, the proposal will be called in and considered by the Minister for Children, Education, Lifelong Learning and Skills at the Welsh Assembly.

3.00 CONSIDERATIONS

- 3.01 The presentation and consultation meetings were conducted at the schools, and the relevant groups of Parents, Staff and Governors were invited. Members of the local community were also present. A meeting with the local Community Council was also undertaken.

Date: 15/06/2010

The presentations generally met with the approval of stakeholders, although there were issues raised, including the following:

3.02 **Staffing matters**

Arrangements would need to be put in place for the appointment of a new headteacher. A recent amendment to the regulation relating to the Headteachers appointment process would mean that the temporary Governing Body for the new school would no longer be required to advertise nationally for a replacement. There was consensus that this new arrangement would be appropriate amongst the consultees.

3.03 **Continuation of the Public Lending Library**

Consultees were supportive of the proposal to maintain the library in the present location. However, requests were made to alter the entrance arrangements to restore the physical link between the two existing school buildings. Consultees felt strongly that the alterations to the building should be carried out to form the linking corridor, and that the work should be completed before the scheduled date of amalgamation in September 2011.

3.04 **Parent issues**

Parents were supportive of the proposed amalgamation and were keen to see the further enhancement and development of the school.

One consultee raised the issue of future residential developments in the village and the funding of any future expansion of the school. The consultee was reassured that S106 contributions had been agreed with the developer of land in Broughton, and in the event of the development taking place, the financial contribution would accrue to the proposed new school in Broughton and not to other schools in the County.

- 3.05 There were five written responses received as a result of consultation, all of which were supportive. Consultees referred to the advantages of amalgamation in terms of improved transition between key stages one and two and the better use of resources.

Reference was also made relating to completion of the building adaptations to the public library entrance before the opening of the proposed new school. One consultee stated her support for the present Headteacher of the infants school (Appendix B).

4.00 **RECOMMENDATIONS**

4.01

- i) That members consider the issues raised in the consultation process

- ii) That members approve the progression of the proposal to the statutory stage, which would lead to the publication of the proposal, and establish the two month period for written objections.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The cost of the publication in a local newspaper

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 There will be no negative environmental impact arising from the amalgamation of the two schools.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Staffing protocols with trade unions are in place to manage school organisational change transition.

10.00 CONSULTATION REQUIRED

- 10.01 Further responses can be made in relation to the school reorganisation issues following the issue of statutory proposals. Representatives related to site planning can be addressed through statutory planning processes.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultations relating to the proposals as detailed above in the main report.

12.00 APPENDICES

- 12.01 Appendix A: Draft notice for publication.
Appendix B: Consultation responses.

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

None

Contact Officer: Tom Davies
Telephone: 01352 704180
E-Mail: tom_davies@flintshire.gov.uk



STATUTORY NOTICE TO DISCONTINUE BROUGHTON INFANTS SCHOOL AND BROUGHTON JUNIOR SCHOOL AND TO ESTABLISH A NEW COMMUNITY PRIMARY SCHOOL

FLINTSHIRE COUNTY COUNCIL

NOTICE IS HEREBY GIVEN in accordance with Sections 28(1)(a) and 29(1)(a) of the Schools Standards and Framework Act 1998 and the Education (School Organisation Proposals) (Wales) Regulations 1999 (SI1999/1671) as amended, that Flintshire County Council of County Hall, Mold, having consulted such persons as appeared to them to be appropriate, propose to:-

- Discontinue Broughton Infants School
- Discontinue Broughton Junior School
- Establish a new 420 + 30 Nursery place community school for boys and girls aged 3 – 11 years using the existing accommodation at Broughton Hall Road, Broughton, CH4 0QQ.

It is proposed to implement the proposals to discontinue the above two schools on the 31st August 2012 and to implement the proposal to establish the new school on the 1st September 2012.

It is proposed that all pupils registered at Broughton Infants School and Broughton Junior School as at 31st August 2011 may attend the new school due to be established on the 1st September 2011.

The proposed new school will be a Community Primary School. Admission arrangements will be dealt with in line with the LEA's Admission Policy. No provision will be made for either selection by aptitude or pupil banding.

Transport of pupils shall be dealt with by reference to the LEA's Home to School Transport Policy.

The number of pupils to be admitted to the new school at age four years in the first school year of which the proposals have been implemented is 60. Flintshire County Council as the LEA will be the admission authority.

Within a period of two months after the date of publication of these proposals, that is to say by 1 September 2010 any person may object to the proposals. Objections should be sent to the Director of Lifelong Learning, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND.

The Authority will send copies of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, to the Welsh Assembly Government within the period of one month after the end of the objection period.

The proposals will (unless withdrawn) require the approval of the Welsh Assembly Government if :-

- (a) Within two months after a copy of them is sent to the Assembly it gives notice that they require such approval; or

Appendix A

- (b) Objections have been made within the objection period and have not been withdrawn during that period.

Where proposals do not require such approval, Flintshire County Council acting as LEA will decide whether to implement them within 4 months of the copy of the published proposals having been sent to the Welsh Assembly Government.

Signed

Director of Lifelong Learning

Dated:

Appendix A

EXPLANATORY NOTE

This is not part of the notice but is intended to explain its general purpose.

Flintshire County Council acting as the Local Education Authority intends to amalgamate Dee Road Infants School and Broughton Junior School, making a new all through community primary school with a single headteacher and a single governing body. In order to do so the LEA must publish proposals to discontinue both existing schools and establish a new school.

It is intended that the newly built school will be established in the existing accommodation. The existing schools will continue until 31 August 2011.

Pupils already registered at Broughton Infants and Broughton Junior Schools as at 31st August 2011 will automatically be offered a place at the new school.

Further information about the proposals may be obtained from the Director of Lifelong Learning, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND (Tel No. 01352 704010)

Proposed Amalgamation of Broughton Infant and Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name *Sue Davies*

Address..... *% Broughton Infants*

School (Infant/Juniors)..... *Infants*

Your comments relating to the proposal:

As current head of Broughton Infants I can see the benefits of amalgamation - it will create a more seamless transition for pupils & we can all benefit from shared resources, space & staff expertise.

Please continue on the back of the form if necessary

Send your completed forms by 21st May 2010, either directly to:

**Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR**

Or leave at the school with the Headteacher for return.

LIFELONG LEARNING DIRECTORATE

20 MAY 2010

RECEIVED

Proposed Amalgamation of Broughton Infant and Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name *Christine Evans*.....

Address.....

School (Infant/Juniors) *Broughton Infants*.....

Your comments relating to the proposal:

The disruption to the children of the school must be kept to the minimum. Any building alterations must be done as quickly and safely as possible.

Please continue on the back of the form if necessary

Send your completed forms by 21st May 2010, either directly to:

**Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR**

Or leave at the school with the Headteacher for return.

LIFELONG LEARNING DIRECTORATE

20 MAY 2010

RECEIVED

Proposed Amalgamation of Broughton Infant and Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name *Margaret Mayhew*

Address *6 Siddeley Close, Broughton, CH4 0SG*

School (Infant/Juniors) *Infants*

Your comments relating to the proposal:

*I am very much in favour of the amalgamation of our two schools (just disappointed that it will not benefit my daughter who leaves juniors this July). I do however have a few concerns:-
1) that all building work and equipment is*

Please continue on the back of the form if necessary

Send your completed forms by 21st May 2010, either directly to:

**Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR**

Or leave at the school with the Headteacher for return.

LIFELONG LEARNING DIRECTORATE

20 MAY 2010

RECEIVED

completed and in place before the amalgamated school opens. The school needs to be able to function as a united unit, so staffroom and offices need to be central and combined (not on opposite sides of the two buildings). The classrooms need to be fully equipped so as to cause minimal disruption to the children.

2) That the public lending library (a very important part of our village) is kept in its current position and that it becomes a completely separate unit with its entrance totally separate to those of the school. The public and children need to be kept apart and the children kept secure and safe within the building.

3) I would not want the schools to lose Mrs S. Davies as headteacher.

The Infant school went through a difficult time before Mrs Davies was appointed and the difference she has made to the school in the past 5 yrs is phenomenal. I feel that she would be the perfect choice for head of the amalgamated school and to take it forward as a through primary school. She has an empathy and understanding with her staff and will always work with them to resolve concerns and issues, both professional and personal, - a must I would have thought when mixing the staff of both schools together. She also has vision and an ability to make the most of the buildings and budget she is given.

Proposed Amalgamation of Broughton Infant and Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name Dawn Pick.....

Address 50 The Boulevard, Broughton.....

School (Infant/Juniors) Infants.....

Your comments relating to the proposal:

I think it's a good idea and will cut
down on the upset when a child
goes from Infants to Juniors.

Please continue on the back of the form if necessary

Send your completed forms by 21st May 2010, either directly to:

Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR

LIFELONG LEARNING DIRECTORATE

Or leave at the school with the Headteacher for return.

20 MAY 2010

RECEIVED

Proposed Amalgamation of Broughton Infant and Junior Schools

Consultation

As a result of Council policy, we are consulting on the proposal to amalgamate the two schools to create a through Primary school, which will be housed in the existing accommodation. The date for completion of the process would be September 2011.

Your views on the proposal will be taken into consideration as part of the consultation process.

You can either make your views known at the consultation meetings, or send this sheet back to us with your comments:-

Name Louise Jenkins

Address 1 Church Road, Broughton

School (Infant/Juniors) Broughton Infants

Your comments relating to the proposal:

Fantastic! Excellent use of space, facilities and teaching expertise. Presents huge opportunities for the children to extend their learning, maximise the use of resources, work with older children & removes uncertainty and insecurity about changing schools.

Please continue on the back of the form if necessary

PTO

Send your completed forms by 21st May 2010, either directly to:

**Carole Swift,
Lifelong Learning Directorate,
County Hall,
MOLD
CH7 6NR**

Or leave at the school with the Headteacher for return.

LIFELONG LEARNING DIRECTORATE

20 MAY 2010

RECEIVED

As two separate schools, I may have thought twice about sending my daughter to the Juniors when the time comes, but as one school and the continuation and progression that will follow, it will be excellent, hopefully with Mrs Davies as the Head!

I think that the assessment of learning will benefit enormously, especially with one group of staff rather than two.

All positive in my eyes! One very pleased ~~parent~~ parent!

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 22 JUNE, 2010
REPORT BY: CHIEF EXECUTIVE
SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

2.01 At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

<u>Directorate</u>	<u>Subject</u>
Chief Executive	Appointment of a fixed term Project Director for Flintshire Futures Programme
Finance	Creation of 2 interim Corporate Finance Manager posts for 6 months to cover vacant Corporate Finance Manager post Creation of Project Manager (agency) post for 3-6 months to lead Corporate Finance workstream of the Finance Function Review Write off of Council Tax, Business Rates and Sundry Debtors in 2009/10 in accordance with Financial Procedure Rules
Environment	Disposal of 1043 metres of land by lease for purpose of the Eirgrid Interconnector Disposal of land at High Street, Saltney, Flintshire (public conveniences) Disposal of land adjacent to Lixwm County Primary School to be incorporated as garden land within Ivy Cottage

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

EXECUTIVE FORWARD WORK PROGRAMME **MONTHS 05/10 to 10/10**

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

- Risk Management Strategy
(Deferred until 10 August as the Strategy requires further development and internal consultation)
- Welsh Language Scheme Annual Report
(Deferred until 10 August as agreed with the Welsh Language Board)
- Changing Climate, Changing Places - Review
(Deferred until 11 October. The partnership implications and opportunities have yet to be determined with WLGA support)

ICT and Customer Services Update

- Organisational Redesign Programme – Corporate Services Administration and Support Services
(Deferred until 10 August as the Service Review is not yet complete)
- Organisational Redesign Programme – Design and Print Progress Report
(Deferred until 10 August as phase 2 of the Review is currently in progress)

Community Services Update

- Annual Council Reporting Framework (ACRF)
(Deferred until 13 July. Following discussion at Social & Health Overview and Scrutiny Committee, further amendments are being incorporated prior to submission to Executive)

Environment Update

- Speed Limit Review
(Deferred until 13 July as the information regarding the proposed collaboration, being led by Wrexham, has only just been received by the other 5 authorities)
- Progress Update - NWRWTP
(No updates to report on)
- Food Service Plan
(Deferred until 13 July. As a result of other pressing priorities that have occurred this year such as preparatory work for the introduction of the FSA national Food Hygiene Rating Scheme, it has been considered appropriate to defer this report until July)

EXECUTIVE MEETING DATES

FORWARD WORK PROGRAMME ITEMS – MAY 2010 - OCTOBER 2010

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic / Operational)	PORTFOLIO
12 May 2010	Chief Executive	▪ Council (Governance Plan)	Strategic	Corporate Governance & Strategy
		▪ Outcome Agreement with Welsh Assembly Government	Strategic	Corporate Governance & Strategy
		▪ County Vision	Strategic	Corporate Governance & Strategy
		▪ Directorate Plans	Operational	Corporate Governance & Strategy
		▪ Public Services Reform	Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	▪ MASS – Quarter 4 – 2009/10	Operational	Corporate Management and Strategy
	ICT and Customer Services	▪ Customer Services Strategy	Strategic	Corporate Management and Strategy

	Finance	<ul style="list-style-type: none"> ▪ Revenue Budget Monitoring 2009/10 (Month 11) 	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> ▪ Impact Southwark Judgement ▪ Housing Stock Options ▪ Amendments to the Housing Allocation Policy 	<p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Social Services + Housing Management and Function</p> <p>Housing Management and Function</p> <p>Housing Management and Function</p>
	Environment	<ul style="list-style-type: none"> ▪ Highways Asset Management Plan ▪ Traffic Calming ▪ Municipal Waste Strategy – Adoption ▪ Highways Inspection Policy 	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Environment, Regeneration and Tourism</p> <p>Environment, Regeneration and Tourism</p> <p>Waste Management and Strategy</p> <p>Leisure, Public Protection & Clean Team Activity and Theatre Clwyd</p>
1 June 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Clwyd Theatr Cymru – modernisation proposals 	Strategic	Corporate Governance & Strategy

		<ul style="list-style-type: none"> ▪ Regulatory Plan ▪ Housing Ballot Reports ▪ Housing Renewal Area ▪ National Performance Indicator Review ▪ Voluntary Sector Grant Management ▪ Organisational Strategy Phase II 	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p>
	Human Resources and Organisational Development	<ul style="list-style-type: none"> ▪ Workforce Information – Quarter 4 – 2009/10 	Operational	Corporate Management and Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> ▪ North Wales Procurement Partnership – Update 	Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> ▪ Revenue Budget Monitoring 2009/10 (Month 12) 	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> ▪ Fleet Review 	Operational	Housing Management and Function

	Environment	<ul style="list-style-type: none"> ▪ Food Waste Update 	Strategic	Waste Management and Strategy
	Lifelong Learning	<ul style="list-style-type: none"> ▪ Deeside Leisure Centre – Phase 1 Work Package 	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
22 June 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Risk Management Strategy ▪ Strategic Assessment of Risks and Challenges; end of year review ▪ 2009/10 Performance Report Overview ▪ 2009/10 Service Performance reports ▪ Welsh Language Scheme Annual Report ▪ Equality Annual reports: Race and Gender ▪ Changing Climate, Changing Places – Review 	<p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p>

	ICT and Customer Services	<ul style="list-style-type: none"> ▪ Organisational Redesign Programme – Corporate Services Administration and Support Services ▪ Organisational Redesign Programme – Design and Print Progress Report 	Operational Operational	Corporate Management and Strategy Corporate Management and Strategy
	Community Services	<ul style="list-style-type: none"> ▪ Annual Council Reporting Framework (ACRF) 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ▪ Speed Limit Review ▪ Progress Update – NWRWTP ▪ Food Service Plan ▪ TAITH Update 	Strategic Strategic Operational Operational	Environment, Regeneration and Tourism Waste Management and Strategy Leisure, Public Protection & Clean Team Activity and Theatre Clwyd Environment, Regeneration and Tourism
	Lifelong Learning	<ul style="list-style-type: none"> ▪ Leisure Organisation Re-design: Management Arrangements 	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd

		<ul style="list-style-type: none"> ▪ Results of Consultation regarding the Amalgamation of Broughton Infants and Juniors ▪ Results of Consultation regarding the Amalgamation of Wats Dyke Infants and Mynydd Isa Juniors 	Operational	Education and Youth Services
			Operational	Education and Youth Services
13 July 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Strategic Partnership Performance Mid Year Review 	Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	<ul style="list-style-type: none"> ▪ HR Policy Update 	Operational	Corporate Management and Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> ▪ ICT Strategy – Progress Report ▪ Change Programme – Agile Working Project 	Strategic	Corporate Management and Strategy
			Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> ▪ Procurement Strategy Update 	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> ▪ Mobile Working 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ▪ Delivery of Shared Service for Minerals & Waste Planning in North Wales 	Strategic	Environment, Regeneration and Tourism

		<ul style="list-style-type: none"> ▪ Energy Policy Update 	Strategic	Finance and Asset Management
	Lifelong Learning	<ul style="list-style-type: none"> ▪ Dual User Centres: Management Arrangements 	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd and Education and Youth
10 August 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Draft Single Equality Scheme ▪ Outcome Agreement with Welsh Assembly Government ▪ Welsh Language Scheme Annual Report 	Strategic Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy
	Human Resources and Organisational Development	<ul style="list-style-type: none"> ▪ People Strategy – Quarter 1 – 2010/11 ▪ MASS – Quarter 1 – 2010/11 	Strategic Operational	Corporate Management and Strategy Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> ▪ Capital Programme 2009/10 (Outturn) ▪ Prudential Indicators – Actuals 2009/10 	Operational Operational	Finance and Asset Management Finance and Asset Management

		<ul style="list-style-type: none"> ▪ Revenue Budget Monitoring 2009/10 (Final Outturn) ▪ Interim Revenue Budget Monitoring 2010/11 	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> ▪ Affordable Homes Strategy ▪ Community Housing Agreement ▪ Mold Extra Care Scheme Update 	Strategic	Housing Management and Function
	Lifelong Learning	<ul style="list-style-type: none"> ▪ Results of Statutory Consultation on Amalgamation of Broughton Infants and Juniors ▪ Results of Statutory Consultation on Amalgamation of Wats Dyke and Mynydd Isa Juniors 	Operational	Education and Youth Services
21 September 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Q1 Performance report ▪ Green Dragon Audit 	Operational	Corporate Governance & Strategy

		<ul style="list-style-type: none"> ▪ Final Outcome Agreement with Welsh Assembly Government ▪ Regional Partnership Board/Local Service Boards update ▪ Organisational Strategy Phase III ▪ Flintshire Futures Model 	Strategic	Corporate Governance & Strategy
			Strategic	Corporate Governance & Strategy
			Operational	Corporate Governance & Strategy
			Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	<ul style="list-style-type: none"> ▪ Workforce Information – Quarter 1 – 2010/11 ▪ HRMIS Phase II 	Operational	Corporate Management and Strategy
			Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> ▪ Annual Treasury Management Report ▪ Revenue Budget Monitoring 2010/11 (Month 3) ▪ Making the Connections – Making the Most of our Resources 	Operational	Finance and Asset Management
			Operational	Finance and Asset Management
			Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> ▪ Progress Report on Housing Renewal Area 	Operational	Housing Management and Function

	Environment	<ul style="list-style-type: none"> ▪ Review of Supplementary Planning Guidance Associated with the UDP ▪ Timetable for Delivery of the Local Development Plan ▪ Air Quality Strategy ▪ Progress Update – NWRWTP ▪ Food Waste Update ▪ Car Parking Enforcement/Traffic Management Act Update 	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Environment, Regeneration and Tourism</p> <p>Environment, Regeneration and Tourism</p> <p>Leisure, Public Protection & Clean Team Activity and Theatre Clwyd</p> <p>Waste Management and Strategy</p> <p>Waste Management and Strategy</p> <p>Environment, Regeneration and Tourism</p>
	Lifelong Learning	<ul style="list-style-type: none"> ▪ Deeside Leisure Centre: Phase 2 Work Package ▪ Greenfield Valley Trust Accounts 	<p>Operational</p> <p>Operational</p>	<p>Leisure, Public Protection & Clean Team Activity and Theatre Clwyd</p> <p>Education and Youth</p>
19 October 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Annual Performance Report 2009/10 	<p>Operational</p>	<p>Corporate Governance & Strategy</p>

		<ul style="list-style-type: none"> Final Outcome Agreement with Welsh Assembly Government 	Strategic	Corporate Governance & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> Customer Services Strategy – Update 	Strategic	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> Capital Programme 2010/11 (Month 4) Treasury Management Mid-Year Report Revenue Budget Monitoring 2010/11 (Month 4) 	Operational Operational Operational	Finance and Asset Management Finance and Asset Management Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> Gypsy Traveller Strategy 	Strategic	Housing Management and Function
	Lifelong Learning	<ul style="list-style-type: none"> Leisure Organisational Re-design: Progress 	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
	Environment	<ul style="list-style-type: none"> Agricultural Estate Review Carbon Reduction Strategy – Review of Progress 	Strategic Strategic	Finance and Asset Management Finance and Asset Management