

**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 ^{ST 0}

Date / Dyddiad 07/07/2010

Ask for / Gofynner am Nicola Gittins

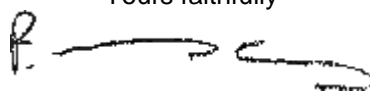
Direct Dial / Rhif Union 01352 702345

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 13 JULY 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 22/06/2010 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. HOUSING BALLOT - PROGRESS REPORT

Report of the Chief Executive and Head of Housing - Portfolio of the Executive Member for Housing

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5. STRATEGIC PARTNERSHIP PERFORMANCE - MID YEAR REVIEW
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
6. CLIMATE CHANGE ADAPTATION
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
7. FINAL DRAFT OF THE SOCIAL SERVICES ANNUAL PERFORMANCE REPORT
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
8. IMPROVING THE REPAIR AND MAINTENANCE SERVICE
Report of the Director of Community Services - Portfolio of the Executive Member for Housing
9. SECONDARY SCHOOLS REVIEW STRATEGIC OUTLINE CASE (SOC)
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education (appendix to follow)

OPERATIONAL REPORTS

10. PRIVATE WATER SUPPLIES REGULATIONS AND CHARGING FEES
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Health & Safety
11. FOOD WASTE PILOT SCHEME UPDATE
Report of the Director of Environment - Portfolio of the Executive Member for Waste Management
12. FOOD SERVICE PLAN 2010/2011
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Health & Safety
13. COUNCIL TAX HELP FOR PENSIONERS
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
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
22 JUNE 2010

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 22 June 2010.

PRESENT: Councillor A. Woolley (Chairman)

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

ALSO PRESENT:

Councillors: K. Armstrong-Braun, F. Gillmore, P. G. Heesom, R. Hughes, D. I. Mackie, D. L. Mackie and C. A. Thomas.

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Head of Human Resources and Organisational Development, Head of ICT and Customer Services and Team Manager – Committee Services

APOLOGY:

Councillor H. Yale

32. MINUTES

The minutes of the meeting of the Executive held on 1 June 2010 were confirmed as a correct record.

The Chief Executive provided an update on minute number 16 and explained that the final interviews for the Head of Streetscene post were scheduled to take place on 15 July. He emphasised that although the Authority supported collaboration and shared posts, the appointment would be a Flintshire County Council appointment only due to the demands of the post.

33. DECLARATIONS OF INTEREST

None were received.

34. CORPORATE ASSET MANAGEMENT PLAN

The Director of Environment presented the Council's Corporate Asset Management Plan 2010-2015 for consideration and approval. Central Government had published the Operational Efficiencies Programme (OEP) which concluded that there was scope for £15 billion of efficiency savings throughout the public sector by 2014.

A key issue for the authority was Asset Management. The effective management of assets could contribute significantly to the Welsh Assembly Government's (WAG) 'Making the Connections' programme. The discipline of challenging assets and the reason for retaining them was a fundamental element of Asset Management.

The Chief Executive said the authority would need to be ambitious in its sale of assets and release of stock. Office accommodation needed to be reduced and other public sector bodies in Wales were being asked to make available their Asset Management Plans to develop joint use proposals where advantageous.

RESOLVED

That the Corporate Asset Management Plan be approved.

35. FLINTSHIRE'S MUNICIPAL WASTE STRATEGY

The Executive Member for Waste Management introduced the Flintshire's Municipal Waste Strategy for consideration and approval. Consultation on the Strategy had taken place with the Environment and Regeneration Overview and Scrutiny Committee, Planning and Development Control, Welsh Assembly Government (WAG) and members of the public via the internet.

Councillor A. Woolley praised the work of the team on the campaign trailer who promoted sustainable waste management practices and raised community awareness.

RESOLVED

That the Municipal Waste Strategy be approved.

36. RACE AND GENDER EQUALITY SCHEMES – ANNUAL REPORTS 2009-2010

The Chief Executive introduced the report on the progress of the implementation of the Council's Race Equality and Gender Equality Schemes during 2009-10 for approval. The report also provided an update on the progress in developing a Single Equality Scheme to meet the provisions of the Single Equality Act 2010.

The Chief Executive explained the importance of keeping the work in proportion and the legal and ethical reasons for the plans.

The Executive Member for Education suggested that the report should be submitted to the People and Performance Overview and Scrutiny Committee prior to it being considered by the Executive which was agreed. The Chief Executive welcomed any observations by the Overview and Scrutiny Committee.

RESOLVED

That the report be referred to the People and Performance Overview and Scrutiny Committee for consideration with any comments being reported back to the Executive.

37. QUARTER 4/YEAR END PERFORMANCE REVIEW 2009/10

The Chief Executive introduced the performance reports for quarter 4 and a summary of the year end position. Also provided was the year end position of the Strategic Assessment of Risks and Challenges (SARC) for 2009/10.

Appendix 1 detailed the scheduled of all the Improvement Targets with analysis of the year end performance relating to target and trend. A summary of the positions of the present Red, Amber and Green (RAG) status for all of strategic risks and challenges was detailed in appendix 2. The Chief Executive added that a review of the SARC contents was underway to ensure that the risks listed in the register continued to reflect the current position. It was also intended to introduce a more sophisticated risk RAG status, taking into account the entirety of the risk description and not just progress against the described actions.

The Director of Environment explained that when SARC was introduced, a number of risks were identified. It was important that the list was maintained and monitored to ensure the risks were still relevant, along with ensuring that the risk descriptions were current.

RESOLVED

That specific issues for consideration be referred for management action and/or referral to the appropriate Overview and Scrutiny Committee.

38. 2009/10 PERFORMANCE REPORTING

The Chief Executive presented the report on the outturn performance for the period April 2009 to March 2010 against the sets of performance indicators and measures.

The report detailed the overall performance information, the performance against the 61 Improvement Targets and the performance of the Council's 25 Improvement Agreement targets.

Indicators could only provide an indicative view of performance of services across Wales. They could not provide the whole picture about performance within a service given the precise nature of each indicator. Where indicators had not been met, it was only by a marginal percentage. Any critical indicators were classed as improvement targets and developed with the Welsh Assembly Government (WAG). A meeting had taken place with WAG officials to discuss the Improvement Agreement and WAG were supportive of the authority's performance and explanations on targets not met.

Additional analyses by each of the ten service areas would be provided to the relevant Overview and Scrutiny Committees and would be published in the Annual Report.

The Director of Environment added that indicators needed to be considered broadly and qualitative analysis would be provided to Members.

RESOLVED

- (a) That 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) Indicatorsbe noted;
- (b) That the analysis undertaken of performance be noted; and
- (c) That a further report be produced by Corporate Management on the risks and actions required emerging from the analysis

39. REGULATION OF ACCUPUNCTURE, TATTOOING, SEMI-PERMANENT SKIN COLOURING, COSMETIC PIERCING & ELECTROLYSIS

The Executive Member for Leisure and Health and Safety introduced the report which sought approval to recommend to County Council the adoption of Model Byelaws for acupuncture, tattooing, semi-permanent skin colouring, cosmetic skin piercing and electrolysis. The Model Byelaws attached to the report were based on a model provided by the Welsh Assembly Government (WAG).

RESOLVED

That the County Council be recommended 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
- (b) to authorise its officers to carry out the necessary procedure and apply to the Welsh Assembly Government for confirmation.

40. NORTH WALES PROCUREMENT PARTNERSHIP (NWPP) UPDATE

The Head of ICT and Customer Services introduced the report which provided an update on the work programme of the North Wales Procurement Partnership (NWPP) and the outcomes of the recent partnership review. The NWPP was established by the six North Wales Councils with the aim of delivering value for money improvements through collaborative procurement.

The North Wales framework agreements had been established and the savings potential up to March 2010 from these frameworks was £725,000. The Construction Trade Operatives framework was now in place so there was a projected increase to £1.8 million saving by September 2010. However, these savings could only be realised if the framework agreements were used by service departments within each of the six Councils.

The Chief Executive added that the efficiencies identified for the next three years had been done so based on the assumptions of the Partnership Management Board.

RESOLVED

- (a) That the progress of the NWPP to date be noted; and
- (b) That the commitment of Members to the partnership be confirmed along with their support for the outcomes of the review.

41. NORTH EAST WALES COMMUNITY PLAY PROJECT

The Director of Lifelong Learning introduced the report which sought authorisation to proceed with the employment of a new project team for the North East Wales Play (NEW Play) Project.

The Community Plan Project had been successful in securing £964,850 grant-aid from the second round of the Child's Play programme. The project was a three year funded scheme. At the end of the three year funding, the project would end unless sustainable funding had been secured by the Project team for beyond that period. £764,394 of the grant was required to employ a team of eleven with the remainder of the grant used to support project resources.

Following a question from the Executive Member for Leisure and Health and Safety, the Director explained that each team would target five play deprived communities of the three years of the project with a total of fifteen communities over Flintshire, Wrexham and Denbighshire. The communities involved would be identified on the basis of deprivation.

The Chief Executive explained that any activity undertaken would be of benefit and it would generate further community activity. He did however stress that the funding would cease after three years unless a decision was taken at that time to continue the scheme.

RESOLVED

That the report be noted and the necessary action to employ a staff team of eleven full time workers, for a fixed term contract of three years, be approved.

42. OUTCOME OF THE CONSULTATION RELATING TO THE PROPOSAL TO AMALGAMATE WATS DYKE INFANTS AND MYNYDD ISA JUNIOR SCHOOLS

The Executive Member for Education introduced the report which detailed the outcome of the consultation meetings and subsequent responses to the consultations relating to the proposal to amalgamate Wats Dyke Infants and Mynydd Isa Junior Schools, and sought approval to publish the statutory notices.

On Welsh Assembly Government (WAG) indicators, the Executive Member for Environment said he would welcome information on the Indicator-Based Assessment (IBA) system which he felt was misleading. He said Flintshire had some of the best results in Wales but that was not reflected in the IBA. The Executive Member for Leisure and Health and Safety suggested that a seminar be arranged for all Members to provide them with an understanding of the IBA system. The Chief Executive said this could be arranged but said it was important not to overreact on single indicators. A number of Members commented that press reports from the IBA were misleading and damaging to both staff and pupils.

RESOLVED:

- (a) That the issues raised in the consultation process be noted; and
- (b) That 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, be approved.

43. OUTCOME OF THE CONSULTATION RELATING TO THE PROPOSAL TO AMALGAMATE BROUGHTON INFANTS AND BROUGHTON JUNIOR SCHOOLS

The Executive Member for Education introduced the report which detailed the outcome of the consultation meetings and subsequent responses to the consultations relating to the proposal to amalgamate Broughton Infants and Broughton Junior Schools, and sought approval to publish the statutory notices.

RESOLVED:

- (a) That the issues raised in the consultation process be noted; and
- (b) That 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, be approved.

44. EXERCISE OF DELEGATED POWERS

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

The actions taken were as set out below:-

Chief Executive

- Appointment of a fixed term Project Director for Flintshire Futures Programme – the Chief Executive explained that this was a joint appointment with Wrexham County Borough Council for a fixed term period for a Programme Manager to identify required efficiencies

Finance

- Creation of 2 interim Corporate Finance Manager posts for 6 months to cover the vacant Corporate Finance Manager post
- Creation of Project Manager (agency) post for 3-6 months to lead the 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 (public conveniences)
- Disposal of land adjacent to Lixwm County Primary School to be incorporated as garden land within Ivy Cottage

45. DURATION OF MEETING

The meeting commenced at 9.30a.m. and ended at 10.55a.m.

46. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 3 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: 22 JUNE 2010
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MEMBER	ITEM	MIN. NO. REFERS
	NONE	

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **CHIEF EXECUTIVE AND HEAD OF HOUSING**
SUBJECT : **HOUSING BALLOT - PROGRESS REPORT**

1.00 PURPOSE OF REPORT

1.01 To advise the Executive of progress in managing the Housing Ballot project and process and sets out the next key stages and issues.

2.00 BACKGROUND

2.01 Following the Council's resolution in February 2009 to ballot tenants on the future of the Council housing stock and assets, a number of key first stages were considered to establish and progress the Housing Ballot Project. These included:

- Establishing a new, politically balanced Project Board
- Establishing a project resources and management arrangements
- Exploring a number of key issues with Welsh Assembly Government (WAG)
- Specifying and appointing external advisors (Subject to Contract)
- Establishing an internal Project Team

2.02 With the project infrastructure in place, attention has been focussed on achieving Welsh Assembly Government approval to proceed, detailed project planning and delivery of the detailed project work and the consultation.

2.03 This key corporate project is being developed in accordance with the Council's requirements, particularly the principle of neutrality, and in line with the Welsh Assembly Government's published Guidance.

2.04 At this stage, It is anticipated that the ballot will take place in the summer of 2011 and a detailed project plan is in place to meet this deadline. The project is currently on track and is being managed in line with the timescales set out in the project plan. The specific timing of the ballot may depend on the dates set for the Welsh Assembly elections and the proposed UK referendum on potential changes to the UK general election voting system.

2.05 This report identifies the key stages in the project plan and timescales presents a summary of the communications and consultation programme, as well as an outline of the key issues to be progressed in the next stages of the ballot project .

Date: 07/07/2010

3.00 **CONSIDERATIONS**

3.01 **Project Plan - Key Stages**

3.02 With the ballot anticipated to be in the summer of 2011, a detailed project plan has been developed to ensure all the necessary activity, considerations and decisions are taken in the right sequence and at the right time. This has been developed in accordance with the requirements of the Council's Project Board and the Welsh Assembly Government's Guidance. This is essential to ensure that all eligible project costs can be reimbursed.

3.03 The key milestones in the project plan are set out in the following table:

Task	Timescale
Establish Project Board	Achieved
Develop Project Plan	Achieved
Appoint Project Director and external advisors	Achieved (subject to contract)
Apply for and obtain provisional WAG approval	Achieved
Informal consultation programme	June 2010 – April 2011
Financial analysis and corporate impacts	Summer 2010
Decision on alternative landlord choice (for transfer option)	Summer 2010
Develop and agree both retention and transfer options	By December 2010
Agree formal consultation document	January – March 2011
Stage 1 formal consultation	Spring 2011
The ballot	Summer 2011

3.04 Communicating with and consulting tenants on such an important issues the future of their homes is a complex process. The project plan recognises this and has allowed a year between the start of the consultation and the ballot. This will enable the Council to raise awareness of the issues and for tenants to have detailed information and understanding of both the retention and transfer options so that they can make an informed decision at the ballot.

3.05 A summary of the project progress to date is set out in the next section.

Project Update

3.06 **Project Management**

A Housing Ballot Project Board comprising of elected members from across the political spectrum together with senior officers' was established to ensure the Housing Ballot is properly and effectively governed in accordance with the WAG Guidance and that the principle of neutrality is embedded in the planning, management and delivery of the project. The Board has been

meeting monthly since September 2009 and considers all key issues as well as discussing progress.

Following external advertisement, competitive interview and in line with WAG Guidance, the following housing ballot advisors have been appointed, subject to contract:

- TACT @ Dome, Independent Tenants' Advisor (appointed by tenants)
- Tribal Group, Lead/Financial Advisors
- Trowers & Hamlins, Legal Advisors
- IPB Communications, Communications Advisors
- Savills, (Surveyors, to update the stock condition survey)

All the external advisors have not been formally appointed until the council received confirmation on cost reimbursement. This was received in late June 2010 and formal agreements with the advisors can now be put in place. The advisors have a good understanding of the Council's neutrality stance and how this differs from other local authorities and this has underpinned the work they will do and the advice they will provide to the Council.

The Council has recently commissioned a customer satisfaction survey which is being sent to 2,000 tenants. This will provide baseline information on current tenant views of the housing service and on priorities for the future. This research will help inform the development of both the retention and transfer options.

The Independent Tenant Advisor has developed a work programme and methodology in consultation with tenants and the Project Board which meets the Council's impartiality requirements. This is now being implemented with the objective being to engage as many tenants as possible and to provide independent advice and information on both options.

A communications strategy and work programme has been developed by the communications advisors and this has been agreed by the Project Board. This contains activities to enable the project to be communicated consistently and comprehensively to tenants, elected members and employees. More detail on the consultation programme is set out later in this report.

3.07 Welsh Assembly Government Provisional Approval

In order for the Council to deliver its 2009 resolution and proceed to the ballot, the Council has had to obtain the Welsh Assembly Government's provisional approval. This has involved providing the Assembly with a wide-range of information in line with their Guidance, primarily relating to the 2007 housing options appraisal including the range of reports and information considered by the Council between 2007 and 2009.

The Welsh Assembly confirmed provisional approval in late June 2010, subject to the provision of some further information.

The achievement of provisional approval is an important milestone as it will enable the housing ballot to move forward with momentum, for the appointment of external advisors to be confirmed and for the Council to be reimbursed for costs, on condition the Council acts within the scope of the Guidance and a £1M cap on costs imposed by the Assembly. Though it should be noted that the Assembly will consider reimbursing costs beyond any cap where specific or special circumstances are demonstrated.

All the further information requirements required are in the Project Plan which has been shared with the Welsh Assembly Government.

Because the Council has resolved to ballot tenants on the future of their homes, The Welsh Assembly Government have confirmed the Council's Major Repairs Allowance for 2010/11. Members will recall that this was in some doubt before the Council decided to ballot tenants.

3.08 Financial analysis and projections

In order to develop both the retention and transfer options for consultation with tenants, it is necessary to investigate and agree what both options can provide for tenants in terms of housing investment and services in the longer period. This involves both updating the existing stock condition survey to establish the amount of work and the cost of achieving the Welsh Housing Quality Standard (as required by WAG) and projecting the amount of resources (both capital and revenue) available to the Council and the transfer option in order to establish the range and scale of investment and service improvement commitments each option can fund.

An initial data capture exercise of existing Housing financial and stock information has been completed. This primarily involves data already agreed, such as the HRA budgets and the 2010/11 housing capital programme. In addition, work has been undertaken to capture all the work undertaken by the Council under its capital programmes since 2007 to ensure that this investment is reflected in the updated stock condition survey.

This data is now being analysed by the Council's advisors who will report the initial findings to the Project Board for consideration.

Once the initial analysis and consideration of the financial projections and the costs of meeting WHQS is completed (for both options), both the retention and transfer options will start to take shape and this can be communicated to members, tenants and employees.

3.09 Preferred alternative landlord model

In order for tenants to compare and contrast the transfer option with the retention option, WAG Guidance requires the Council to determine what sort of organisation would potentially become the new landlord should tenants vote for the transfer option. In doing so the Council must consult with tenants.

A working group comprising of elected members, tenants and employees has been established and is meeting to consider the options and make a recommendation to the Project Board. Once the Council has taken a decision, the preferred alternative landlord model will be included in the formal consultation document.

3.10 Communications and consultation programme

The communications and consultation exercise is divided into two distinct stages – the informal stage and the formal stage. As can be seen from the table at 3.03 the informal consultation is now getting underway whilst the formal consultation (the issuing of the formal consultation document and the ballot) takes place next spring and summer within the current project plan.

The Independent Tenants' Advisor attended and presented at the Council's Tenants' Conference in May which was attended by around 100 tenants. The informal stage commenced in June with a newsletter from ITA to introduce their role and to communicate a Roadshow that visited around 40 locations across the County. This was followed by a series of "What's it all about meetings?" for tenants in six locations. A freephone information and advice line has been set up and this has been well received by tenants. All tenants who attend the roadshow, meetings or contact the freephone etc, are able to join a mailing list if they so wish, so that they can receive regular information and invitations to other events.

The ITA has prepared question and answer material for tenants and will be running a series of theme groups over the coming months where tenants will be able to consider in detail the key issues relating to both options. Further newsletters are also planned, as are visits to sheltered housing complexes (once the current Council sheltered housing consultation is completed). Later in the year, a tenants' conference will be held and the ITA will also oversee county-wide elections in order for tenants to elect tenants to sit on the shadow board of the potential new, alternative landlord.

All formal communications from the Council about the housing ballot have to be cleared through a protocol which includes the Council's legal and financial advisors and also the Welsh Assembly Government. This ensures that information provided is accurate, is in accordance with the Council's approach to the ballot and is consistent with the Assembly's Guidance.

Complementary to, and planned with the ITA's work programme, is the Council's communications programme. This will include a further series of newsletters, leaflets, fact sheets, posters, a website, text messaging, a DVD and the production and distribution of the formal consultation document.

Briefings for elected members and employees are an important element of the programme and it anticipated that the first round of briefing will take place in July. These will be supplemented by a series of bulletins for members and employees. Employees with the Community Services Directorate have been receiving regular project updates in the Directorate bulletin. Members and employees will continue to receive copies of newsletters prior to the dispatch to tenants and community organisations.

3.11 **Key issues moving forward**

As the housing ballot project moves from planning to delivery, there are a number of key issues and decisions that will need to be considered.

3.12 Neutrality principle

Whilst the Council's stance on neutrality and impartiality is embedded into the project planning and the work of the Council's advisors, there is still a need communicate and raise awareness across the Council with both members and employees. The planned briefings will assist this as will the regular project bulletins.

3.13 Corporate impacts

For the transfer option to become a viable option, the impacts on the corporate Council need to be accurately assessed. Issues such as pensions' deficits, Housing Revenue Account recharges, assets, employees and services that would potentially transfer and the role of the strategic housing service post any transfer all need to be considered in detail. The project plan has these issues built in as they will require analysis and agreement in the pre-ballot phase.

3.14 Developing the transfer and retention scenarios

Assessing the corporate impacts of any possible transfer is a key element in undertaking the financial appraisal that will determine the amount of resources available for each option and the related housing investment and service improvements to be included for both in the consultation. Work on these key issues is underway and once completed and agreed, the scope of what each of the two options can deliver will become much clearer.

3.15 Formal consultation document

The formal consultation document will contain information about what tenants can expect from a potential transfer and from staying with the Council. Discussions will be held with WAG officers about the format and content of the document in order to ensure that it meets the Council's requirements and is within the scope of the WAG Guidance.

3.16 Key decisions

Within the project, there are a number of key decisions that will have to be taken by the Executive and/or Council after consideration by the Project Board. These include agreeing the investment and service commitments for both options, agreeing the formal consultation document, considering the outcome of the stage 1 consultation and deciding whether to proceed with the ballot. These issues and decision-making processes are being built into the Project Plan.

3.17 Relationship with the Welsh Assembly Government

The Council has had, and continues to have, a constructive dialogue with WAG officers resulting in the granting of provisional approval to proceed. Civil Servants have a standing invitation to Project Board meetings

Continued liaison with the Assembly Government will be essential to ensure the project is delivered in accordance with the requirements of the Project Board and also within the scope of the Guidance. Dialogue will continue on key issues such as the format and content of the formal consultation document and the date of achieving the Welsh Housing Quality Standard under both options. The Assembly Government will have to approve the formal consultation document.

3.18 The Project Plan has built in liaison arrangements with the Assembly Government and specific meeting will be organised when necessary.

4.00 **RECOMMENDATIONS**

4.01 The Executive is recommended to note the contents of this report, the progress being made with the housing ballot project and the key issues and decisions that will be require in the next phase of the project.

5.00 **FINANCIAL IMPLICATIONS**

5.01 There are costs for the management and delivery of the pre-ballot process. WAG has advised that all eligible costs are capable of reimbursement within a £1M cap, on condition that the Council conducts the project in accordance with the Guidance. Confirmation of provisional approval and the reimbursement of eligible costs was received in June 2010. This will enable the appointment of advisors to be confirmed.

5.02 There is scope for the Council to claim reimbursement beyond the £1M cap if the Council can demonstrate specific circumstances.

6.00 ANTI POVERTY IMPACT

6.01 None arising from this report

7.00 ENVIRONMENTAL IMPACT

7.01 None arising from this report

8.00 EQUALITIES IMPACT

8.01 None arising from this report

9.00 PERSONNEL IMPLICATIONS

9.01 None at this stage beyond the appointment of the project team.

10.00 CONSULTATION REQUIRED

10.01 No consultation is required at this stage.

11.00 CONSULTATION UNDERTAKEN

11.01 Ongoing consultation with WAG Civil Servants. Initial consultation with Tenants is underway and briefings for Members and Employees are being planned.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Richard Lovelace
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E-Mail: richard_lovelace@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **STRATEGIC PARTNERSHIP PERFORMANCE - MID YEAR**
 REVIEW

1.00 PURPOSE OF REPORT

1.01 For Executive to receive a mid year overview of:

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

1.02 To provide an update on the implementation of a strategic partnership governance framework.

2.00 BACKGROUND

2.01 In 2008, the LSB agreed that its terms of reference would be based around four key principle roles:

- Effective and trusting partnership relationships as a set of local leaders.
- Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership, Housing Partnership, etc.
- Identifying common issues as public bodies/employers.

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

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

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

Date: 07/07/2010

important in contributing towards the quality of life for the County of Flintshire. It is important that members are aware of each of the partnerships' priorities and work programmes.

2.03 The Strategic Partnerships exist for a number of reasons:

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

2.04 The last summary on strategic partnership performance was reported to Executive in January 2010.

2.05 At the LSB meeting in October 2009, it was agreed that work would be undertaken to develop a Governance Framework for Strategic Partnerships in Flintshire. The purpose of this was to provide a consistent approach to Strategic Partnership Governance. This Framework is now being used (or implementation is planned) by the following:

- Children & Young People Partnership
- Community Safety Partnership
- Flintshire Housing Partnership
- Health, Social Care & Well-being Partnership
- Regeneration Partnership
- Youth Justice Service Executive Management Board

3.00 CONSIDERATIONS

3.01 The LSB continues to develop its role as a public service leadership group. At its meeting on 5th July, the LSB agreed that they would revise their terms of reference to incorporate a fifth role 'to promote collaboration in the design and provision of local public services and to make best economic use of local partners resources, such as people, money, assets and technology.

Partnership Updates

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

Requirement for the Strategy

The Local Authority has a statutory duty to publish a plan setting out its strategy for discharging its functions for children and young people as required by Section 26 Children Act 2004. The current Plan was developed by the Children and Young People's Partnership, in consultation with stakeholders. A comprehensive needs assessment and public engagement and consultation were also undertaken to inform the Plan. The needs assessment will be updated to inform development of the 2011 to 2014 Plan.

The 2008 to 2011 Plan was approved by the Executive, Flintshire Local Health Board, North East Wales NHS Trust in June / July 2008, and was adopted by the County Council in July 2008.

How and When the Strategy will be Reviewed

The current strategy is operational until 31st March 2011. Work on the development of a new Strategy has started, the implementation date for which is 1st April 2011.

A mid term review of the Plan was completed in October 2009 which has enabled the CYP to update priorities.

Current Key Priorities

- Supporting Parenting
- Reduction of behaviour and /or conditions that put children and young people at risk
- Supporting vulnerable individuals and groups in their access to services
- Safeguarding children and young people
- Raising children and young people's attainment in learning settings
- Inclusion of **all** children and young people
- Reducing the impact of poverty and deprivation through:
 - Financial literacy
 - Employment (access and support)
 - Affordable and suitable housing
 - Good and safe transport links
- Workforce development
- Information to be more available and accessible to all

The above are being delivered via a partnership approach. Some of the above are recognised as joint priorities with other key strategies for Flintshire, e.g., joint priorities shared with the Health, Social Care & Well-Being Partnership ('Good Health, Good Care' Strategy).

Progress Made in the Last 6 Months

1. The Ffynnon performance management system has been further developed to monitor progress and outcomes of the CYP Plan.
2. The Draft Child Poverty Strategy (WAG) was published on 12th May, 2010. The document is now being consulted on for a 12 week period. The feedback from the consultation will inform the development of the 2011 to 2014 plan.
3. The Children and Young People's Partnership Coordinators have delivered Results Based Accountability awareness sessions to stakeholders who will be engaged in the development of the 2011 to 2014 Children and Young People's Plan. This has included delivering sessions to young people. The results from these sessions will inform the development of the 2011 to 2014 plan.

4. The emerging changes to the CYMORTH funding have been managed by the Cymorth Management Board to minimise the effect on service providers and to enable a service review approach to commissioning services.
5. The completion of Young Flintshire / fflintyrifanc website (www.youngflintshire.co.uk/fflintyrifanc.co.uk) and the information systems which are bilingual and children and young people friendly.
6. Parenting Strategy – building on the delivery of existing parenting programmes and workforce development considerations.
7. Workforce development - development of collaborative approaches to develop a workforce development plan in line with other strategies.
8. Advocacy – developments to take forward the advocacy model for Flintshire in line with National Guidance.
9. Obesity in children and young people – The development of a dvd to support the Public Health Wales action plan. Families and young people are involved in the development of the dvd.
10. Development of systems to engage with new Betsi Cadwaladr University Health Board structures planning structures.
11. Further development of the Childcare Action Plan.
12. Supporting the implementation of the review of Youth Service in Flintshire.
13. Assess the CYP's equality commitments e.g., worked collaboratively to develop a post to ensure provision for Welsh language/bilingual youth support provision via the 3rd sector providers.

Key Milestones for the Year Ahead

- Advocacy – take forward the advocacy model for Flintshire.
- Obesity in children and young people – Public Health Wales (PHW) lead.
- Develop robust systems to engage with new Health Board.
- Workforce development – develop a workforce development plan in line with other strategies.
- Further development of the Childcare Action Plan.
- Further delivery and development of the parenting strategy.
- Sustain strong effective links with Youth Service to implement the emerging review of Youth Service in Flintshire.
- Assess the CYP's equality commitments together with the Councils race, gender and disability schemes and Welsh Language Scheme.
- Introduce a results based accountability performance management system.
- The development of the new Children and Young People's Plan for 2011 to 2014 in consultation with stakeholders and partners.
- The consultation on the new Child Poverty Strategy (WAG May 2010) to inform the new Plan.

3.02 Community Safety Strategic Plan – 2008 to 2011

Requirement for the Strategy

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

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

How and When the Strategy will be Reviewed

The current Strategic Plan was approved by the Executive in October 2009. It is reviewed on an annual basis.

Current Key Priorities

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

Progress Made in the Last 6 Months

1. Completion of Strategic Assessment, 2010/11 - July 2010.
2. Update of Strategic Plan based on updated Strategic Assessment 2008/11 - ongoing.
3. Community Safety Public Consultation launched June 2010.
4. Co-location of the Community Safety Team - April 2010.
5. Launch of Older People Reassurance Projects - February 2010.
6. Launch and Completion of 2009/10 Community Cohesion Projects.
7. Establishment of a Substance Misuse Commissioning Framework/Group - May 2010.
8. Review of CSP funded projects - April 2010.
9. Successful bid to Home Office for Neighbourhood Pathfinder status in 3 wards within Flintshire - March 2010.
10. MARAC Training for multi-agency partners - ongoing.
11. Joint Flintshire and Wrexham CSP strategy for Reducing Re-offending - Established May 2010.
12. Establishment of the Crime and Disorder Overview and Scrutiny Committee.

Key Milestones for the Year Ahead

- Revision of the Strategic Plan.

- Increasing public confidence as per Single Confidence Measure via a joint approach between FCC and North Wales Police.
- Agreement of Community Cohesion fund expenditure based on need and a cross border approach.
- To engage with Wrexham CSP to review current working arrangements and encourage further collaborative working to the benefit of Flintshire and Wrexham residents.
- Adopting and agreeing a set of minimum standards in relation to anti-social behaviour with North Wales Police.
- Progress and develop a joint communications plan to increase the public facing profile for the Flintshire CSP with the public.
- Naloxone Training for multi agency staff.

3.03 **Good Health, Good Care Strategy – 2008 to 2011**

Requirement for the Strategy

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

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

How and When the Strategy Will Be Reviewed

The current strategy is operational until 31st March 2011. The Welsh Assembly Government has indicated that Health, Social Care and Well-being Strategies will continue to be required at a local authority level after that date.

Final guidance is awaited to support the development of the next strategy which will be required by April 2011. However, work is currently ongoing in preparation to begin the process of developing the next strategy.

Current Key Priorities

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

Shared priorities with Children and Young People's Partnership

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

Progress Made in the Last 6 Months

Over the last 6 months, progress has continued against actions defined within a number of the priority areas and these have been reported to the Partnership Board as part of the performance management process.

During the last 6 months, organisational changes and demands placed upon lead officers from a number of partner organisations have been significant. Therefore, it has been necessary to focus on maintaining and sustaining existing activity in many areas rather than seeking further developments.

Key Milestones for the Year Ahead

- To develop the next strategy for implementation from April 2011.
- To maintain progress against priorities within the current strategy.
- To renew/develop effective partnership and working relationships with appropriate senior management and colleagues within the newly formed Betsi Cadwaladr University Health Board.

3.04 **Regeneration Partnership**

Requirement for the Strategy

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

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

How and When the Strategy Will Be Reviewed

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

Current Key Priorities

The current priorities for the Regeneration Partnership in taking forward the Strategy are:

- Propose, discuss, prioritise and agree strategic direction to enable delivery of the Regeneration Strategy, including the allocation of resources.
- Identify and agree opportunities for joint working, joint commissioning and formal partnership agreements.

- Identify and secure resources to implement regeneration activities in Flintshire and coordinate bids for resources.
- Monitor progress to ensure that processes operate effectively and assess the success of action plans in addressing the priorities identified in the Regeneration Strategy.
- Report on activities undertaken and raise issues and opportunities and recommend changes to the wider strategic frameworks.
- Identify and coordinate actions to address unemployment and economic inactivity.
- Improve linkages between Communities First and wider strategic agenda and programme delivery.

Progress Made in the Last 6 Months

- Town Partnerships being supported and developed in Buckley, Connah's Quay, Flint, Holywell, Mold, Queensferry and Shotton.
- Sense of Place study complete for Mold.
- Streetscape design guide complete for Queensferry.
- Masterplan developed for Talacre and Gronant to steer future investment in important tourism destination.
- 70 high street retailers supported with 1-1 guidance.
- 40 town centre improvement projects developed.
- European project approved to support businesses on Deeside Industrial Park.
- Submitted bids for 2 projects to regenerate town centres and tourism destinations - total project value if approved approximately £3.5m.
- 73 business events held, attracting 3455 attendees.
- First Small Business Competition held attracting twenty entries.
- 2 successful Jobs fairs held in Flint and Higher Shotton, in partnership with Job Centre Plus, 8 public, private and voluntary sector employers at each event and 733 job seekers attending.

Key Milestones for the Year Ahead

- Maximise the value to Flintshire of investments at Warren Hall and Northern Gateway (ongoing).
- Development of Towns Action Plans for seven main towns (ongoing).
- Implementation of Town Action Plan projects (ongoing).
- Complete review of Markets in Flintshire to identify how they can be strengthened (August 2010).
- Submit Rural Development Plan 2nd Business Plan (completed but further submission stage due in September 2010).
- Complete retail review study for Holywell to identify causes of declining footfall and increasing shop vacancies and to plan measures to address (October 2010).
- Complete masterplan for Connah's Quay / Shotton (October 2010).
- Improve links between Communities 1st and the LSB (ongoing)
- Work with partners to improve Communities First outcomes (ongoing).

3.05 **Voluntary Sector Compact**

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

Current Key Priorities / Progress Made in the Last 6 Months

- Developing a strategic approach to advice provision in Flintshire; and
- Maximising external funding opportunities
- Develop Flintshire County Council Employee Volunteer Scheme in partnership with FLVC, initial pilot scheme to be established June 2010.
- Re-introduction of the Voluntary Sector Forum - first meeting in early December 2009.

Key Milestones for the Year Ahead

Work will continue on the above workstreams.

3.06 **Housing Partnership**

The Flintshire Housing Partnership (FHP) held its first meeting on 11th June 2010.

Current Key Priorities

Initial priorities proposed for further consideration by the Partnership comprise of:

- Securing Flintshire Housing Partnership (FHP) input into the Local Development Plan process.
- Improving liaison with RSLs on SHG programme management.
- Give consideration to developing a common housing register.
- Developing intermediate rent models.
- Supporting People – improving matching of properties and services to client needs.
- Consideration to establishing a database of adapted housing.
- Meeting the housing needs of care leavers and homeless prevention services.
- Reflecting national housing strategy emphasis on job creation and training around new build and renewal.
- Consider implications of welfare reform on housing.
- Joint commissioning of services with partners.

Progress Made in the Last 6 Months

- The first meeting of the Flintshire Housing Partnership (FHP) was held on 11th June 2010.
- Produced "Terms of Reference".
- Review of Partnership Agreement, Business Case and Strategic Partnership Checklists.

Key Milestones for the Year Ahead

- Agree priorities for the Partnership.
- Undertake a scoping exercise to establish resource implications, timescales and possible impacts for identified priorities.

Strategic Partnership Governance Framework

3.07 Appendix A shows a timetable for the implementation of the Framework that includes:

- **Strategic Partnership Scorecard** - used to assess partnership significance.
- **Strategic Partnership Register**
- **Partnership Agreements** - used to specify the aims and principles of the partnership, roles and accountabilities of each of the partners represented on each partnership and procedures under which the partnership will operate including resource management and decision making.
- **Risk Management Action Plan** - used at Partnership Board meetings to record issues, gaps or opportunities that arise at Board meetings to address issues of risk.
- **Annual Partnership Self Assessment** - used by Strategic Partnerships and Partners to review their partnership working to determine how well each partnership helps to achieve statutory responsibilities, corporate objectives and the 'County Vision' (Community Strategy).

3.08 The purpose of the self assessment is to provide a simple, quick and cost-effective way of assessing the effectiveness of strategic partnership working. It enables a rapid appraisal (or 'health check') of a partnership that can be used to further develop a partnership or diagnose difficulties or areas of conflict. The self assessments will include a review of the forward financial commitments of the partners in a challenging financial context.

3.09 The self assessment is based on six Partnership Principles that have been identified as building blocks for successful partnership working:

- Principle 1 - Recognise and accept the need for the partnership
- Principle 2 - Develop clarity and realism of purpose
- Principle 3 - Ensure commitment and ownership
- Principle 4 - Develop and maintain trust
- Principle 5 - Create clear and robust partnership arrangements
- Principle 6 - Monitor, measure and learn.

3.10 The Local Service Board (LSB) has committed to undertaking the self assessments within each relevant partnership by April 2011. Where

necessary the LSB will intervene to improve the governance and performance of partnerships at risk.

4.00 RECOMMENDATIONS

That Executive note:

- 4.01 The addition to the terms of reference for the Local Service Board as highlighted in section 3.01.
- 4.02 The mid year review of the Strategic Partnerships and support the key priorities and the work programmes to achieve them.
- 4.03 The development and implementation of a Strategic Partnership Governance Framework.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

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

10.00 CONSULTATION REQUIRED

- 10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 The following have or will be consulted as part of the development of the Flintshire Partnership Governance framework:

- Strategic partnerships via the co-ordinators (Children and Young Peoples Partnership, Community Safety Partnership; Health, Social Care and Well Being Partnership; Regeneration Partnership)
- Flintshire County Council Housing Strategy Manager
- Senior Coordinator for Flintshire Communities First
- Strategic Partnerships Chairs as Leads
- FCC Risk Manager and Performance Officers
- Youth Justice Service Manager

12.00 APPENDICES

12.01 Appendix A - Timetable for Implementation for Implementation of Strategic Partnership Governance Framework.

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

None.

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TIMETABLE FOR IMPLEMENTATION OF STRATEGIC PARTNERSHIP GOVERNANCE FRAMEWORK

Partnership	Scorecard	Register	Partnership Agreement	Annual Self Assessment	Risk Register
Children & Young Peoples Partnership					
CYP Partnership Board	Completed – April 2010	To be completed – May 2010	Completed	Autumn 2010	Autumn 2010
Child and Adolescent Mental Health Strategy (CAMHS) Group	Autumn 2010				
Parenting Strategy Group					
Childrens Integrated Disability Service					
National Service Framework (NSF) for Children and Young People Steering Group					
Information and Involvement Sub Group					
Play Forum					
Childcare Development Group					
Voluntary Sector Forum					
Flintshire Youth Forum					
Community Safety Partnership					
Community Safety Executive	Completed - 08/04/10	Completed - 08/04/10	Completed – 08/04/10	September 2010	September 2010
CSP Implementation Group	Completed - 08/04/10	Completed - 08/04/10	Not Required – Medium Significance (08/04/10)	December 2010	September 2010
Health, Social Care and Well-being Partnership					
HSCWB Partnership Board	Completed for approval by PB –	Completed – April 2010	Completed for sign off by PB – April	April 2011	July 2010

Partnership	Scorecard	Register	Partnership Agreement	Annual Self Assessment	Risk Register
	April 2010		2010		
Adult Partnership Group	To be completed – April / May 2010	To be completed – April / May 2010	To be determined – April / May 2010	April 2011	To be determined – April / May 2010
Health Improvement and Protection Priority Group	Completed – April 2010. (To be agreed by HIPPG June 2010)	Completed – April 2010 (To be agreed by HIPPG June 2010)	December 2010	December 2010 (Expecting earlier to be agreed for this)	December 2010
Chronic Conditions Steering Group	Group is currently not operating. It is anticipated that a different mechanism may be established to drive the chronic conditions agenda forward in partnership.				
Housing Partnership					
Flintshire Housing Partnership Board	July 2010	July 2010	July 2010	December 2010	July 2010
Regeneration Partnership					
Regeneration Partnership Board	Completed – April 2010	Completed – April 2010	Completed	Start June 2010 End Sept 2010	Sept 2010
Rural Partnership	Completed – April 2010	Completed – April 2010	Sept 2010	To be determined by Regeneration Partnership Board	May / June 2010
7 Town Partnerships	Completed – April 2010	Completed – April 2010	Not needed – Medium significance (30/03/10)		May / June 2010
Employment Strategy Group	Completed – April 2010	Completed - 2010	Not needed – Low significance (30/03/10)		May / June 2010
Others					
Youth Justice Service Executive Management Board	Completed – July 2010	Completed – July 2010	September 2010	October 2010	Post self assessment
Local Safeguarding Children Board	To be determined.				

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **CLIMATE CHANGE ADAPTATION**

1.00 PURPOSE OF REPORT

- 1.01 To provide an overview on the progress and development of the Changing Climate: Changing Places pilot project which identifies the possible impacts of climate change to Flintshire and the services it provides.
- 1.02 To support and endorse the partnership approach as outlined in the recommendations.

2.00 BACKGROUND

- 2.01 Flintshire County Council is one of 4 councils chosen to be part of a Climate Change Adaptation Planning project, together with Cardiff, Gwynedd and Rhondda Cynnon Taf councils, supported by The Welsh Local Government Association (WLGA), Welsh Assembly Government (WAG), Environment Agency (EA), Countryside Council for Wales (CCW) and UK Climate Impact Programme (UKCIP - based at Hadley Meteorological Centre, Oxford University, funded by DEFRA).
- 2.02 Climate change has been identified as a strategic risk by the council and this project seeks to identify areas most vulnerable to the council and its services by providing the research and an evidence base for future planning to mitigate against. The first step was to provide the initial baseline research which has culminated in the production of the Local Climate Impact Profile (LCLIP) of Flintshire: period 2003-008. The full report is available in the Members' Rooms and the Executive summary attached.

3.00 CONSIDERATIONS

- 3.01 The findings of the LCLIP show the actual impacts to resource and service in:-
- Finances (budgets and human resource)
 - Service delivery disruption/contingency
 - Reputation (press coverage)

During the 5 year research period 2003 - 2008 the disruption caused by these impacts were:

Date: 07/07/2010

- 27 rain weather events including asset damage, road closure and landslip;
- 2 heat weather events including countryside fire, morbidity, rat/wasp/fly population;
- 15 cold weather events including extra gritting, school closure, road closures (collisions);
- 18 wind/storm events including loss of electricity, bridge closure and fallen trees.

Data from this period has shown that an additional £9.6m was allocated to these non-budgeted events.

- 3.02 Adaptation planning is to be part of the Climate Change Strategy guidance from Welsh Assembly Government due to be published Autumn 2010, which will include the need for every public sector organisation to undertake adaptation planning. Adaptation planning is the identification and preparation of known and or anticipated risks that a changing climate is predicted to bring.
- 3.03 Many of the impacts outlined in the LCLIP require a response from Flintshire and our public sector partners. Our strategic partners are now working with the pilot project to map the collective risks to our organisations which will result in a single Adaptation Plan.

4.00 RECOMMENDATIONS

- 4.01 That Executive endorse that climate change risks identified by this pilot project be assigned or shared by Flintshire and its partners.
- 4.02 That the council continues to work with its partners to jointly identify the control measures (eg coastal flood plans), test the robustness of them against the perceived collective and/or individual organisational risk and assign the risk to a specific organisation or service.
- 4.03 That the risks which may require a regional approach be recognised and reported through regional channels.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The costs of the implication will be calculated once the entire list of adaptation risk is known. As the Adaptation Plan is a long-term plan (30yr) it is likely that the recommendations will be for an incremental approach.

6.00 ANTI POVERTY IMPACT

- 6.01 This cannot be quantified at this time, but the indication at this stage is that those who are already experiencing degrees of poverty may be more vulnerable to climate change.

7.00 ENVIRONMENTAL IMPACT

7.01 This report identifies that there will be environmental implication as a result of climate change, and the extent of the risk and adaptation will be reported once known.

8.00 EQUALITIES IMPACT

8.01 This cannot be quantified at this moment but there is a likelihood that those who experience a degree of inequality may be more vulnerable.

9.00 PERSONNEL IMPLICATIONS

9.01 The climate risks register will inform business planning and continuity arrangements in relation to response and personnel.

10.00 CONSULTATION REQUIRED

10.01 To continue to work closely with our strategic partners.

11.00 CONSULTATION UNDERTAKEN

11.01 Continual reporting on the progress and development of the project with the organisations involved in the project.

12.00 APPENDICES

12.01 Local Climate Impact Profile (LCLIP)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Local Climate Impact Profile (LCLIP)

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A Local Climate Impacts Profile (LCLIP) for Flintshire County Council 2003-2008



**Prepared by
Damian Glynn**

October 2008

**Undertaken as part of the "Changing Climate, Changing Places"
programme, with support from the UK Climate Impacts
Programme, Welsh Local Government Association, Science
Shops Wales, Environment Agency Wales
and the Countryside Council for Wales**



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**Sir y Fflint
Flintshire**

Table of contents		Page
1.	Executive Summary	3
1.1	Introduction and background to the report	3
1.2	Summary of results	3
1.3	Extreme weather events between 2003 and 2008 – some headlines	4
1.4	Top Tips for Future LCLIPs	4
2.	Project Aims and Context	5
2.1	Introduction	5
2.2	Definition: Weather versus climate	5
2.3	Aims of the LCLIP	5
2.4	Local Authority Drivers	6
2.5	Links to Plans and Process	7
3.	Method	8
3.1	Media / Data Sources Used	8
3.2	Weather Types Used for the Survey	9
3.3	Survey Method Used	10
3.4	Description of Interviews	11
3.5	Officer Time Employed	12
3.6	Reporting	12
4.	Outputs and Outcomes	13
4.1	Summary of Results	13
4.2	Extreme Weather Types Affecting Flintshire County Council	14
4.2.1	Storms / High Winds / Gales	14
4.2.2	Rain / Flooding	14
4.2.3	Sun / Heat	15
4.2.4	Snow / Ice	15
4.3	Weather related costs to Flintshire County Council (FCC)	16
4.4	Evidence of FCC Preparedness	17
4.4.1	Housing Maintenance	17
4.4.2	Highways	17
4.4.3	Schools	18
4.4.4	Drainage	18
4.4.5	Waste	19
4.5	Proposed Actions Arising from the LCLIP	19
4.6	Training and Capacity-Building Measures	20
5.	Conclusion	21
5.1	Recommendations	22

6. Annexes		23
Annex 1	Headlines of Significant Consequences 2003-2008	23
Annex 2	The Welsh Declaration on Climate Change	26
Annex 3	Changing Climate, Changing Places (CCCP) proposal for LA's	28
Annex 4	Climate Change Impacts for Wales	30
Annex 5	Weather Impacts (1-18)	32
Annex 6	Council Staff Interviews by Email & Telephone	33
Annex 7	Map of Flintshire	34
Annex 8	References and Resources Used	35
Annex 9	Predicted precipitation maps for Wales	36
Annex 10	Climate Impacts Programme Temperature Graphs	37
Annex 11	Expenditure related to extreme weather events for each service area	38
Annex 12	Repairs carried out by Buildings Maintenance	43

Tables and Figures

Figure 3.2.1	Terms and Definitions	10
Table 4.3.1	Costs to Flintshire County Council Departments	17
Table 4.3.2	Total Expenditure for each Department 2003 to 2008	17
Annex Table 1	CCCP Outcomes and Outputs	29
Annex Figure 1	Global temperature record – past and future	31
Annex Figure 2	Map of Flintshire	34
Annex Figures 3 and 4	Predicted Precipitation Maps for Wales	36
Annex Figures 5 & 6	UKCIP Predicted Temperature Graphs	37
Annex Table 2	Expenditure for each Service Area	38
Annex Table 3	Land Drainage Schemes	39
Annex Table 4	Highways Drainage Schemes	40
Annex Table 5	Costs of Grounds Maintenance Expenditure	40
Annex Table 6	Weather Related Insurance Claims	41
Annex Table 7	Number of repairs carried out by Buildings Maintenance	43

Executive Summary

1.1 Introduction and Background to the Report

Changes to the UK climate over the next 30 years will be mainly driven by historical emissions of greenhouse gases; we are now largely unable to prevent or avoid these changes, which are almost certain to include more frequent severe weather events. Such events affect many aspects of local authority activity, and, as climate change accelerates over the coming decades, are likely to have more frequent and increasingly significant impacts on service delivery. Although efforts to mitigate further future climate change remain important, in order to be able respond creatively and effectively to the various threats and opportunities that will arise local authorities must now also focus on adapting to climate change. Strategic planning in relation to climate change adaptation needs to become embedded into local authorities' planning around service delivery, staff resources, finances and reputation.

As a first step towards developing effective adaptation strategies, there is a clear need to measure and assess the likely impact of weather-related events on local authority staff and services. The Local Climate Impact Profile (LCLIP) presented in this report is an initial attempt to identify and quantify these likely impacts for Flintshire County Council (FCC). The Flintshire County Council LCLIP exercise considered the impact of weather-related events upon Council operations during the period 2003 to 2008. The research process broadly consisted of identifying, extracting, collating and analysing data from media resources, followed-up by meetings and interviews with Council representatives to verify the data.

The LCLIP exercise documented in this report forms the first stage of a three year climate change adaptation programme being undertaken by Flintshire County Council. Other partners in this national pilot scheme, called "Changing Climate, Changing Places", include the UK Climate Impacts Programme (UKCIP), the Welsh Local Government Association (WLGA), Science Shops Wales (SSW), Environment Agency Wales (EAW), the Countryside Council for Wales (CCW) and three other Welsh local authorities (Rhondda Cynon Taff, Gwynedd and Cardiff).

1.2 Summary of results

Findings from the LCLIP indicated that there were 62 extreme weather related incidents reported by the media from 2003 to June 2008. There were 156 consequences affecting Flintshire County Council (FCC), private properties and other organisations. There were consequences for FCC service areas in 84 cases; 15 of these were significant.

The overall recorded costs to Buildings Maintenance, Highways, and Drainage from the weather events was £9,680,427.20. However, as data was incomplete, this figure does not represent the full costs. Recent extreme weather events have not been catastrophic. The most frequent kind of weather event was heavy rain with flooding, followed by storms and/or high winds as the next most frequent. The incidence of these types of weather events has increased over the five years and has had a significant effect on local communities. Two storms occurring in January 2007 and January 2008 had the biggest impact on council properties.

1.3 Extreme weather events between 2003 and 2008 - some headlines:

27 incidences of heavy rains and flooding:

- Houses, businesses and roads were flooded across North Flintshire;
- Residents in Bryn Celyn were marooned for one day because torrential rain caused a landslip;
- Houses were flooded in North East Wales leaving some people homeless. Roads were closed in certain areas of North East Wales.

18 incidences of storms, high winds and/or lightning:

- These events caused power cuts to around 8000 homes in North Wales;
- 35,000 homes and businesses were also affected;
- Roads across Flintshire were affected by flooding and fallen trees due to gales;
- Ten residents were evacuated from a block of three-story flats after part of the roof was blown off;
- There was damage to infrastructure and council properties, including the roofs of eight schools.

15 Heavy snows:

- 59 high and junior schools across Flintshire closed after some of the heaviest snow in a decade;
- Roads in South Flintshire were disrupted because of two crashes, causing tailbacks and long delays.

1 Heat wave:

- Fire crews put out a gorse fire over more than 10,000sq m of the Moel Fanau Country Park in the Clwydian Hills;
- An oil tank caught fire due to the high temperature. The blaze spread to a nearby outbuilding. (See Annex 1 – headlines of significant consequences 2003-2008).

1.4 Top tips for future LCLIPs

- Start with a clear plan and timescale, but be aware that there may be obstacles to obtaining information.
- Check media trawl findings against information on the council database before conducting interviews.
- When conducting interviews, ask staff to produce information including costs in relation to a limited number of major events.
- For a good overview of a department, speak to the service manager; he or she will know which staff member has the required information.
- Talk to a wide range of staff members in order to access recollections of major events affecting their departments.
- Find out how the service area currently monitors and records its activities.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: EXECUTIVE
DATE : 13 JULY 2010
REPORT BY: DIRECTOR OF COMMUNITY SERVICES
**SUBJECT : FINAL DRAFT OF THE SOCIAL SERVICES ANNUAL
PERFORMANCE REPORT**

1.00 PURPOSE OF REPORT

1.01 To consider the final draft Social Services Annual Performance Report.

2.00 BACKGROUND

2.01 The Annual Performance Report is part of the new WAG performance framework for Social Services. The report is the Director's statement on current performance and highlights good performance and areas for improvement.

2.02 The report was prepared following an in-depth review of current performance by service managers and performance officers.

3.00 CONSIDERATIONS

3.01 The challenge phase has now taken place. Key stakeholders were asked to review the draft report and comment on its accuracy as an assessment of current Social Services performance and the robustness of the improvement plans.

3.02 The following external stakeholders were consulted on the draft document:
Betsi Cadwaladr University Health Board
North Wales Police
Mental Health Planning Group
Physical Disability Planning Group
Older People's Planning Network
Learning Disability Planning Group
Carers' Planning Group
Care Homes
Domiciliary Care agencies
Care Forum Wales
Children & Young People Planning Group

3.03 The following internal stakeholders were consulted:
Housing Services
Housing Strategy Team

Date: 07/07/2010

Supporting People Team
Policy, Performance & Partnerships Unit
Corporate HR
Corporate finance

- 3.04 Comments were received from:
Carers' Planning Group
A domiciliary provider in the Learning Disability Service
Housing Strategy Team
PPP Unit
Corporate finance
Betsi Cadwaladr University Health Board
(The Planning Groups which support the Health Social Care and Well-being strategy contributed to the preparation of the initial draft, so did not necessarily feel the need to comment on the document)
- 3.05 A Member Workshop was held to consider the first draft of the report and members' comments included were in the final draft. The final draft was considered by the Social & Health Overview and Scrutiny Committee on 26th May 2010 and amended slightly following members' comments.
- 3.06 The final draft is attached at Appendix 1. Action plans to support the key improvements are contained in the Directorate Plan and associated Service Plans
- 3.07 Once approved by Executive, the Report will be sent to the Care and Social Services Inspectorate Wales (CSSIW). CSSIW will visit the authority and examine the background evidence and the action plans that have been prepared. A joint letter from the Council and CSSIW will then be prepared and issued to the public.

4.00 RECOMMENDATIONS

- 4.01 Members endorse the Social Services Annual Performance Report for submission to the CSSIW

5.00 FINANCIAL IMPLICATIONS

- 5.01 None arising directly from this report

6.00 ANTI POVERTY IMPACT

- 6.01 None arising from this report

7.00 ENVIRONMENTAL IMPACT

7.01 None arising from this report

8.00 EQUALITIES IMPACT

8.01 None arising from this report

9.00 PERSONNEL IMPLICATIONS

9.01 None arising from this report

10.00 CONSULTATION REQUIRED

10.01 No further consultation is planned.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has taken place with key stakeholders

12.00 APPENDICES

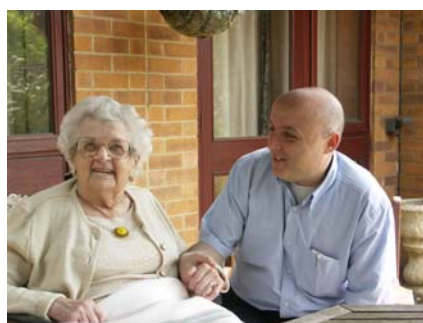
12.01 Appendix 1: Social Services Annual Performance Report, Final Draft.

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

None

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Flintshire Social Services Annual Performance Report



**Final Draft
June 2010**

Contents

1	INTRODUCTION.....	2
2	HOW GOOD ARE THE SERVICES?.....	3
2.1	Public Information and First Contact	3
2.2	Services for Children	4
2.3	Safeguarding Children	7
2.4	Transition from Children’s Services to Adult Services	8
2.5	Services for Older People.....	9
2.6	Services for People with Learning Disabilities.....	11
2.7	Services for People with Physical Disabilities or Sensory Impairments and Vulnerable Adults	13
2.8	Services for People with Mental Health needs and Services for People with Substance Misuse needs	15
2.9	Protection of Vulnerable Adults.....	16
2.10	Support for Carers.....	18
3	HOW GOOD IS THE SUPPORTING INFRASTRUCTURE?	21
3.1	Involving Users and Carers	21
3.2	Leadership, Culture & Management Structure	22
3.3	Corporate and Political Support	23
3.4	Performance Management & Quality Assurance	24
3.5	Commissioning and Contracting	25
3.6	Equality and Diversity	26
3.7	Planning and Partnerships	27
3.8	Financial Stability & Resources	29
3.9	Information Systems and Management	30
3.10	Workforce Management and Development.....	31
4	KEY IMPROVEMENT PRIORITIES.....	34

1 Introduction

This is our current assessment of the performance of Social Services, which has been put together through a comprehensive and in-depth examination of performance involving all Social Services managers and assisted by corporate services.

We have tried to evidence all our conclusions, but in some areas we have used managers' perceptions. Overall, it has indicated that we need to invest more time and resources in seeking the views of people that use our services.

The report is in two main sections:

- How good are the services?
- How good is the supporting infrastructure?

We have identified a set of improvement priorities in each sub-section and we will address these within operational plans where resources permit. In Section 4, we have identified our key improvement actions and these are now included in the Directorate Plan 2010-14 and the three Service Plans - Social Services for Adults, Social Services for Children and Development & Resources.

Colin Everett, Interim Director of Social Services
Carol Salmon, Head of Social Services for Children
Maureen Mullaney, Head of Social Services for Adults
Alan Butterworth, Head of Development and Resources

2 How Good Are The Services?

2.1 Public Information and First Contact

We plan to produce a Social Services Public Information Strategy, building on the success of our existing strategies in Social Services for Children and Social Services for Adults. We will ensure that we have comprehensive systems and resources available to deliver the revised strategy.

In Social Services for Adults, we signpost people to our first points of contact, where we can provide targeted information relevant to a person's needs. We have a comprehensive range of bilingual leaflets that are available in other formats such as Braille. All our leaflets are available through the Council's website. All our leaflets are updated at least annually and we have a reader panel that checks our leaflets to ensure that they are understandable.

In Social Services for Children, we provide information about Social Services and other universal or preventative services. Support is also available to families through the Children's Centres in Sure Start and Flying Start areas, these include: Health Visiting; Parenting Programmes; Community Parents; Basic Skills Courses; Childcare for two year olds; a Toy Library and Parent and Child Drop in Sessions. We make information available through a variety of sources. All our information leaflets are bilingual and can be provided in other formats on request. We also produce and promote information for prospective adopters and foster carers

We have a number of points of contact for people seeking help from Social Services:

- our Duty and Assessment for children and families,
- our Duty Team for adults,
- our First Access Team for Mental Health Services, and,
- our Community Drug and Alcohol Team.

For people needing help outside of normal working hours we have an Emergency Duty Team, a service provided jointly with Wrexham and Denbighshire Social Services.

In Social Services for Children, we publish our eligibility criteria and this is shared with all partner agencies. A review of this document is underway and child and adult versions will be produced. As a result, 99.5% of our referrals received so far this year have met our eligibility criteria. We have robust systems in place to monitor the efficiency of our referral management processes and unmet need caused by delays in accessing services. Although a decision is made on all child protection referrals within one working day, our performance for all referrals is 94.4%. We are reviewing our eligibility criteria document and intend to produce versions for children and parents.

We have dedicated staff that work closely with the Housing Service to support people presenting as homeless.

In Social Services for Adults, we have good links with the voluntary sector and most statutory agencies and this ensures that we receive appropriate

referrals. However, we are aware of the need to work closer with the acute hospitals, the ambulance service and the police to improve the appropriateness of their referrals. We check that our Duty Team is working effectively through using the corporate mystery shopper scheme, customer satisfaction surveys, case file audits, and the corporate welsh language audit.

We have reduced the waiting time for people needing the First Access Service by increasing the number of venues. We are exploring the possibility of further increasing the number of venues. We recognise that we need to address the waiting times for our Community Drug and Alcohol Team.

Improvement priorities:

- We will produce a combined Social Services public information strategy ensure that it is adequately resourced.
- We will improve the timeliness of making decisions on Child in Need referrals within Social Services for Children.
- We will work with the other agencies to improve the quality of referrals for Social Services for Adults.
- We will further reduce the waiting time for people needing the First Access Service.
- We will reduce the waiting time for people needing the Community Drug and Alcohol Team.
- As part of the Social Services for Children information strategy update, we will review the web pages, including ensuring that current information leaflets are available on the website.

2.2 Services for Children

We undertake timely assessments for most children and young people who require support from Social Services for Children and this has been confirmed in the CSSIW report on the review of our safeguarding arrangements that was undertaken last year. Our performance up to the 3rd quarter of this year shows that our timeliness in completing Initial Assessments; Core Assessments; and Assessment and Progress Records for looked after children is better than the all Wales performance averages published for last year. However, we recognise that there is room for further improvement in some areas of the service and although the timeliness of health assessments for looked after children have significantly improved recently, health professionals are not always available to undertake the assessment and we could do much better. We also need to improve the provision of assessments for young carers and reduce the waiting time for paediatric occupational therapy assessments for children with a disability. Our own quality assurance systems and reviews undertaken by CSSIW identify that we can also make further improvements in the quality of some of our assessments, so that they are more outcome focused and children and young people are more involved in the assessment process.

Our arrangements for the management and review of care plans are mainly good with room for improvement in some areas. All child protection cases are allocated to a qualified social worker and child protection plans are effectively managed through the good coordination of multi-agency core groups. Not all looked after children and children in need are allocated to a qualified social worker, however, all vacant social work posts have now been filled and we expect to allocate all looked after children to a qualified social worker by April 2010. Our performance up to the 3rd quarter of this year shows that 95.7% of first placements for looked after children begin with a care plan in place; 75% of looked after children had a Personal Education Plan in place within the prescribed timescale and 98.4% of young people leaving care had a Pathway Plan in place on or before their sixteenth birthday. Our performance in all three of these areas is above the Welsh average for last year. We have also improved the regularity of statutory visits to looked after children by social workers.

We need to improve the timeliness of providing plans for permanence for some looked after children and reviewing their care plans within the timeframes set out in the regulation. The timeliness of reviewing the care plans for children in need could be better and the quality of some of our care plans for children and young people could be strengthened by adopting a more outcome focussed approach. In addition, we need to improve the timeliness of the circulation of Chair's Reports following statutory reviews.

We have a comprehensive range of in house and commissioned services and, with the exception of residential short breaks for children with a disability, have very low levels of unmet need.

Children with a disability and their families are offered a wide range of supports through the Children's Integrated Disability Service and the Family and Adolescent Support Team. Our in-house Fostering Service is able to offer a diverse range of general and specialist placements, which include short breaks for children with a disability. A two bed residential unit also provides short breaks for children with complex health needs. The quality of our Fostering Service is good and this is confirmed by a high level of placement stability and regular CSSIW Inspections. However, the need to procure residential and foster care placements from the independent sector for some children remains a significant financial challenge and, along with our partners in Health and Education, we are currently reviewing the mechanisms for managing these packages of care. We are also exploring the feasibility of expanding our in-county residential short break care service. Supported accommodation and lodgings are available for young people leaving care from commissioned services and former foster carers.

A specialist nurse for looked after children facilitates access to community health services and 95.8% of looked after children are registered with a general provider of medical services within 10 days of being placed in care, this is far better than the Wales average performance for last year. However, we do need to increase the number of children who have had their teeth checked by a dentist in the last 12 months.

Our Family Support Services continue to be effective in reducing the risk of family breakdown and the wide range of interventions offered include parenting programmes, therapeutic support and a Family Meetings Service. The number of children looked after has now remained more or less static for the past 3 years. We are also currently developing a volunteer programme to increase the continuity of support for children and families. However, to achieve WAG targets, we need to increase the number of children in need that are allocated to a qualified social worker. The timeliness of support provided by Child and Mental Health Services (CAMHS) could be better and we continue to work closely with our health colleagues on a case by case basis to address this. The Community Services Directorate won an Excellence Wales Award in 2009 in the Our Citizens Our Communities category. It recognised the achievements of the following services: the Family Adolescent Support Team, Rural North Flintshire Family Centre, Children and Young People's Partnership, Day Opportunities and the Older People's Strategy for the way they work to enable individuals of all ages to achieve change in their lives and as well as changing community life for the better.

Whenever possible, we provide supports to children and young people in their own community or a family setting. We encourage the use of direct payments to provide families who have children with a disability with more choice about how the support they require are delivered. Initiatives are in place to help young people with a disability to access community facilities such as Youth Clubs and sport and leisure activities. However, we are aware that in conjunction with our colleagues in the Directorate of Lifelong Learning, we need to improve the educational outcomes achieved for some looked after children. The School Inclusion Coordinator works with teachers and other Education staff to achieve this.

Semi-independent living placements and supported lodgings are available for young people leaving care. All young people aged 19 who were formerly looked after are still in contact with the Leaving Care Service and are living in suitable accommodation. A Care Leavers' Support Network provides peer support and also provides young people with the opportunity to inform and shape service delivery. We need to help more young people leaving care to be engaged in education, training or employment and the Council, in partnership with Deeside College, is currently developing a work placement and vocational training scheme. All our young people leaving care have a Personal Advisor, and volunteer mentors provide additional support. The National Youth Advocacy Service provides advocacy for all children and an Independent Visiting Services for looked after children in appropriate cases.

Improvement Priorities:

- We will ensure that all looked after children are allocated to a qualified social worker.
- We will increase the number of children in need that are allocated to a qualified social worker.
- We will improve the quality of outcome focussed assessment and care planning.

- We will improve the timeliness of providing plans for permanence for looked after children.
- We will improve the timeliness of reviewing care plans for looked after children and children in need and the circulation of Chair's Reports following reviews.
- We will reduce the waiting times for paediatric occupational therapy assessments.
- We will increase the number of placements provided by in-house foster carers.
- We will improve the management of out-of-county care packages alongside colleagues in Health and Education and reduce the number of children placed outside of the county.
- We will increase the availability of residential short breaks for children with a disability.
- We will increase the number of children who have had their teeth checked by a dentist in the last twelve months.
- We will work with health professionals to reduce waiting times for accessing CAHMS.
- We will improve the educational attainments of looked after children.
- We will increase the number of young people leaving care that are engaged in education, training or employment.
- Explore the viability of the placement of an Inclusion Welfare Officer on the CIDS Team.

2.3 Safeguarding Children

Following a recent CSSIW review, we received a Report on Safeguarding Arrangements and we are developing an action plan to implement the agreed improvements.

We have made considerable improvements in our referral and allocation arrangements and our responses to immediate risks to children are prompt and systematic. However, as indicated in the CSSIW report, schools need to strengthen their responsibility for safeguarding, with greater involvement in strategy meetings and core groups. Our administration and coordination of child protection conferences and reviews is well managed with quality standards set by the Chair. Up to the 3rd quarter of this year 88.6% of initial child protection conferences and 97.9% of review conferences have been held on time. In both of these national indicators we are performing better than the Wales average for last year. We allocate all child protection cases to a qualified social worker.

We have strengthened corporate attention to safeguarding children over the past year, particularly since the Haringey investigation. The CSSIW report on identified a good 'line of sight' between our Head of Service and frontline practice and the performance of Children's Services is systematically reported to Members and senior managers. However, we need to improve the use of

management information by team managers and senior practitioners. We also need to further strengthen our influence on the Local Safeguarding Children Board (LSCB) and develop better links with other strategic partnerships. We need to undertake further work on three recommendations from the Victoria Climbié Report to ensure full compliance.

The LSCB undertook a self assessment in February 2010 and the outcome of this was disappointing. An action plan will be discussed by the LSCB Executive in May 2010, but the board partners will need to ensure that all agencies increase their commitment to the board's activities if improvements are to be made.

We recently developed an innovative conference inclusion service to support children's participation in decisions and we have received early indications that there has been an increase the representation of children's views.

Improvement Priorities:

- We will strengthen our influence on the LSCB and develop better links with other strategic partnerships.
- We will improve the use of management information by team managers and senior practitioners.
- We will work with colleagues in the Directorate of Lifelong Learning to strengthen the responsibility of schools for safeguarding, with greater involvement in strategy meetings and core groups.
- We will progress towards full compliance with the three outstanding recommendations from the Victoria Climbié Report.

2.4 Transition from Children's Services to Adult Services

In order to empower young disabled people to make informed choices, and to ensure a smooth transition from children's to adult services, we have strengthened our arrangements for working with partner agencies. In particular we identify young people who are likely to require services from Social Services for Adults and track their progress from the age of 14. We prepare detailed plans with costs for some young people and seek the funding from a range of agencies and sources. Over the next 5 years, we estimate that 99 young people will transfer into Adult Services, with a projected financial impact of £3.5 million.

Whilst the transition panel, annual identification panel and the systems for tracking young people's progress through transition have improved, we are aware that embedding these in practice needs continued commitment from both across Social Services and partners to keep the young person's needs and wishes at the centre of the process. We believe that young people are being more effectively supported, and that there are fewer crises due to miscommunication.

Whilst we know our systems are improving, we also know that parents and young people still do not feel fully involved in this planning process and there

is a need to develop comprehensive communication mechanisms between young people and their families and all the professionals linked to them. One way we are progressing this is through the development of a draft Single Plan for each individual young person, which is being tested with one year group in the current school year, aiming to keep the young person central to their future plans and avoid confusion between Social Services, Education, Schools, Health and Careers Wales. We also need to consider the Best Practice Learning from the five Welsh Assembly Government funded Key Worker projects, and consider how we can implement that learning in Flintshire.

We hold an annual transition sharing information event for young disabled people, their families and schools from year 9 upwards. This event is attended by more people each year and young people last year told us “it was the best event yet”. Families and young people value this event because of the wide range of information and the informal access they have to professionals.

We are promoting independence by encouraging the take up of direct payments, access to universal services, and in 2008/9 focused on the transition age group for the development of Citizen Directed Support. This development has initially been successful in supporting three college students during the summer break of 2009.

We work closely with the Housing Strategy Team and RSLs to develop options for supported housing.

One challenge to future development is the loss of the Joint Working Special Grant and the impact that this will have on the management structure and care co-ordination in the Children’s Integrated Disability Service.

Improvement Actions:

- We will place young people and their families at the centre of transition planning through the development and implementation of a communication plan
- Sustain financial viability to support demographic growth, which will require additional funding
- We will undertake a full review of the Transition Protocol to ensure it fits with the Best Practice learning from the five Welsh Assembly Government funded Key worker projects.
- To work collaboratively across North Wales on complex high cost, low volume care packages to commission efficiently.

2.5 Services for Older People

The unified assessment documentation for older people services is now well established in Flintshire and provides a holistic assessment which places the person firmly at the centre of the process. We know that we are improving because case file audits show that the person’s perspective has been

considered as their own words are recorded. Our focus now is to ensure that the assessment and resultant care plan are more outcome focussed.

We know that we are a responsive service, our successful brokerage system has enabled a speedy delivery of domiciliary care services to our service users and since its introduction we have had no waiting times. Also, people in hospital are being supported and discharged with minimal delays.

Over recent years we have expanded the range of our services that maximise independence and enable people to stay in their own homes. We are particularly proud of our Reablement Team in that 82% of people who received a service from the team now require no ongoing support. People have told us that they believe themselves to be more independent and confident after accessing the service. We are now looking to embed the Reablement approach into our practice across the whole service. The Reablement team will roll out training and provide support in care planning to all home care staff in the service. Telecare is a key part of our Reablement approach and with greater promotion the numbers of people benefiting from small aids and equipment is increasing; in fact our numbers for Flintshire are exceeding Welsh Assembly Government targets.

We are becoming more specialist and responsive in the way we deliver services and this has involved working with Health and Voluntary sector partners. Over the last twelve months as part of our Living Well Dementia service there has been an increase in specialist home care for people with dementia.

We are also working closely with other Local Authorities across North Wales to review both residential and domiciliary care, to help us commission more efficiently.

We are also looking at our current approach in day care, we are successful in supporting people to maintain their skills, and have developed our in house day services for dementia which includes a Saturday provision in partnership with Flintshire Alzheimer's Society. However, despite the increase there is a need for more specialist day care especially in the West of Flintshire as people have to travel to access a service. In other words, we are adopting a new approach to day services that is underpinned by the principle of reablement and social inclusion.

As a result of all our developments we know that in Flintshire we are supporting with our partners an increased number of older people in the community and the number of people moving in care homes has reduced from 517 for 2008/09 to 472 people currently. Initiatives such as the Shotton Extra Care Housing Scheme (Llys Eleanor) are providing Older people with a more contemporary housing option, which aims to maintain their independence for as long as possible. This scheme has recently won the Best Housing & Regeneration initiative in the annual Association for Public Service Excellence awards.

We have plans to develop a further scheme in Mold, which will have specific provision for older people with dementia.

The restructure of the NHS will impact on the structure and design of services for older people, with the aim of promoting a greater level of integration.

Although good at collecting the views of individual service users and carers, we need to get better at bringing people together to assist us in the planning of services. Their views matter to us and we believe that it is only by involving them that we will really know how we are doing and how we should develop.

One of the challenges we face is the loss of the Joint Working Special Grant and the Independence and Well Being Grant in 2011 which currently support developments both in the Reablement Service and Living Well.

Improvement priorities:

- We will be looking at different models for older people's services to ensure our fitness for the future,
- We will redesign our existing provision so that we can provide more specialist services, focusing on embedding the reablement approach into our practice across our service and developing more flexible and person centred services for people with dementia.
- We will focus on developing appropriate housing for older people in Flintshire, providing options for them to remain within their localities receiving the support they need to be independent.
- Sustain financial viability to support demographic growth.

2.6 Services for People with Learning Disabilities

We have made significant progress toward the formal integration of Social Work and Community Nursing services which will result in a seamless health and social care assessment process. The implementation of a more secure business system, Paris, has enabled us to give NHS staff access to shared electronic records. We give each service user a named Care Co-ordinator who ensures that the process is co-ordinated and that all the needs identified are addressed, and that risks are identified and addressed. We know that not all assessments are started within agreed timescales but an action plan is in place to address this.

We are aware that we need to improve systems and processes as well as the development of a commissioning strategy.

We are making good progress with our system of reviews. Our reviewing officers use person centred tools to support the service user to plan for and take an active part in their own review. We make documentation available in an easy read format. We know this is valued by service users, but we need to ensure that all staff are using it consistently. We offer advocates where a service user has no family or friend to provide advice and support.

Part of the assessment and care planning process is negotiating funding between ourselves and the NHS. We recognise that this can be a protracted process and needs to be more inclusive.

Our focus for some years now has been on a person's day time activity and/or potential for employment, social roles, adult education and housing needs. We have developed a broad range of in-house and commissioned services to meet individuals' assessed needs, agreed outcomes and capacity that will link decision making and plans to outcomes.

Some of our services are more traditional and remain popular with older service users and carers but many younger service users and carers do not see these as appropriate to meet their needs. We are aware that we need to continue to decommission old-style services in a sensitive manner in order to manage available resources and the expectations of young people and their families coming into adult services. Day services and short term care are near capacity and not always able to respond to service user choice, so we need to explore alternatives within our commissioning intentions.

We actively encourage people to take control of their own care and support arrangements through the use of Direct Payments (35 users), Independent Living Fund (79 users) and Citizen Directed Support (5 users in our initial pilot).

Our Supported living services experience some difficulties in matching new service users with existing and this can result in voids or inappropriate placements. We are commissioning a number of housing developments to meet the increased demand of young people coming through transition.

The services we commission and contract are community based and local to Flintshire wherever possible. However, at present we have 37 service users that are placed in residential care outside the county - placements which are a significant cost to the authority and not ideal for maintaining community networks.

We have a successful service evaluation and monitoring model using the British Institute of Learning Disability (BILD) 10 Quality Network outcomes. Our evaluation teams include service users, carers and professionals from other agencies and services. The teams' recommendations are shaped into action plans with the provider and are able to make a considerable impact to improve services.

We review and improve the range and quality of information leaflets about learning disability services annually with the involvement of service users. This has led to more user friendly information, including DVDs, and a simplified way of accessing the complaints procedure. We have also developed a quarterly newsletter to promote positive images of services and service user experiences.

We are working collaboratively across North Wales on complex high cost, low volume care packages , and the North Wales Commissioning Forum for

Health and Social Care for Learning Disability Services is exploring service models for specialist services.

Improvement priorities:

- We will develop a commissioning strategy to manage the capacity of the provider services including Day Opportunities services, Supported Accommodation and Short Term Care.
- We will implement the integrated care coordination model of assessment and care planning during 2010.
- We will continue to build on our service user and carer involvement model.
- We will improve our systems and processes within care management
- We will provide supervision and monitor practice to ensure that all staff are consistently using the easy read format documentation.

2.7 Services for People with Physical Disabilities or Sensory Impairments and Vulnerable Adults

The unified assessment documentation is well-established across all aspects of the service and provides a holistic assessment which places the person firmly at the centre of the process. Although we are disappointed that not all reviews have been completed within agreed timescales we do have plans in place to improve our performance. Case file audits show we are continuing to improve assessment and care plans, incorporating the service user and carer perspectives and focussing on early intervention, thereby helping people to regain and /or maintain independence skills. Generally, people who are eligible for our services do not have to wait, though where demand is high, as in occupational therapy and visual impairment services, waiting list protocols are in place to ensure people are treated fairly.

The additional financial resources provided during 2009, combined with effective joint working between the Housing Department and Occupational Therapy Services has resulted in the longest time from referral to completion of an adaptation being reduced from 18 months in 2007 to 10 months in 2009. We are particularly pleased as this reduction in waiting has occurred even though the demand for these services continues to increase, with referrals now reaching 200 per month compared to 150 per month in 2008. However, the challenge we face in relation to waiting times for occupational therapy assessments remains.

We are pleased to report that the recently formed North East Wales Community Equipment Stores (NEWCES) combined with a new national procurement initiative has already resulted in the purchase of better and more cost-effective disability equipment.

We support service users to take more control over their lives by promoting disability equipment, services and systems which support independence and social inclusion. We also offer people the option to make their own

arrangements to meet their own assessed needs, however complex, through the use of Direct Payments or by being a part of the Citizen Directed Support (personalised budgets) pilot

We are increasingly focusing our attention on improving services to support more people in the community. We have recently opened our first supported housing scheme for young people who would otherwise be receiving services in a nursing home. And our Promoting Independence Service replaces the traditional Day Care service with meaningful occupation and is achieving personal outcomes with more people in community settings.

The young vulnerable and/or disabled people aged 16 to 21, coming into our Service from Children's Services are provided with individually tailored short programmes of support which focus on providing experiences to help them make informed choices for the future. We recognise that we need to develop suitable short break services for young disabled people as we have very little local provision.

We have excellent working relationships with our partner and voluntary sector agencies and have joint planning groups for people with physical disabilities, people with visual impairments and people with hearing impairments. We are adept at commissioning, contracting and locating services, using a network of existing resources through other agencies to deliver services. For example we support service users through the Disability Forum to set up their own social groups and in partnership with the North Wales Deaf Association (NWDA) we have improved the way we deliver services to deaf people; replacing the specialist social worker with a community support officer employed through NWDA, who provides a range of generic services, including translation, through weekly surgeries as well as home visiting and an appointment system. The rehabilitation service commissioned from Vision Support is hosted with the social work team, thereby improving our own team's expertise of sight loss issues, improving care plans and providing more appropriate services which focus on enabling and promoting independence.

We have developed a very positive joint working relationship with the Housing Homelessness team to improve outcomes for vulnerable people who do not easily fit into services.

We are working regionally to implement the Autistic Spectrum Disorder Strategic Action plan.

Improvement priorities:

- We will improve our performance and increase our capacity to undertake reviews.
- We will improve the quality of our assessments and care plans.
- We will continue to offer service options to promote independence and help people to find alternatives to traditional services and respite such as day centres with work services.
- We will influence Flintshire County Council in improving its role as an employer of people with disabilities.

- We will increase the number of supported housing schemes in the county over the next five years which will provide young people with a place in the community as an alternative to a nursing home, within available resources.
- We will increase access to direct payments, citizen direct support, and the independent living fund to support choice and independence.
- We will develop short term care to support young people and their families during college breaks within available resources.
- We will minimise the time take to deliver major and minor adaptations

2.8 Services for People with Mental Health needs and Services for People with Substance Misuse needs

The specialist assessment and care planning documentation for mental health services, the Care Programme Approach, (CPA) has been fully implemented in Flintshire since 2006. Our focus in recent years has been to ensure that our care plans are holistic and more recovery orientated; looking at a person's employment, social roles, occupation and housing needs. We know that we are improving as referrals to our partner agencies have increased, such as ETAT (Employment and Training Action Team) and Next Steps for employment and training needs. There has been a real drive to embrace the Recovery Approach by the provision of training for all mental health staff and some service users. We are now moving to the next stage, which is to further embed the Recovery Approach into our practice and to roll out training to service users. We have three Recovery workshops and three Recovery training sessions planned for 2010.

Following the development of the new all Wales specialist assessment and care planning documentation for substance misuse services (WIISMAT), we will be implementing this in the Community Drug and Alcohol Team (CDAT) during 2010.

In partnership with health colleagues we have improved the way we deliver specialist substance misuse support to primary care services and have established five local clinics with GP's in Flintshire. We are also looking at the model currently used to deliver specialist mental health support to primary care locally to see if we can create a more responsive service.

We know we are routinely offering carers an assessment in their own right and between April and September 2009, 208 carers were offered an assessment. We recognise that we could be doing more to support young carers and have recently produced a professional handbook for staff with young carers in Flintshire. The young carers involved are going to help us roll out the handbook across all our mental health and substance misuse teams so that we can get better at identifying and supporting young carers. The young carers have told us that they were pleased to be involved and were also pleased to be asked for their opinion on a joint assessment protocol for Children and Mental Health Services.

In partnership with health and voluntary sector partners, we have developed a wide range of services to help people recover their mental health and/or reduce dependency on substances and lead the lives they choose. We believe that our mental health support services are broad ranging and responsive to need. We recognise that our Substance Misuse services are constrained by funding but have developed some innovative work such as the art group who had an exhibition of their work at Theatre Clwyd. This project was supported by a local business partner and was very successful.

We are looking to become more creative in the way we deliver services and are working with partners in the voluntary sector to develop a joint approach linking into community activities. This joint approach is underpinned by the principle of enabling recovery and social inclusion. We are also looking to develop more service user led services, like the successful Mind and Flintshire Drop-in Group services.

Overall people don't have to wait to access our services. There has been some waiting time for people needing the First Access Service, but this has improved as we have increased the number of venues. We are continuing to explore further options for reducing waiting times. We do recognise that we need to focus efforts on finding ways to prevent people from having to wait too long for a service from our Community Drug and Alcohol Team.

We know from our partners that our partnership arrangements work well. We have a robust Mental Health Strategic Planning Group and Day/work Service Development Group. Our Community Mental Health Teams and Community Drug and Alcohol Team have been integrated operationally for many years and we are now making good progress towards a formal agreement of the integration of Mental Health and Substance Misuse Services.

Improvement priorities:

- We will implement WIISMAT assessment and care planning documentation during 2010 in CDAT
- We will be embedding the recovery approach into our practice across all services.
- We will improve the support we provide to carers, including young carers.
- We will work to reduce waiting times for First Access and Substance Misuse services.

2.9 Protection of Vulnerable Adults

We always provide a prompt response to allegations of neglect or abuse through the effective systems we have established within both our Adult Duty Team and the out of hours Emergency Duty Team (EDT). The supportive relationships between first-line managers and the Adult Protection Co-ordinator have helped to develop sound access, referral and allocation systems which we will continue to build on to improve practice.

The recent inspection of our service concluded that “The authority is committed to delivering adult protection arrangements which provide effective safeguarding and positive outcomes”. The inspection showed some inconsistencies in the application and compliance with our recording procedures and the use of supporting documentation. In response we have introduced some improvement mechanisms across the workforce and the case file audit system has been extended to include monitoring of adult protection practice making it easier for senior managers to track compliance with policy and procedures and identify training needs.

We are committed to partnership working with other agencies and the recent inspection highlighted “that Partners invariably expressed positive views of the authority’s role in adult protection. Procedural milestones are mostly met within timescales determined by regional standards.”

At a strategic level we work in partnership with other agencies through the Area Adult Protection Committee (AAPC), which has recently made improvements to its terms of reference and prioritised strategic planning in adult protection to drive forward mutually strategic objectives and is chaired by the Head of Social Services for Adults. The recent inspection also highlighted the attachment of the vulnerable adult social worker to support partnership working with housing colleagues in the Homelessness Team as a particular strength.

All our partner agencies who are involved in the Protection of Vulnerable Adults (POVA) are offered the opportunity to access POVA multi – agency training by the Local Authority. Our evidence supports a correlation between the number of people trained (increased awareness) and numbers of allegations reported, which justifies our continued investment in training.

We have robust commissioning and contracting arrangements in place which includes a significant monitoring component that places an emphasis on the quality of service provision and promotion of good practice. Together with the complaints process we are confident that we have effective routes in place for service users to express their views and for officers to collate and assess reports from a variety of sources to support service and practice improvement.

Our contract monitoring and adult protection services are closely linked to ensure appropriate arrangements are in place with independent providers, and our in-house services and this was highlighted in the recent Inspection of Adult Protection Procedures 2009 as an area of good practice. Systems are in place to report on a monthly basis all Protection of Vulnerable Adult activity across all service areas through our Approved Provider Panel chaired by the Head of Social Services for Adults.

Our own self audit carried out in December 2008 identified that we needed to improve our performance management arrangements. Plans are now in place to achieve this, which will be supported by the new client record (IT) system.

The Inspection of Adult Protection Procedures 2009 made a number of system related recommendations for improvement which we will include in our improvement priorities.

The Inspection found that “the authority facilitates a culture of close working relationships across the organisation as a whole, and this needs to be more effectively marshalled in order to maximise its potential. Corporate support is increasingly well developed, and this will undoubtedly assist in supporting the emerging community leadership role in adult protection.”

We are aware that “One Unified Wales Adult Protection Policies and Procedures will be published in 2010.

Improvement priorities:

- We will implement the system related actions identified in the Inspection of Adult Protection 2009 report by Care and Social Services Inspectorate Wales (CCSIW).
- We will embed improved risk assessment and recording into practice.
- We will work with partners to improve strategic planning through the Area Adult Protection Committee.
- We will develop a formal mechanism to incorporate lessons learned from adult protection practice.
- We will implement the “One Unified Wales Adult Protection Policies and Procedures” when published

2.10 Support for Carers

We have a multi-agency Carers’ Planning Group that has developed a carers’ commissioning strategy, which matches identified needs with available resources. This group has developed very strong partnerships between the voluntary sector and statutory bodies which has resulted in achieving goals and targets identified within the commissioning strategy.

We have robust systems in place to provide appropriate and timely information for carers, developed with partners in the voluntary sector & the carers strategy group. An example is The North East Wales Carers Information Service (NEWCIS) increased the number of newsletters and booklets distributed to carers by 14% in 2008/09. We are also at the early stages of developing a strategy for supporting and empowering young carers in Flintshire in order to improve ways in which we identify, assess and meet the needs of all young carers and their families,

Within Social Services for Adults, we have increased the number of carers’ assessments being offered from 76% to 85% of identified carers this year, for example, of the 299 carers identified in quarter 3, 256 were offered an assessment. We also believe that the number of carer assessments being offered is under-recorded, but the new business system will address this. Carers’ assessments are not always taken up at the initial assessment stage, however upon review in older people’s services, a further opportunity is provided to complete the assessment.

Within Social Services for Children, all adult carers (usually parents) have their needs assessed as part of the completion of initial and core assessments. However, up to the 3rd quarter only 60% of young carers were provided with an assessment and actions have already been put in place to address this. Local consultation informs us that many young carers would prefer to receive support from somewhere other than Social Services and when this is the case they are signposted to the Barnardo's Young Carers Project. We recognise that we could be doing more to support young carers and have recently produced a professional handbook for staff with young carers in Flintshire. The young carers involved are going to help us roll out the handbook across all our mental health and substance misuse teams initially, so that we can get better at identifying and supporting young carers. The young carers have told us that they were pleased to be involved and were also pleased to be asked for their opinion on a joint assessment protocol for Children and Mental Health Services.

We currently support 2500 carers (as recorded by NEWCIS) which is an increase in the last year of 75%.

By focussing on the priorities identified within the Joint Commissioning Strategy we are able to influence change in our high priorities. For example, to meet the aim "Carers are able to access employment and / or life long learning", a new post has been created in NEWCIS resulting in 25 carers (to date) successfully being supported to return to employment, education, volunteering or life long learning and this is increasing.

We have developed a range of flexible, imaginative and responsive support and training for carers. We believe that we respond to carers in a crisis promptly, though formal contingency plans are only in place for a few carers. We will work with partner agencies to develop contingency plans, concentrating initially on those situations at greatest risk of developing into a crisis.

In Social Services for Children, our Family Link service provides short break foster care for children with a disability and their families and a two bed residential service is also commissioned from Action for Children Cymru to provide short breaks for those children with more complex needs. We are currently exploring the feasibility of expanding the residential service as demand exceeds current capacity. The Cymorth and Carer's Strategy grants are also utilised to commission a good range of services that provide support for carers. Through the WAG Short Breaks Grant we have commissioned packages of support from Crossroads and C-SAW.

We have strongly promoted the use of direct payments to provide carers of children with a disability with more choice and control over their support.

Daffodils provide support to enable children with a disability and their families to access leisure activities and other mainstream activities. Action for Children Cymru is also commissioned to provide a summer play scheme for children with disabilities. Barnardo's Young Carers' Project is commissioned to provide

young carers with information, advice, support, respite and activities. The individual needs of young carers are also addressed through the use of one to one support, group work, peer support and through the schools education project.

Improvement Priorities

- We will increase the number of carers, including young carers, that are offered and provided with an assessment and services.
- We will improve contingency planning for times of crisis, in partnership with other agencies.
- We will improve the recording of carers assessments to assess the timeliness and quality of the documents produced.

3 How Good Is The Supporting Infrastructure?

3.1 Involving Users and Carers

Our involvement of service users and carers has been directed by our 'Towards Involvement' Strategy and Toolkit. Last year, following the creation of the Community Services Directorate, we produced a five point Action plan and a set of agreed standards which we regard as our involvement promise.

We have mechanisms in place through our contracts with the voluntary sector to consult with carers and feed their response into the carers' commissioning strategy.

We have mechanisms in place to collect and report on the views of the children and families who use our services and those from our partner agencies. The feedback we receive is regularly analysed and informs improvement action plans that are reviewed at senior management meetings.

We are particularly proud of the 'Speaking Out for Children in Care' Group and the Care Leavers' Support Network. Both are actively involved in the review of our services and we find their input invaluable. The two groups reached the final round of the Philip Lawrence Awards in November 2009. They also received an Excellence Flintshire Award in recognition of their achievements in March 2009. Members of these groups also contribute to the planning and delivery of the annual Pride of Flintshire Awards that recognise the achievements of looked after children. Young people leaving care and looked after children are also represented on the corporate Children's Services Forum that directs the implementation of the Council's Corporate Parenting Strategy.

A survey, seeking feedback on the quality of services from the parents of looked after children, has been conducted this year and the findings will inform our service plans. We have also involved young people in our staff recruitment process and in the delivery of children's rights training to staff and foster carers. Overall, we believe that most children and families are fully involved in the statutory assessment, care planning and review processes, though we recognise that this needs to be more consistent. The Family Placement Team has established a Foster Carers' Support Group and a Support Group called Stepping Stones for the children of foster carers. The Stepping Stones group was commended in the 2010 Flintshire Excellence Awards. A fostering helpline (Foster don't Fester) is also in operation.

Within Social Services for Adults, we have established multi-agency planning groups which actively involve service users, with support where needed. In addition, we have subgroups and 'task and finish' groups to look at specific service developments. For example, we have a mental health equalities subgroup, a sensory impairment benchmarking (against national standards) group and a physical disability local standards group. In addition to our multi-agency planning groups our in-house service providers and teams have established service user groups, which meet to discuss and provide feedback on service related issues.

We meet the needs of very diverse groups of service users and a “one size fits all” approach would be inappropriate and we try to be creative in the ways that we involve service users from different groups. For example, we have used questionnaires and suggestion boxes in mental health services, informal coffee mornings for carers and some formal consultation events. We are particularly proud of our activities in Learning Disability Services, where our established Quality Review Network involves service users and carers to evaluate services, make recommendations for improvement and then monitor the subsequent action plans. We need to get better at sharing and learning from the different areas and most importantly we need to find out from service users and carers how they want us to involve them.

We also use ad hoc satisfaction surveys and we would like to formalise these, but do not have the resources to implement a regular and robust system of sending out surveys and analysis of the returns. We recognise that we need to feedback the results of involvement to service users and carers to encourage continued participation. For example, our homecare service sends out an annual questionnaire and informs participants what has changed as a result of previous questionnaires.

At an individual level, we involve service users and their carers fully in the assessment, care planning and review process. We aggregate information for the purpose of our business and service planning process, which includes incorporating knowledge from team managers, case file audits and issues arising from compliments and complaints. However, we recognise that we need to become more systematic in the way we collect, record and evidence the information we have gathered. In particular we need to get better at formally recording and collecting unmet need during the care management process and feeding this into our service planning process.

Improvement priorities:

- We will explore options to analyse service user and carer feedback consistently across all service areas to influence improvements.
- We will increase the involvement of children and families in the statutory assessment, care planning and review processes.
- We will broaden the involvement of children with a disability and children in need in the review and planning of services.
- We will review and revise the nature of feedback sought to ensure that it measures the impact of services and the outcomes achieved.

3.2 Leadership, Culture & Management Structure

The Chief Executive, Director and Heads of Service set out their organisational ambitions, priorities and challenges at a series of staff seminars that were well attended by front line staff.

We have a Directorate Plan, Service Plans and operational plans that set out our aims, objectives and improvement plans. All managers are aware of these plans.

The roles and responsibilities of heads of service are clearly set out, with responsibilities for Social Services for Children, Social Services for Adults and Business Services. We have communicated these to all staff through the staff briefing seminars and staff bulletin. All managers are aware of the approved system of delegation.

We have undertaken a number of organisational redesign projects over the past twelve months. Staff have been kept fully informed about proposals and progress and, where possible, in shaping the redesign.

We have a project management system in place to assist in major change, but this is not always fully utilised by managers.

Improvement Priorities:

- We will encourage managers to make greater use of the project management system

3.3 Corporate and Political Support

The Executive, in its Statement of Council Priorities, has set out the following objectives in relation to Social Services:

- To safeguard vulnerable adults, older people and children in partnership with statutory agencies and other partners
- To promote independent and supported living in the community through sustainable and affordable domiciliary care, flexible care support packages, integration of services with other partners
- To provide flexible supported living choices including extended extra care housing provision
- To plan to meet the diverse and complex care needs of society including extended provision of dementia services
- To reduce extreme poverty, and make the best use of local resources to provide advice and extend benefits take-up, in partnership with others
- To develop a sustainable and affordable policy for Out of County Places
- To work in partnership with the new Betsi Cadwaladr University Health Board to extend and improve access to primary health care, to invest in preventative services and to improve further the integration of health and social care

Our Directorate and Service Plans are consistent with the Council's objectives and priorities. Our action plans show a clear link to the Council's strategic risks and challenges and improvement actions.

The Council's Executive and Corporate Management Team actively support the Social Services agenda, for example, the budget for out of county placements for children is held corporately in recognition of the volatility of the

budget and corporate parenting responsibilities. The Executive Member is actively involved in all matters in Social Services and champions have been appointed for older people and carers.

We are supported by corporate services for ICT, legal, human resources, finance and performance. An example is the direct support given by corporate ICT to the development and implementation of the Paris project.

We have worked with the Social and Health Overview and Scrutiny Committee to develop a greater understanding and knowledge of Social Services. We have developed a format for quarterly performance reporting that provides information about the issues underpinning the performance indicators as well as the raw statistics. We have held a number of workshops at members' request to provide more in depth information and discussion about particular issues such as corporate parenting. Most scrutiny members are active participants in our rota visit programme which offers an opportunity for members to see front line services and to feed back their observations to senior managers.

Improvement priorities:

- We will continue to align capacity and resources to achieve stated Council priorities.

3.4 Performance Management & Quality Assurance

We manage performance at a corporate level through the following mechanisms:

- The Strategic Assessment of Risks and Challenges (SARCS)
- Identification of Key Performance Indicators with associated improvement targets and action plans
- Improvement agreements, with targets and action plans

Heads of Service hold personal responsibility for these and report progress to Executive and Scrutiny Committee every quarter.

We have a wide range of quality assurance and performance monitoring mechanisms deployed across Social Services to measure performance, encourage accountability and identify areas for improvement. Our performance management processes are good at a senior management level but need to be further embedded at an operational level in some service areas. Our performance management framework has contributed to an increased level of performance against many of the national and local performance indicators.

We have a Directorate Plan, Service Plans and operational action plans, all of which have clearly identified improvement priorities. Our plans are reviewed on a quarterly basis and progress is reported to elected members and fed back to practitioners.

We have service delivery standards in place in some services. All our contracts for independent providers clearly specify the outcomes and we monitor and review contracts on a regular basis.

We have good management information systems in place so that we can report on all national and locally developed indicators and improvement agreements. We would like to develop additional local performance indicators in some service areas.

Senior Managers undertake regular sample case file audits and feedback the results to team managers and staff. We plan to further develop the file audit process to improve the measurement of outcomes.

Within Social Services for Children, we undertake themed quarterly performance reviews to identify areas for improvement and good practice.

We use a listening and learning approach to analyse service user feedback and complaints and develop improvement action plans. We plan to develop this analysis to concentrate more on the outcomes for service users.

Improvement priorities:

- We will develop the file audit process to improve the measurement of the outcomes achieved for service users
- We will develop our analysis of service user complaints to concentrate more on the outcomes for service users.
- We will develop clear and trackable action plans behind improvement targets

3.5 Commissioning and Contracting

We have an overview commissioning strategy that sets out our approach to commissioning.

Within Social Services for Adults, our service plans are also commissioning plans and set out the link between the changing needs of service users and service developments. The plans are based on local demographic information, national guidance, best practice, benchmarking, regional working and professional good practice, and are frequently developed with partners.

We use evidence of unmet need to inform our budget pressures, deployment of resources and our priorities within most services. This has led to some redirection across a range of services with disinvestment in traditional services in order to invest in innovative services. We are undertaking a major re-alignment of budgets in older people's services following the success of developments intended to reduce the number of care home placements. We are strengthening our commissioning resources for a two year period to make further changes to older people's services.

In order to ensure that directly provided and contracted social care services are person centred and meet all our service quality commitments we have in place a very effective approved provider process. We monitor service delivery against service specifications, and undertake systematic reviews across all service areas. All our commissioned services have Service Level Agreements that specify the standards expected of the service and the outcomes sought for service users. We assist providers to improve where they are not meeting our requirements.

In Social Services for Adults, we have created a strategic group to ensure the maintenance and development of the independent sector. This is supported by regular meetings that we hold with all providers where we explore practice issues and seek to raise standards.

Through the Children and Young People's Partnership Commissioning Strategy, we seek outcomes for service users in line with the Welsh Assembly Government's seven core aims, based upon an analysis of current and forecasted need, resulting in services being commissioned to reflect local priorities and need. We have both a Placement Strategy and Foster Care Recruitment Strategy in place which effectively match needs and resources. By utilising the database developed by the All Wales Children's Commissioning support resource to identify placements for looked after children, we can cost effectively and efficiently match resources to the specific needs of the child or young person.

In partnership with Wrexham and Denbighshire County Councils, Flintshire Social Services for Children has a tripartite agreement with an external provider, for an Advocacy and Independent Visiting service.

We have a very effective multi-agency Carers' Commissioning Strategy. This has been developed from first principles, i.e., what carers themselves say they need and want, and then services have been developed using tendering arrangements. The monitoring of these contracts is undertaken by the North East Wales Carers Information Service so carers themselves can feedback directly about the quality and effectiveness of the services provided.

Improvement priorities:

- We will strengthen the model of commissioning within Older People's Services.
- Within the action plan, following the review of out-of-county placements, establish a formal agreement between Social Services for Children, Education and Health regarding annual increases in placement charges that matches that proposed by the North Wales Heads of Children's Services.

3.6 Equality and Diversity

To be a Service that is responsive we need to have equality of access to all the people eligible for our service. To do this, we have a programme for

undertaking equality impact assessments (EIAs) across all services areas. We use the EIAs to identify any improvement actions and feed these into the service planning process. We also conduct EIAs on all our new policies and developments.

We collect quarterly equality monitoring data about the people who use our service. We compare this against the general population data and identify possible anomalies. We analyse these further to determine whether there are real inequalities and then address these through service plans.

Over the past twelve months, we have been a Welsh Local Government Association Equality Improvement Framework pilot site with the aim of "Setting Local Equality Targets". This has raised the profile of equality issues in Social Services. As a result we are planning to set-up a directorate-wide Equalities Group to maintain momentum. This Group will lead the following work:

- Undertake equality impact assessments on those directorate services identified as high or medium risk
- Continue to monitor and analyse equality monitoring data and make changes as necessary
- Learn the lessons from the Equality Improvement Pilot Project undertaken in 2009/10
- Undertake an assessment of the Directorate's compliance with the Welsh Language Scheme.

We feel that it is important that all our staff have an understanding of equality and diversity issues and have encouraged staff and managers to attend our well-established corporate training course. However, we have not yet achieved full attendance.

We have information about the equality make-up of approximately 70% of our workforce. However, we do not feel that this is sufficient to compare against the general population. We hope that the new HR database will give us 100% data and we will strongly encourage staff to provide this information.

Improvement priorities:

- We will establish a directorate Equalities Group.
- We will ensure that all staff to attend equality and diversity training.
- We will encourage all staff to provide information to enable equality monitoring of our workforce.

3.7 Planning and Partnerships

The Local Service Board has agreed five themes as part of the County Vision:

- Economic Prosperity
- Health Improvement
- Learning and Skills for life
- Living Sustainably within our Community, and

- Safe and Supportive Communities

These all have links with Social Services activity, with a focus given to health improvement, learning and skills and safe and supportive communities.

Together with partners, we have developed a Health, Social Care and Well-being Strategy (HSCWBS) and a Children and Young People's Partnership (CYPP), based on a comprehensive needs assessments and feedback and engagement from service users and stakeholders. We have made clear links between Social Services for Children operational plans and the CYPP, we are aware that the links between the range of service plans in Social Services for Adults and the HSCWBS are less consistent. We do however have a mechanism in place to address this issue for the final year of the strategy. Outcomes are measured against the priorities within both Strategies.

Our Directorate Plan and Service Plans are linked to corporate plans and objectives. Our plans reference to the corporate risk assessments and improvement agreements. Our strategic and operational plans include financial data as well as service data.

We are proud of our service user and carer involvement in the planning processes, however we recognise that we need to engage with greater numbers of people in the process and we are exploring ways to achieve this

Section 33 agreements have been completed for North East Wales Community Equipment Service (NEWCES) and are on target for completion with Learning Disability and Mental Health Services in 2010.

We work closely with the Supporting People Team, who provide a range of preventative and low-level support services to people that fall below the Social Services' eligibility criteria.

Whilst we strive to work in partnership to implement effective and efficient mechanisms to use limited resources, it has been challenging in the last year to work with one of our key partners, the Betsi Cadwaladr University Health Board, as that organisation goes through structural changes. In particular, we have concerns that the restructure of the LHB in North Wales may reduce the capacity of our health colleagues to fully participate and engage in local partnership working, e.g. HSCWBPB, CYPPB and LSCB.

We are actively supporting the work of the key partnerships which were established to direct regional collaboration to achieve service improvement and efficiency savings (see Section 3.8).

Improvement priorities

- We will explore further mechanisms of capturing service user and carer feedback to influence operational and strategic planning.
- We will work with the Betsi Cadwaladr University Health Board to set priorities for joint outcomes and resource them accordingly.

3.8 Financial Stability & Resources

We have enjoyed a period of relative budget stability and Social Services has performed within overall budgets for the past two years. However, the anticipated budget reductions arising from the Government's budget deficit will pose enormous challenges for Social Services. WAG have already announced that the Joint Working Grant, Independence and Well-being Grant and Performance Management Development Grant will all cease in March 2011.

In Social Services, we are actively working with corporate colleagues through the Flintshire Futures programme to find Council wide efficiency savings. We are also working with other councils across North Wales through the Regional Programme Board (RPB), and, more specifically, the Social Services Programme Board (SSPB) and the North Wales Social Services Improvement Collaborative (NWSSIC) to achieve savings through regional cooperation.

In our Service Plans, we have aligned service planning and financial planning. All our action plans show the financial implications.

Our plans also project potential budget pressures and efficiency savings and these are used to inform the Council's annual budget setting process. We need to become better at identifying efficiency savings given the poor forecast for local government finance.

Our budget monitoring processes are robust and we report all major variances to Executive, and take action to correct these. We are in the process of realigning budgets in older people's services to reflect the decrease in care home placements following the successful development of initiatives such as extra care, reablement and Telecare. We have identified some capacity issues since the merger of the social services and housing finance functions which we intend to address through the corporate Finance Function Review.

There are financial risks to future proposals if there is a cessation of JWSG / Cymorth grants:

- The first proposal identifies a possible pressure bid to ensure the continued provision of the Children's Integrated Disability Service if grant funding is no longer available after 31.03.2011. The amount for 2010/11 is £98,659 and continuing in subsequent year
- The second proposal identifies a possible pressure bid to ensure the continued provision of a number of grant funded services if the grant ceases to be available post 31.03.2011. The services are Flintshire Family Meeting Service, Children's Integrated Disability Service, Youth Justice Service Parenting Coordinator and Youth Justice Service Mental Health post. The amount for 2010/11 is £179,032 and continuing in subsequent years.

For all major change proposals, we use an options appraisal approach to evaluate the effectiveness and financial viability of proposals. An example of

this would be our considerations of options for residential respite service for children with disabilities.

We recognise the need for a stronger focus on asset management and have appointed a Business Manager to lead on this work. It is intended to conduct a review of all office accommodation and buildings used to deliver services from the following perspectives: value for money, access, health and safety, sustainability and general fitness for purpose, over the next two years. We are active participants in the Corporate Asset Management Group.

Improvement priorities:

- We will continue to identify opportunities for efficiency savings, both within Social Services and with partners.
- We will actively participate in the Council's Flintshire Futures programme to achieve efficiency savings through collaborative work across the Council.
- We will actively participate in the work of the RPB, SSPB and NWSSIC.
- We will review all our office accommodation and buildings used to deliver services over the next two years.

3.9 Information Systems and Management

We are in the process of moving from our established business systems, Care.comm and CIS, to a new system, PARIS. Phase 1 of PARIS is now operational in Social Services for Adults and will go live in Social Services for Children in April 2010. We intend Phase 2 of PARIS to be operational before the end of 2010.

Our existing systems, together with some locally developed solutions enable the provision of the data required to support the performance management of services. Service and Team Managers are provided with weekly, monthly and quarterly performance and statistical information reports. Data is also provided on caseloads, client populations and unmet need to inform workforce management and development.

Our systems and processes are compliant with the Data Protection Act 1998. The full implementation of PARIS will further improve data security. We process and share information in ways that protects the rights of the individual and meet the requirements of national child and vulnerable adult protection procedures. Corporate IT have a backup system in place to ensure information is protected against loss.

In Social Services for Children, we have effective systems in place to validate information and to make amendments where necessary. In Social Services for Adults, we produce quarterly management information reports to highlight data anomalies and areas of data which need 'clean up', but these are not always acted upon and we need to make this more robust. We will need to develop new systems as part of the implementation of PARIS.

In mental health and substance misuse services, the business systems are the responsibility of the NHS. At present, there is no electronic client database and information is stored in paper files. With difficulty, we are able to access performance information that is held in NHS databases and spreadsheets. We intend to address these issues as part of the integration of mental health services.

Improvement priorities:

- We will implement Phase 1 of the PARIS business system (Version 4.1) by April 2010.
- We will implement Phase 2 of the PARIS business system (Version 4.4) by December 2010
- We will ensure that the PARIS system is fully compliant with the Integrated Children's System requirements.
- We will improve the direct access to operational and performance reports by Team Managers.
- We will continue negotiations about access to NHS systems

3.10 Workforce Management and Development

The Council has agreed a People Plan incorporating the following themes:

- Customers
- Communication
- Change
- Capacity
- Consolidation
- Collaboration

These have been incorporated into the Community Services Directorate Plan with associated action plans.

The Council is in the process of implementing a single status agreement that will have significant implications for Social Services employees. The first set of results announced in 2009 indicated that there were a number of flaws in the process and the Council has initiated a number of workstreams to address these. Social Services managers will be actively involved in effecting a successful single status agreement that addresses equal pay issues across all services.

We have processes and systems in place to manage recruitment. However, we have experienced significant delays in filling some posts and we need to work with Human Resources to identify the causes of these delays and correct them. Our recruitment campaigns for social workers have been successful and we currently have no social worker vacancies.

Where we do have vacancies, we are able to cover most posts effectively with agency workers. However, there are some problems with the Council's new agency system (Matrix) and we are working with Human Resources to resolve these.

We have a supervision policy in place and it has recently been reviewed and will be re-launched in May. All staff should receive regular support as per the policy document. We do not routinely monitor the quality of staff supervision, but a recent audit in Social Services for Children showed that greater regularity is required in some service areas. We will reinforce the importance of staff supervision with managers as part of the re-launch and audit the effectiveness of the policy.

All our staff should receive an annual appraisal. Again, we do not routinely monitor this, but in a recent employee survey, 44% of staff in Community Services (including Housing) said that they had not had an appraisal in the last twelve months. We will reinforce the importance of annual appraisals with managers and audit the number of appraisals undertaken.

We ask our managers to complete annual Training Needs forms utilising the information from appraisals. However, we have not received a full return which is probably related to the low completion of appraisals. The Workforce Development Manager gathers further information through discussion with managers and produces an annual plan to deliver the training. The success of the training plan is shown through the high achievement of NVQs, both in our workforce and staff in the independent sector.

We have a workforce planning group and we have some information about workforce trends, mainly about professional staff such as social workers and occupational therapists. We have a programme to support our staff to attain these qualifications. We have been unsuccessful in engaging NHS colleagues in workforce planning and this will continue to be difficult with the new NHS structures.

We have a staff communication strategy and action plan in place. We produce a monthly staff bulletin and have made significant improvements to the Social Services pages on the Council's intranet. We held three staff conferences in January, which were well-attended. However, in the recent employee survey (undertaken before the staff conferences), just under half of staff said that they were not well enough informed about the directorate, so we need to make a greater effort in 2010.

The Council is about to launch a new absence management policy and we will actively implement this. We acknowledge that our absence rates need to decrease and we are working with colleagues in human resources to identify hotspots and reduction targets.

Improvement priorities:

- We will work with colleagues across the Council to manage the implementation of a successful single status agreement.
- We will work with Human Resources to identify the delays in recruitment and explore the problems with the managed agency system and correct these.
- We will explore new possibilities for recruitment to the sector, including involvement at 6th form career seminars.

- We will ensure that all staff receive regular supervision.
- We will ensure that all staff receive an annual appraisal and introduce a monitoring system.
- We will review the staff communication strategy.
- We will closely monitor staff absence and set targets for reduction.

4 Key Improvement Priorities

The following are our key improvement priorities:

- We will consolidate community equipment services for health and social care by developing a pooled budget across NE Wales to provide more user focussed efficient and effective services
- We will refocus services for older people and within that will:
 - Expand and extend the range of services for people with dementia
 - Extend the range of Intermediate Care and Reablement services
 - Develop the second extra care scheme with a dementia unit
- We will work in partnership with the BCU Health Board to ensure joined up service planning and delivery of health and social care services. We will integrate with Health (via Section 33 agreements) for:
 - Learning Disability – assessment team
 - Mental Health – Community Mental Health Teams, Community Substance Misuse Teams
- We will contribute to North Wales Collaboration across Social Services for Adults, in particular :
 - High cost, low volume placements for people with learning disabilities
 - Domiciliary Care
 - Regional Residential contract
- We will minimise the time take to deliver major and minor adaptations.
- We will improve the mechanisms for managing the of out-of-county care packages alongside colleagues in Health and Education.
- We will increase the number of placements provided by in-house foster carers.
- We will increase the availability of in-county residential short breaks for children with a disability.
- We will further develop evidence based performance management.
- We will improve the quality of outcome focussed assessment and care planning.
- We will explore options to analyse service user and carer feedback consistently across all service areas to influence improvements.
- We will review all our buildings to evaluate their current and future effectiveness and fitness for purpose.
- We will closely monitor staff absence and set targets for reduction.
- We will complete the replacement of the existing social care business systems with the Paris business system.
- We will continue opportunities for efficiency savings, both locally and through collaboration with corporate and regional colleagues.

Our key improvement priorities are included in our Directorate Plan and Service Plans, which provide full detail about how these priorities will be achieved.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **HEAD OF HOUSING**
SUBJECT : **IMPROVING THE REPAIR AND MAINTENANCE SERVICE**

1.00 PURPOSE OF REPORT

1.01 The purpose of the report is to:-

- I. Provide Members with data on the performance of the repairs service for 2009/10.
- II. Make recommendations for additional repair and maintenance expenditure to reduce the backlog of outstanding repairs.
- III. Make recommendations about the future provision of the stores function and the relocation of the Canton Depot and
- IV. Seek Members support on proposed improvements to customer service to be implemented as part of the introduction of mobile working technology in April 2011.

2.00 BACKGROUND

2.01 The repair and maintenance service is the most important service delivered to Council tenants. A high performing service will generally lead to high levels of tenant satisfaction with landlord services generally. An independent tenant satisfaction survey has recently been commissioned and the results will be reported to Members later in the year. This will provide data and evidence to support future service improvement priorities.

Current priorities for service improvement are to:

- Improve productivity levels, helping to address historic trading account deficits and repair backlogs
- Perform as well as the top quartile authorities in Wales
- Improve the performance and efficiency of the stores function
- Provide opportunities to deliver improved value for money so increasing the resources available to invest in tenants homes
- Provide modern office facilities for the service as a replacement to Canton Depot
- Improve tenant satisfaction by increasing the flexibility and responsiveness of the service

Date: 07/07/2010

3.00 **CONSIDERATIONS**

3.03 Capacity to deliver the range of improvements in customer service and performance has now been increased with the recruitment to the four posts reporting to the Asset Manager. Two permanent appointments and two temporary appointments have been made. By the date of this committee all postholders will be in post.

3.04 **Improving productivity levels and the performance of the service**

The historical context for this has been a Trading Account with a projected deficit and low productivity amongst the workforce

The 2009/10 budget for the Building Maintenance Unit allowed for a projected deficit of £400k. The final outturn position of the Trading Account shows a surplus of £181k. This has been achieved through improved productivity, additional Capital projects undertaken by the in-house team and additional income due to increased spend on call out and emergency repairs due to the adverse weather conditions throughout the winter.

When assessing the financial performance of the service it is important to review the end of year outturn for both the Trading Account and the Client Account (the cumulative position). The table below identifies the end of year position for the last three years and shows that the performance of the service overall has been improving.

Account	2005/06		2006/07		2007/08		2008/09		2009/10	
	Actual	Variance to Budget	Actual	Variance to Budget	Actual	Variance to Budget	Actual	Variance to Budget	Actual as at P.10	Variance to Budget
Client Account	5,506	-235	5,921	8	6,486	304	6,619	104	6,860	215
Trading Account (Surplus)/Deficit	0	908	-101	-101	178	203	483	183	384	(16)
Total Variance		673		-93		507		287		199

3.05.1 The additional income achieved on the Trading Account has resulted in an overspend on the Client Account of £578k. This can be accommodated in the HRA outturn for 2009/10 while still meeting good practice guidelines on recommended surplus levels. However it does illustrate a need to introduce further controls so that productivity levels can be better matched to available budget.

3.05.2 The average year end productivity rate achieved by the Building Maintenance Team was 97%, against a target of 80%. In September 2008 productivity stood at 64%. Therefore, the 97% achieved by the end of March represents a 33% improvement over that period and demonstrates a positive change achieved over the last 18 months by the Building

Maintenance Team. In addition, the Building Maintenance Team returned 24 more voids than in the previous year.

3.06 **Repairs Performance**

It is reassuring to note that there has been an improvement in performance for emergency and urgent repairs during the last 12 months. There has been a very slight improvement for non urgent repairs, but the average of 59 days is still poor compared to others. As reported previously this is due the historical backlog of "out of time" job tickets being actioned and completed and this will continue for the medium term as such job tickets progress through the system.

3.06.1 There are currently 908 tickets in the backlog, which are out of target and have not been drawn down for allocation to an operative. This is a decrease of 816 tickets on the figure reported to the previous meeting. The decrease is due in the main to the increase in productivity (600 tickets). In addition a data cleansing exercise has started, involving the identification and cancellation of duplicated tickets. This represents approximately 200 job tickets. The additional £100k approved by members in the 10/11 budget to help address the repairs backlog is being allocated for the oldest job tickets. The majority of the 908 tickets are in the category of non urgent (78% of the total).

3.06.2 Inspections currently stand at 1112 waiting to be allocated to an inspector and 272 currently issued to inspectors, totalling 1384. This is an increase of 400 inspections since the previous report. There are currently 5 repair inspectors who carry out pre and post inspections. On average an inspector can undertake 15 to 17 pre-inspections per day. However, Inspectors also undertake a range of additional duties that impact on their ability to complete inspections, including dealing with correspondence from customers/Members/MPs/AMs and dealing with other internal departments on such issues as insurance claims, boundary issues, minor adaptations and criminal damage.

3.06.3 Approximately 20 to 25% of all repairs are pre-inspected, in addition to over 500 void property inspections. The inspection includes identifying the defect, specifying the remedy, raising the work ticket and applying the schedule of rates codes. Approximately 5% of all repairs are post inspected including all void properties. One option to address the backlog would be to reduce the level of pre and post inspections completed however it is only the more complex repairs which are pre-inspected, so reducing this could have an impact on the accuracy of repair orders passed to operatives and potentially increase abortive time.

It is proposed to employ an agency surveyor for a period of 3 months to reduce the backlog. The timescale is based on an average of 85 inspections per week. This will be resourced from existing budgets.

- 3.06.4 All work completed in 2009/10 was fully processed and finalised by the end of April 2010. In total, almost 44,000 repairs were completed during the financial year, which is approximately 6 repairs per home per year. This is an increase of 2,500 on the number of jobs completed in 2008/09. A total of 542 void homes were repaired during the year at an average cost of £3,891. The average cost is high when compared to benchmark figures but reflects the current condition of the stock. The average spend on each home each year for responsive repairs is £642 per property. This is based upon year end actual figures.
- 3.06.5 The current cost of the repairs backlog including work to void properties, over target job tickets and work awaiting inspection is estimated to be in the region of £800k. This is in addition to the extra resources already agreed by members (and described above) for the 2010/11 financial year. If productivity levels remain at the current rates and the additional resources could be found then the Management Team are confident that the repairs backlog could be addressed by the end of the financial year and that void levels could be reduced to the target of 150.

At the Housing Overview and Scrutiny Committee on 23rd June Members agreed to recommend to the Executive that additional funding of approximately £800k be approved to address the repairs backlog. Since that meeting work has been undertaken to analyse the current budget and performance to date in 10/11. The original budget approved for 10/11 provided for a closing HRA balance of 5%. (Recommended good practice is a minimum of 3%). If the full £800k were made available now then based on the position at the end of period 2 this would leave a closing balance of 2.55%, which is below recommended levels. If an additional £400k (half of the estimated cost of the backlog) is made available at this meeting then this would leave a projected HRA closing balance of 4.08%.

It is therefore recommended that £400k is agreed now, and subject to satisfactory performance both of the Trades team in reducing the backlog accordingly and of the Housing team overall in meeting the agreed HRA budget, that a further recommendation is made to Members after the end of period 6 to release a further £400k. This would address the backlog in full by year end.

3.06.6 Productivity of Operatives

In 2008/09 the Building Maintenance Team averaged 801 jobs per week, compared to an average of 846 for 2009/10. This improvement reflects the increase in productivity achieved from the second half of the year.

	30/06/09	30/09/09	11/11/09	15/02/10	31/03/10
Responsive Repairs	68.34%	73.43%	80.67%	83.96%	98.88%
Voids Repairs	50.06%	56.26%	82.88%	83%	95.40%
Average	59.20%	64.85%	81.78%	83.48%	96.85%
Target 2009/10					80%

This table shows the level of productivity up to 31st March 2010. We have continued to outperform the target of 80% over the winter months which is notable. The improved productivity is due to the increased management of the performance of the team and individuals. The target productivity level for the current year has been set at 92% and efforts will be made to meet or exceed the target. It should be noted that maintaining productivity at this level would allow backlogs to be addressed but would also require the approval of an increased budget to fund the additional costs involved.

3.07 **Stores and Fleet Review**

The final report from the Consultants Alexander ecc is attached as Appendix A to this report.

As reported to March 2010 Scrutiny Committee the report identifies a number of shortcomings in the way that the stores service has been operating. Internal audit reports have also identified the need to make significant improvements in stores management. The Burgess Report in 2007 also identified the management of stores as a key risk that needed to be addressed. Improvements to the stores management processes have been delivered over the last few years but it remains the case that the service is not high performing and the issue is whether there is the capacity and skills in house to deliver the necessary changes?

In summary the key challenges for the service are:

- inadequate records of material requirements are held
- only half the current materials requirements are sourced via the internal stores facility

- we could deliver better value for money if all the material requirements were procured together
- mobile working and the achievement of minimum travel times for operatives (and maximum working time) will necessitate the need for either several stores facilities across the county or for vehicles to be replenished on site or at home

Options to improve the management of stores include

1. Strengthen the current management and staffing structure and find improved premises which would enable the service to operate in a more modern better organised environment
2. Outsource the service following a value for money procurement exercise

Options	Advantages	Disadvantages
Strengthen and improve the current internal service	Maintain local authority control Chance to develop the current staff team	Challenge to change long standing cultural practices Lack of stores expertise in management team Extra capacity would be required at extra cost to deliver the changes
Outsource the service	Employ a specialist company whose business is "stores" Ability to maximise efficiencies through large scale purchasing power Able to specify a range of provision to suit the geographical needs of the county	An internal role is still required to manage the contract

Members are aware of the range and scope of improvement activity strands for the repair and maintenance service and having reviewed the available options to improve the Stores Service, it is the view of the Head of Housing that the stores function should be outsourced. Work has started to address the major recommendation from the Alexander ecc work and that is to quantify the levels of materials used through out the year across all trades

and work types so that a procurement exercise can be undertaken to deliver better value for money on the prices paid for materials.

A service specification would be developed over the Summer of 2010 with a contract awarded in the Autumn for a contract start from April 2011. The specification would ask bidders to demonstrate how they would meet Flintshire's requirements and how they would deliver a "just in time", value for money service, to get materials to site whilst minimising the travel time for operatives. The introduction of mobile technology will help with this considerably as once a repair has been ordered the materials requirements and date of repair appointment would be transferred electronically to the Stores supplier so materials can be supplied when needed.

3.09 Office facilities- Canton Depot

Canton depot is currently based on temporary accommodation and comprises staff welfare accommodation, a mixed workshop and store facilities within a 2.62 acre site with on site parking. This is owned by the Council and is a General Fund asset.

The need to relocate the operation has formed part of a number of previous reports, most recently to Scrutiny Committee on 29th January 2010. The primary aim and purpose is to relocate the operation to accommodation more suitable and which reflects a modernised service.

A total budget of c£820k has been made available for the relocation of Canton Depot. Following refurbishment work at Canton, design fees, removal of asbestos and the completion of the necessary electrical works at 62 Greenfield Business Park a balance of c£620k remains. Annual revenue costs to run the Canton depot are in the region of £75k.

To date Members have considered a range of options for the relocation of the depot but no firm proposals have been developed as until the Stores and Fleet review was completed it was not possible to be clear about the exact space requirements needed or the range of facilities to be provided.

Now that the Stores review is complete and recommendations have been developed to improve its performance and management, which suggest outsourcing, then subject to this being agreed, the amount of space required as a replacement to the current depot is considerably reduced.

There are some 42 "back office" staff at Canton depot who take repair calls, manage the Trades team, pre and post inspect repairs, validate work and process payments and provide the Senior Management leadership for the service. For the replacement office premises, in keeping with changes proposed across the rest of the Council it is expected that hot desking, working from home and more flexible ways of working will be introduced

which should mean that the number of desk spaces required in a new office should be no more than 35.

The Trades team will be starting and finishing work from home as part of the proposals to implement mobile working and will be able to attend the nearest council office or depot (to their place of work) for lunch.

A review of office accommodation has identified that the Council has sufficient offices which could be utilised more effectively. Should the staff at Canton relocate to an existing Council office then this would mean that there would be no or limited call on the Council's capital programme, currently identified for a depot replacement. In addition a site with a resale value and in a location for potential redevelopment would be available bringing a General Fund capital receipt to the authority over the next few years.

Both these measures would help support the objectives of the Flintshire Futures Programme and the achievement of both service improvements and organisational efficiencies over the next 3 years. Overall office revenue costs would also reduce for the Council if existing premises were used for the relocation of Canton, as there would be less offices to heat, light and pay rates for etc. Detailed efficiency savings cannot be identified at this stage until space requirements and locations are firmed up but what is clear is that these changes will provide both capital and revenue efficiencies for the council and just as importantly will provide enhanced office accommodation for the staff team.

Options for suitable locations are currently being reviewed, and if achievable the Head of Housing would like to see the team co-located with other Housing staff as this would help support better team working and the drive to continue to improve performance and customer satisfaction. This would require a realignment of office space and people to achieve this.

3.10 **Mobile working**

Flintshire County Council has been successful in gaining Invest to Save funding of £262k from the Welsh Assembly Government to introduce Mobile Working Technology for 3 service areas; Planning, Public Protection and the Housing Repair and Maintenance Service. This funding will be matched by a Council contribution of £87K, and the efficiencies delivered by the new ways of working will allow for the funding to be repaid in 2011/12 and 2012/13 for all three projects. The proportion of the funding available for the housing project is c£100k for IT software and hardware costs, and training. The anticipated implementation date is 1st April 2011.

To date, work has started to identify which would be the most appropriate IT software to interface with the IBS system, and options on which would be the most appropriate robust kit for the operatives to use.

Proposals are being developed to restructure the staff team for the Asset Management Service, but that these have been delayed a little pending the recruitment to the fourth tier posts. In order to deliver the efficiencies and service improvements expected from the introduction of mobile working there is a need for structured reviews of the current processes to deliver routine repairs of all categories, void property repairs, gas and electric servicing/safety check work. It would be unwise to introduce new technology without taking the opportunity to streamline processes at the same time.

Members will be aware that "lean systems" thinking has been used to complete the review of the Stores Function and it is proposed to use a similar process for routine repairs, void properties and gas and electric work. This will be achieved by establishing an internal team of "Change Champions", training them in the lean process review methodology and then they will each lead or be part of a review for their own work area. The aim of each review being more efficient processes which deliver improved performance and enhance customer satisfaction. It is planned to complete the training during early July and once the training has been completed, the void process review will start immediately, followed by the others. The Implementation plan sees a stepped level of support being provided to those leading the reviews by the trainers so that by the end of the year, there is full competence and confidence in working in this way and this knowledge and experience if needed could be utilised more widely across the Council. The costs of this training and mentoring programme will be met from the 2010/11 staff training budget and a redirection of the 1 year budget agreed for project managing the mobile working programme (see below).

Once the process reviews have been completed then revised staffing structures will be developed for approval by Members to ensure that staffing arrangements compliment the new ways of working. It is expected that these will be brought forward for approval in the Autumn. Positively, the Manager appointed on a temporary basis to manage the Trades team has implemented mobile working technology twice previously and it is the view of Senior Managers that his experience plus the training and development planned for internal staff to lead this programme is the best way to build internal competence and capacity rather than recruiting a Project Manager who at the end of the 12 months would take his/her experience elsewhere.

The measures of success for the new service includes the following:

- Repairs service available on Saturday mornings and at least one evening a week
- Repairs service hours of operation extended from the current 8.00am to 4.15pm Monday to Thursday and 8.00 am to 3.30 pm Friday to 8.00am to 6.00pm, Monday to Friday
- All repairs to be offered appointments as a matter of course

- All repair requests to receive written receipts
- Trades staff to be organised on a neighbourhood basis, dealing with all repairs in their area
- Voids let in 40 days on average by March 2011, and 28 days by March 2012
- Achievement of top quartile performance in Wales for emergency, urgent and non urgent repairs by March 2012
- Tenant satisfaction levels showing a 10% improvement with the repairs service from the 2010 results by 2012

Achievement of these goals will mean changes to working practices and in some cases terms and conditions for Trades Staff. Discussions with the Unions are commencing and the items for discussion include:

- Introduction of a 9 day fortnight to allow for extended hours of service and evening/weekend work at no/minimum cost.
- Trades staff receive 6 additional days annual leave at present due to a historic agreement and it is proposed to discuss whether this can be brought into line with other staff and so increase the number of working hours available throughout the year.
- Negotiation over the appropriateness of earlier agreements to pay staff more to utilise mobile working technology
- Changed arrangements for vehicle maintenance, including developing arrangements for vehicles to be repaired outside of the normal working day- e.g collected from home and returned on days off or during the evening
- Materials supply -changing arrangements so that materials are supplied directly to site, at home or collected locally to the place of work.

A project team has been established to take this work forward. A pilot for mobile working will commence in January and the results will be used to fine tune the technology and ways of working prior to full implementation in April 2011.

3.11 **Conclusion**

- 3.11.1 Positive progress has been made over recent months to deliver a better service. There are a number of service improvement projects which will come together over the next few months, which will help to ensure that tenants are being offered a much improved service with good performance standards by the start of the 2011/12 financial year.

4.00 **RECOMMENDATIONS**

- 4.01 Members are asked to approve proposals to :-

- Allocate additional budget of £400k from HRA balances to the housing repairs budget in this financial year to reduce the repair backlog, and to note that further proposals will be brought forward early in the second half of the year to potentially allocate a further £400k from HRA balances - subject to the in year financial position of the HRA at that time indicating that the further allocation is affordable.
- Outsource the stores service
- Relocate the staff team at Canton to a FCC office, releasing the Canton depot for sale and freeing up the allocated capital programme identified for relocation
- Provide a more flexible customer orientated service

5.00 FINANCIAL IMPLICATIONS

- 5.01 Should Members approve additional budget of £400k to reduce the repairs backlog, then this will leave a projected closing balance of 4.08% of total HRA expenditure at the end of 2010/11. Although this is below the original budgeted 5 % level, it is still comfortably above the minimum recommended balance level of 3 % of total HRA expenditure.
- 5.02 If agreed, there will be a saving for the Councils capital programme for 2010/11 as a result of the proposals contained within this report not to replace the Canton depot. In addition better utilisation of existing office accommodation will also deliver revenue efficiencies.
- 5.03 Invest to save funding of c£100k is available to implement mobile working technology for repairs and maintenance.
- 5.04 There is funding available in existing budgets for 2010/11 to complete repairs process reviews.

6.00 ANTI POVERTY IMPACT

- 6.01 None as a direct result of this report, though works to maintain and improve our stock provide a direct benefit to the lives and living conditions for some of the poorest Flintshire residents.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Works to improve the heating and thermal efficiency of the Councils' stock will help to meet the Councils CO2 reduction target.

8.00 EQUALITIES IMPACT

- 8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are a number of items which will require negotiation and discussion with the Trades Unions over the coming months as detailed above.

10.00 CONSULTATION REQUIRED

10.01 Consultation will be required as detailed above.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation with the Trade Unions has commenced.

12.00 APPENDICES

12.01 Appendix A - Alexander-ecc Final report

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

None

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Review of Housing Maintenance Stores and Vehicle Management system

Project Report

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Document Control

Version	Date	Author	QA	Comments
1.0	24.02.10	Jan Lycett	Bhaddy Desai	Initial draft of project report
2.0	26.02.10	Jan Lycett	Bhaddy Desai	Release for submission
3.0	22.03.10	Jan Lycett	Bhaddy Desai	Final report released for submission, post client consultation.
4.0	30.03.10	Jan Lycett	Bhaddy Desai	Final reportv2 released for submission, post client consultation.
5.0	08.04.10	Jan Lycett	Bhaddy Desai	Final reportv3 released to Head of Highways and Transportation, post initial consultation.
6.0	12.04.10	Jan Lycett	Bhaddy Desai	Final reportv4 released to Head of Housing, post consultation.
7.0	23.04.10	Jan Lycett	Bhaddy Desai	Final reportv5 released to Head of Housing, post consultation meeting.
8.0	05.05.10	Jan Lycett	Bhaddy Desai	Final reportv6 agreed.
9.0	08.06.10	Jan Lycett	Bhaddy Desai	Final report v7 agreed for submission to Scrutiny Committee.

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Contents

1.	Executive Summary.....	4
1.1	Housing Maintenance Stores	6
1.2	Fleet Management System.....	8
1.3	Your change readiness	10
1.4	What Customers Value.....	11
2	Details of the Stores review and associated outcomes.....	12
2.1	Feasibility and Scoping Stage	12
2.2	Analysis of the 'As Is' stage and value stream mapping.....	12
2.3	Key Issues at 'As Is' stage.....	12
2.4	Redesign of the 'To Be' stage and the elimination of non-value adding activity.....	14
3	Details of the Fleet review and associated outcomes	18
3.1	Key Issues at 'As Is' stage.....	18
3.2	Redesign of the 'To Be' stage and the elimination of non-value adding activity.....	19
	Appendix 1: 'As Is' Stage – Value Stream Mapping.....	21
	Appendix 2: Profile of expenditure on materials	22
	Appendix 3: Redesigned Process Maps	23
	Appendix 4: Profile of transport costs.....	25
	Appendix 5: An overview of our methodology	26

1. Executive Summary

Below we offer an overview of our primary finding and recommendations in respect of this Stores and Fleet review.

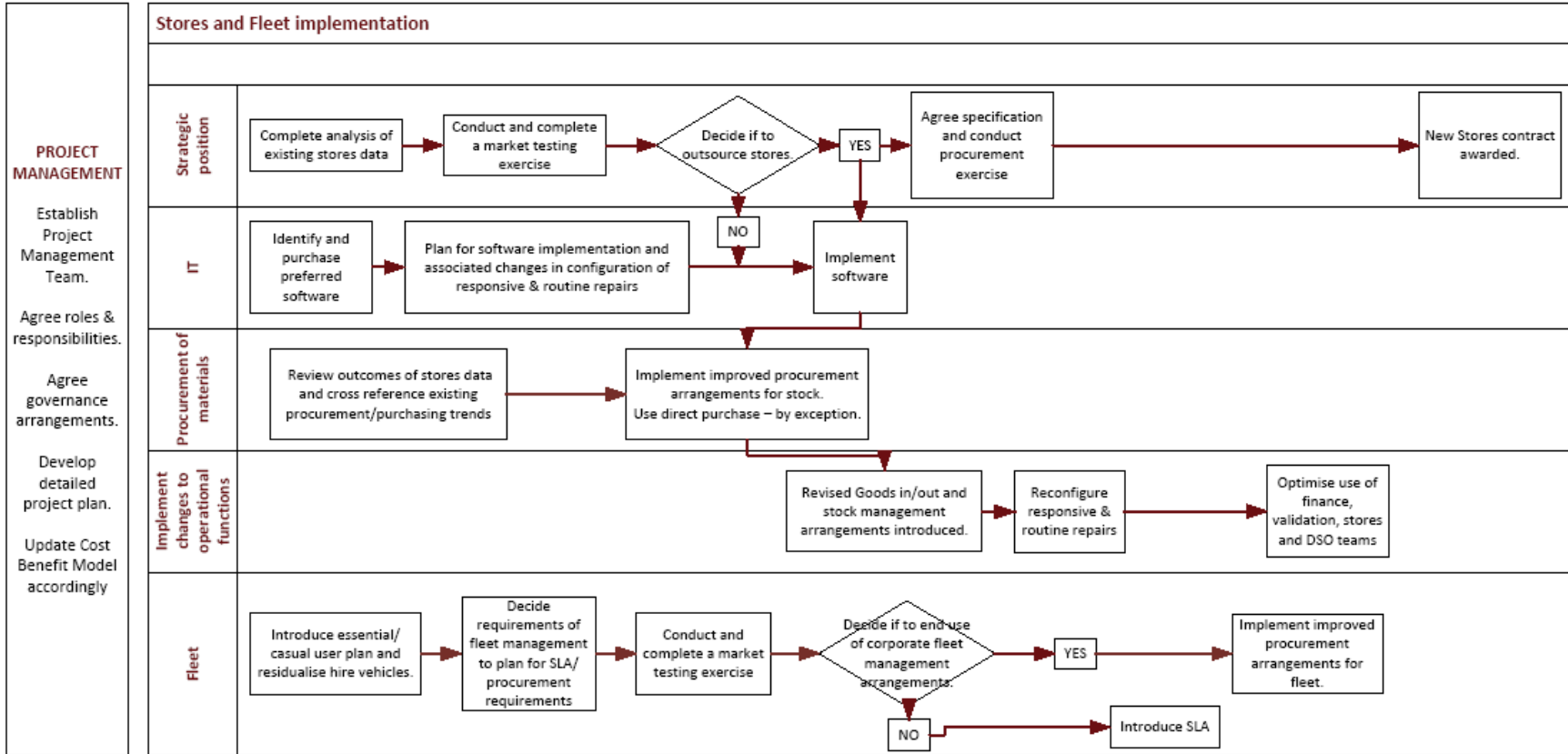
We have configured our recommendations into specific workstreams and this is illustrated at page 5. We offer further detail about our analysis and findings in subsequent sections of this report. We offer an overview of the potential minimum efficiencies which could be delivered, annually, below.

Stores: Improvement opportunity	Cashable £	Non Cashable £
Saving in Finance team time (based on 25% reduction in workload.)		£11,856
Savings in Validation team time (based on 75% reduction in workload.)		£79,860
Savings in Stores controller and stores operatives time by streamlining IT (25% & 5% respectively)		£12,264
Write off obsolete stores stock (estimate)	£23,000	
End sub contracting of EPC process and internalise	£20,000	
Improved procurement of materials (estimate @ 10%)	£144,000	
Saving in Operative time as appointments given (based on 5% of total time)		£112,476
TOTAL	£187,000	£216,456
Fleet: Improvement opportunity	Cashable £	Non Cashable £
End use of hire vehicles, currently used as an interim arrangement.	£74,580	
Revised procurement costs of fleet (estimate based on 20 new vehicles per annum over rolling period of 5 years to give first year sum here. Total saving over 5 yrs = £81k)	£5,400	
If ended arrangement with Corporate Fleet and manage wholly in house. (Estimate 30% savings as in house resource required, with requisite skills.)	£17,290	
Fleet become responsible for collection of vehicles for cyclical maintenance (based on 2% of total operative time.)		£44,988
TOTAL	£97,272	£44,988



06/04/2010

01/04/2011



1.1 Housing Maintenance Stores

Overview of the existing arrangements

Demand for Stores: One of the principal factors affecting the effective use and management of the Stores relates to the lack of robust information and understanding of the demand patterns for materials. Without this basic intelligence, stores are unable to stock the right materials/goods and over time the ratio of direct purchases : stores requisitions have reached an almost 50:50 level, and are running against the predicted financial forecasts.

Weak working practices and processes: Goods in and out processes at the Stores are ad hoc and there is a reliance on paper based processes rather than a fluid, IT based solution. Operatives appear to have to wait to receive goods and there is hard and soft evidence to suggest that as materials have not been available, so Operatives increasingly choose to use external merchants as their primary provider of materials.

Working practices have 'evolved' over time concerning the procurement of goods and materials for the internal stores and there is little evidence that value for money is being achieved nor that procurement happens in a consistent or planned manner.

Control and risk management: As a result of the relatively ineffective management of the stores, additional layers of 'control' have been established in an attempt to maintain probity. However, this has resulted in staff within the Finance and Validation teams acting as 'gatekeepers' and fulfilling a non value adding, checking role.

Strategic and operational management: All of the above factors are detrimental to the strategic and operational management of services. There has been a history of little consistent leadership and management in recent years – now resolved by the recruitment to the Housing Asset Manager and Head of Service positions. However, there is a legacy of a lack of accountability both at the individual and team levels and the prevalence of 'silo' cultures. Performance and Financial Management arrangements are weak, particularly at 4th tier level.

Delivering services your customer's value: There is little evidence to suggest that your Stores service currently deliver either value for money or offer an efficient way of providing materials to your Operatives. The Stores are not sustainable in the future if they continue to operate in their current form add little value to the services provided to your customers.

Overview of our recommendations

There are significant improvements which could be achieved to the existing stores arrangements and these are highlighted below, with additional detail in further sections. However, these need both time and capacity to deliver. Hence we make the following short term recommendation:

Safeguarding your strategic position in the short term

We recommend that you use internal skills and expertise, with some short term support from IBS, to complete data analysis of your existing material demand patterns. By interrogating your IBS records, you will be able to achieve a high level analysis of material usage patterns from both your internal stores and external providers. This would enable you to complete a market testing exercise and:

1. Develop your strategic understanding of the options and costs to outsource stores. Identify how outsourcing could enable you to meet the requirements of your move to mobile working and deliver improved value for money in the longer term.
2. Take a strategic position in terms of your Authority wide Asset Management strategy and identify and deliver sustainable solutions to achieve a move from the Canton

Depot Site. (Obviously if the decision is taken to end the internal provision of your stores service, you would only need to provide office based staff with alternative accommodation.)

Medium to Long term Service Improvements

We completed value stream mapping exercises of the key processes, identified by the internal Project Team, which impacted upon the use of stores. These are detailed in subsequent sections of the report and we now identify our key recommendations.

Quantifying your expected Efficiency savings

These have been incorporated into the Stores Cost Benefit Model. Where hard data has been unavailable some conservative assumptions have been made. There were cashable efficiencies identified of £20k by altering key voids processes; and some non-cashable equivalent to 25% (value £9,800 p.a.) of the Financial Teams time and 75% (value £41,592 p.a.) of the Validation Team time by driving improvements in the ordering of goods/materials. It is anticipated that significant cashable gains would also be made by reducing direct purchases and improving the procurement of goods.

Introducing improved IT software

There are a number of software products which could effectively provide a seamless link from the raising of the original repair order, through to the requisition of the materials, delivery of the repair and the closure of the job ticket, and reordering of materials in the stores. One product is the IBS OPENstores Barcode module, which is due to be released and piloted during the summer. Such a software upgrade would offer you significant service improvements including:

- Significant reduction in paperwork and checking/validation processes and an increase in the use of scanning capacity.
- Bring visibility to the use of materials, their ordering and stock levels.
- Live re-ordering and adjustment to stock levels.
- Job tickets have the correct Schedule of Rate item, associated material requirements and correct material values. These materials are ordered and held in real time.
- The returns of goods to stores are made in real time.
- Frees stores operatives time for 'audit' and stock checking activity – though this will also switch to Operatives with the future use of hand held technologies.
- Increases accuracy; drives accountability with a reduction of the existing reliance on the Validation and Finance Teams.

Demand for Stores

The redesign phase also demonstrated that the following actions will significantly enhance your understanding of the demand for stores and materials.

- Reconfiguration to Responsive and Routine Repairs which enable the improved planning of work and provides improved workflow information. The usual standard is to deliver a ratio of planned maintenance:responsive repairs at 60:40. We understand that this is currently at 54:46.
- The switch to planned and cyclical maintenance arrangements, and improving the existing stock condition information and property attribute information, will give opportunity to hold 'just in time' stores stock and to procure them more effectively.

- ☑ Diarise all operatives work, thus enabling: tenants to have appointments; give certainty as to the materials required; improve opportunities to hold 'just in time' stores stock and to procure more effectively.
- ☑ Reduce the reliance on externally purchased materials and target to only purchase outside the stores environment for some Urgent and Emergency (Responsive) Repairs.
- ☑ All 'external' purchases to be authorised by an ADMO or Stores Controller.

Completing the above allows you, in the longer term, to increase the DSO capacity and improve productivity. It is the cost of this productivity, rather than the use of materials which is significant, and which you should consider as key to delivering more efficient services. This can allow you to then tackle the backlog of repairs. We recommend that you should effect these changes and so be working more efficiently within the next 12 months.

In the longer term, you would then be in a position to develop your strategic positioning to switch additional capacity towards the delivery of your capital programme and/or enter new markets. By embedding the changes described this changed state could be achieved within the subsequent 3 years.

By improving some of the key processes associated with the use of stores then you will also be making a significant step to a more systematic, structured and managed approach to the delivery of your responsive/routine repairs and maintenance service.

1.2 Fleet Management System

Overview of the existing arrangements

Fleet Management – strategic and operational: It is understood that your Fleet are procured and managed centrally. You currently have a mix of hire and lease arrangements. You pay your corporate fleet team a fee for the management service received. There is no evidence of a Service Level Agreement being in place or any understanding of the service standards you should expect to receive for the sum paid. We understand that a Corporate Fleet Strategy will be introduced within the next 6 months, from which an SLA can be negotiated.

We understand that housing services operates one of the largest service based Fleets within Flintshire County Council. This is based on vehicle numbers, rather than total maintenance and repair needs. Your Fleet Liaison Manager expressed concerns that value for money was not necessarily achieved by procuring through the existing All Wales Framework. We understand that recently a Yorkshire framework was used, which secured a more competitive leasing price. In recent months, discounts for lease vehicles (with 5 year terms) have been achieved, ranging from £900 for a small van and £1800 for a transit. The Corporate Fleet Team, procure vehicles when requested to do so, in conjunction with the Central Procurement team.

Operationally it seems the allocation and logistical management of the vans is managed largely by the Housing Administration team. Your Corporate Fleet Division provide the wider operating framework including: the legal protection and compliance of the Authorities Operators Licence; insurance and taxation etc. There is an emphasis on housing arranging for collection and delivery of vans when servicing/repairs are required. Commonly this involves one of your skilled operatives taking time away from his day to day duties.

Vehicle utilisation and the use of tracker: There are 121 vehicles in the fleet – which are a mix of van types. There is a lack of consistency about which vans are selected as a preferred type and which members of staff should have access to a van. A number of vans are used by staff, who are not Direct Service Operatives, such as Stores and Surveying staff, and who drive only limited miles per year.

Significant investment has been made to install the Tracker system to the fleet, with the justification for this investment being linked to improving the productivity of operatives. This new system is now bedding in and we would recommend that you continue to manage performance/vehicle use accordingly.

Overview of our recommendations

Given the lack of any Service Level Agreement for the strategic and operational/logistical management of the current Fleet arrangements, the following is recommended:

Value for Money - procurement of the Fleet: We understand that the Corporate Fleet team have recently procured through a Yorkshire framework where additional discounts, at source were achieved. The Head of Highways and Transportation now ensures that the discounts are passed down to service budgets, rather than being retained at the Corporate Centre. This is to be commended. We have been advised that the discount available can vary from year to year and that vehicles prices are difficult to predict. It is therefore difficult to give certainty as to the potential efficiency you could realise, based on a 5 year rolling programme of vehicle replacement. The saving detailed within this report has been based on the £900 - £1800 range recently secured.

You could market test to 'bulk buy' vehicles, and enter into a long term agreement with one provider rather than replace on a singular basis. You could combine the supply, with fleet management, as described below.

Value for Money – management of the Fleet: In the short term, you should, as a minimum, agree a service level agreement with your Corporate Fleet Service. This could place responsibility on that team to complete all operational/logistical management of the vehicles thus freeing up the time of your housing administration team. Shifting the responsibility to collect vehicles for servicing/other cyclical maintenance to the Fleet Service, would enable your Operatives to continue to concentrate on the delivery of the repairs service and realise a non-cashable efficiency equating to a 2% time saving. Alternatively, you could seek to move to an arrangement whereby all servicing and repairs are completed out of your usual working hours.

The current management fee you pay should be a key point of negotiation when agreeing your SLA. That fee should be directly linked to the service you receive. Given there is currently no SLA, there is little evidence that the current fee is set to specific service standards.

You can decide to negotiate the SLA and base it on existing arrangements, or on the basis that Housing directly deliver an increasing proportion of management responsibility. To bring the total service in house, may need the recruitment of a suitable person to hold the Goods Vehicles Operators License and to effectively manage the strategic framework.

The current management fee is £57,636 per annum and we suggest that a cashable efficiency of 30% is expected if the fleet management is bought wholly into housing. However, as detailed above, housing would need to ensure that appropriate structures were in place to manage the service.

In the longer term you have the opportunity to review the continuation of using the in house services of your Corporate Fleet team. It is possible that this service could be procured externally in the future.

It is appreciated that to vary the existing arrangements with your Corporate Fleet team would have implications for that service. This could require the service to be reconfigured to meet the resulting change in its customer volumes and own service demands. This is not an uncommon outcome, when the use of corporate support services are reviewed.

Reduce the total number of vehicles in your fleet: There are a number of staff who have sole use of a van, yet who do a minimum of miles per annum. This does not represent value for money. Hence this arrangement should cease. These vans should be returned (the total fleet residualised in number by the return of the hire vans) and these staff should instead be considered under your Essential/Casual user scheme. You should also consider moving the 3 Pool vans – held at Queensferry – to the Canton Depot and making these available to your staff, if as hire vehicles they were not returned. There is a potential cashable efficiency to be achieved of £74,580 per annum.

The use of tracker: Tracker systems can be a beneficial performance management tool and we understand that you are now using it as part of your approach to managing productivity and the associated use of vehicles.

The potential efficiencies have been input into a Fleet Cost Benefit Model.

1.3 Your change readiness

Managing the change and developing your implementation plan

There are some common issues which arose from both the Fleet and Stores reviews which concerned the change readiness of the Repairs and Maintenance staff and the prevailing culture at Canton Depot. We recommend:

Drive Accountability: this is required at both the strategic and operational levels. There needs to be a realisation that responsibility for delivery lies at the individual and team level throughout the service – and not just in the top tiers. There was evidence that staff wanted to improve their services and be a proactive part of your future change programme.

Continue Project Team involvement: you have a core group who have been bought into your change programme, through this project. Their continued involvement will help maintain the buy in and reduce cynicism that change will be effected.

Use in house skills: Ensure you are making the best use of the skills, capacity and enthusiasm for change which already exists.

You need expert procurement support to improve both your stores and fleet arrangements and we would recommend you use the skills and experience within your Central Procurement Unit.

We would recommend that you consider the introduction of a Project Management group to oversee the implementation of this reports' recommendations. This could include key service stakeholders.

Form follows function: there are a number of teams/individuals who will have increased capacity to do different things, as you proceed with your implementation of the redesigned processes. Redirect their time and expertise into new projects ie the Validations team to your mobile working project. Ensure that your RLO's (CSO's) become an integrated part of the operations team and redirect the time of your finance team to complete value adding activity.

We understand that you are in the process of recruiting to your 4th Tier vacancies and also to a Special Projects Manager who will report into your Housing Management Team. It is critical that these personnel drive the momentum for this project and work at the Management Standards set by your Housing Asset Manager and Head of Service. This is critical if the desired behaviours and culture is to be achieved, and if performance is to significantly improve. It may be beneficial to bring in additional external resource to help drive your programme of change in the short term.

1.4 What Customers Value

There was a direct correlation between the Project Team's understanding of what it was that customers (your tenants) value and those expressed at the Tenant Federation meeting which was attended as part of this review.

What Tenants Value

- Courteous and efficient call handling
- Early attendance/knowing when you'll arrive.
- High standards and good service
- Being treated with respect
- The job being completed
- Being kept up to date if it couldn't be fixed.

What Tenants do not value

- Delay in answering calls
- Having to repeat information
- Having their time wasted
- Multiple attendance
- Processes which delay the repair
- Having no idea when 'it' will happen...or what 'it' actually is!

2 Details of the Stores review and associated outcomes

We completed the review using the methodology described in Section 4 and by engaging with the Project Team, and sub working groups, made up from a cross representation of Repairs and Maintenance staff. Fundamental to the methods used was the identification of what it is that the different Customer groups value and to ensure that services are designed around this key concept. The analysis tools used also sought to complete a root cause analysis of any problems identified and to redesign services so that they could be right first time, every time.

2.1 Feasibility and Scoping Stage

During this stage, a number of key process were identified which directly influenced the management and operation of the Stores. A high level situation analysis of each process was completed to identify the key resource areas for each process and the current, expected outcomes required, including customer values.

2.2 Analysis of the 'As Is' stage and value stream mapping

The Project Team and Alexander Consultant mapped out the key processes to identify the 'As Is'. The processes included were for the following:

- i. Heating and Servicing
- ii. Repairs Liaison
- iii. Voids
- iv. Responsive Repairs
- v. Stores – procurement/Goods In/Goods Out/Management
- vi. Validation
- vii. Finance
- viii. Accounts cycle – generation of performance management information

A pictorial illustration of this stage can be found at appendix 1.

2.3 Key Issues at 'As Is' stage

Heating and Servicing: There were some extensive reworks, but these were soon to be addressed via the introduction of a revised access procedure. Key to Stores was the regularity of the inspections and an expected understanding of the boiler type and therefore a likely demand for specific parts.

Repairs Liaison: As the first point of contact for Tenants, this team provides a critical front line interface. A correct repair diagnosis and the selection of the appropriate Schedule of Rate items were paramount to the success of this process. It was understood that the SoR's had recently been consolidated which should improve the accuracy of the ordering of and provide more accurate values on the required works/materials.

This process involved a significant level of paperwork being generated and commonly the RLO's batched works orders either raised out of hours, or via the DMO's/ADMO's and input them during periods when the phones were quiet.

The out of hours service provided via Carelink was not covered by a bespoke Service Level Agreement. It was not uncommon for Tenants to successfully request non-urgent or non-emergency repairs during these out of hours periods. Service requests went straight to the on

call operative. Materials, if required, were largely directly purchased if they were not available as part of the impressed van stocks.

The RLO team were relatively 'stand alone' and isolated from the operational repairs delivery teams.

Voids: It was understood that there was a separate and bespoke project working to improve the voids service. So the project team concentrated on the process to order void works – and understand the links with the demand for materials, the use of stores as well as the role of the DMO to inspect works.

Here there was a reliance on paper based ticket generation and the authorisation of works seemed unwieldy. Despite the back log of voids, there seemed to be a lack of forward planning of works and ergo an understanding of future demand for the stores service. Significant delays occurred at the start of the void period, due to the requirement to bulk clear properties.

There was an unexpected and disproportionate reliance on purchasing materials outside of the internal stores system. Anecdotally this was explained as the right materials being unavailable from the internal stores.

Responsive Repairs: A range of issues were identified and, in common with voids, there was a disproportionate reliance on external direct purchasing of materials. Again, this was linked to the right materials being unavailable and also that Operatives did not have time to queue and wait for materials to be picked and given to them.

As part of the complaints handling process, repairs orders could be reprioritised, hence there was a divergence away from published priority times.

The net result of the above, combined with the poor management of workflows, and inefficient processes had contributed to the backlog of urgent and emergency repairs.

The lack of an appointments system also contributed to the number of failed visits and impacted upon the use of fleet – which will be discussed later – but also the volume of unused materials which had been either direct purchases, or had to be returned to the stores stock.

Stores – procurement/Goods In/Goods Out/Management: Over time there has been deterioration in the strategic and operational management of the stores. Overall, Stock control processes are weak. Highlighted within a 2009 internal audit inspection there was no systematic checking of stock volumes held – either as impressed van stocks, or within the main stores areas. We understand that this was now being addressed.

The procurement of materials/goods is linked to the North Wales Framework, but a seemingly significant proportion of materials are bought outside of this and on a basis of local knowledge heavily influenced by the need to receive materials quickly.

The available data demonstrates that there is a disproportionate, and unplanned for expenditure outside of the stores environment.

For example:

Responsive repairs	Direct purchase budget for the year: £112,896 Actual spend on direct purchases at year end: £524,722 (This is an increase of £90,139 compared to 2008/09)
Voids:	Direct purchase budget for the year: £56,448 Actual spend on direct purchases at year end: £95,854

	(This is an increase of £26,640 compared to 2008/09)
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A graphical illustration of the spend patterns can be found at appendix 2.

Whole Stock levels are linked to those levels and stock items initially agreed some 5 years ago. This does not necessarily reflect the current needs of your housing stock, or the current flow of stores requisitions. There appears to be no steps being taken to understand the demand patterns of directly purchased items and hence no effort to readdress the current ratio of direct:stores purchases.

The Datastock IT system has no direct link to IBS and hence whilst job tickets and the associated material requisitions are generated via IBS, the stock control elements of the process are then dealt with by this separate system. As a result there are a range of paper based checks made to ensure the right materials are being issued; scanning to pick the stock and additional paper based checks to reorder materials to replenish stock.

The stores environment is disordered and anecdotally it is understood that the stocks being held include some obsolete materials. The goods in and out processes are weak and lack the necessary controls to ensure the probity of the stores is maintained.

There is no mechanism or framework in place to understand the workflow of job tickets and hence it is impossible to strategically plan for the various demands on the stores service. Subsequently, Stores is providing a mainly reactive service. There is no evidence to suggest that value for money is being achieved or that cohesive stock control mechanisms exist.

Validation: The majority of activity undertaken by this team appears to involve the checking of works orders and requisitions for materials. The range of 'checking' activity appears to have been introduced in response to shortfalls in stores processes. Few appear to add value to the service being provided, but have become essential given the weaknesses in the stores process.

Finance: This team spend considerable time and resources processing invoices relating to stores and direct purchases. There are a number of anomalies relating to the direct purchase process where tickets are unauthorised; do not have the correct job ticket number or SoR reference.

Furthermore the Finance Team appear to strategically manage budgets rather than the 4th tier Managers, Stores Controller; DMO's and ADMO's taking a proactive role in this respect. The wider understanding and 'ownership' of budgets, profiling of spend and forecasting of demand was superficial.

Accounts cycle: The key processes involved the collation of performance data and the links to spend. These were largely produced by the Management Services Officer who led on their distribution. However, the effective use of PI and budgetary information by the senior staff is not embedded.

Anecdotally there seems to be a lack of team based PI and budgetary information being used across the operational levels of the Repairs and Maintenance and Stores teams.

2.4 Redesign of the 'To Be' stage and the elimination of non-value adding activity

During the redesign stage the Project Team worked to identify how services/core process could be delivered in order to eliminate the activity which added no value to the process and were identified as a service waste.

The 7 service wastes for this project were identified as:

- Transportation e.g. carriage/delivery of materials.

- Inventory e.g. holding too much of the wrong materials in the stores.
- Motion e.g. operatives travel time/repeat visits to effect a repair.
- Waiting e.g. staff in before the work, work in before the staff; waiting for stores orders to be filled.
- Over production e.g. beating your service standards – treating a non-urgent repair in emergency time .
- Over processing e.g. checking the checkers, such as validations and finance activity.
- Defects e.g. repair not being effectively completed first time; wrong materials in stock.

It was identified that as part of the redesign stage that the following needed to be taken into account:

- The organisation of works needs to be more flexible and responsive to change, but in a planned and structured manner.
- There is a move to mobile working and use of mobile technologies which is to be supported.
- A shift to improved utilisation of multi skilled operatives.
- Workflow patterns are to be understood and taken into account at service redesign.

There were significant opportunities to improve processes and these were progressed through the redesign of the key processes. These are attached at Appendix 3.

Repairs Liaison Officers. This team needed to become an integrated part of the Operations Teams. Communications between them and the DMO/ADMO tiers needed to be more effective.

They should have the responsibility for checking 'live' job tickets and either closing off old/completed jobs or reissue via a new appointment.

Improvements to the IBS system and the use of OPENstores, or similar, would enable them to raise job tickets on a 'live' basis, where the effective use of the consolidated SoR's enable the tagging of materials and the raising of flags if materials were unavailable.

The out of hours service, via Carelink, requires an appropriate Service Level Agreement. Included in this is the requirement for an ADMO to decide if an operative needed to be called to complete a repair.

The implementation of a diarised system for Operative appointments needed to be linked to the RLO workflow, for which there are seasonal and daily variations ie increased demand for urgent repairs/heating repairs in cold weather; increased number of calls taken in the mornings compared to the afternoons.

Voids Processes. The key improvement opportunity was linked to the way in which bulk clearance of voids was organised. It was recommended that the responsibility for this would be moved to Housing Management Services. It was anticipated that there would be a resulting reduction in the failed DMO visits to void properties. This would lead to a focus of ADMO and DMO time with on site void repair activity rather than the administrative work associated with the organisation of bulk waste collections.

There was a further opportunity to realise cashable savings if the EPC process were internalised at a lower cost than the current £40k budget. (Alternative, less costly procurement arrangements for EPC have subsequently been identified and these are currently being evaluated.)

Responsive Repairs. There were some significant opportunities to improve service provision across the current responsive repair and planned maintenance functions.

It was recommended that as a tactical step, clearer thinking and a transparent categorisation of responsive repairs should occur. We recommend that you retain your Urgent and Emergency categorisation of works. This builds on the existing strengths of the team and offered an opportunity to ensure that the ongoing improvements in performance were made sustainable.

A more strategic understanding should be taken for the rest of the repairs and maintenance categories. A 'Routine Repair' classification should cover these ie non-urgent repairs; gas and electrical works; void works.

It is by dealing with non-urgent repairs in a more strategic manner that your greatest opportunities arise. They need to be considered in the context of building up your planned and cyclical repair programmes. Some works would therefore continue to be classed as non-urgent, but it is considered likely that a majority could be built into planned maintenance and cyclical repair programmes. By developing programmes in this way, will allow you to optimise your spend on repairs and maintenance; plan for the demand for materials, and hence stores services; offer tenants more certainty about when works will be carried out and improve the productivity of your operatives.

Improved opportunities would also arise to include some of these works in future capital programmes – which would improve capacity to redirect resources to delivering the responsive/non-urgent repairs.

It is recommended that there is a move to the electronic scheduling of appointments. We suggest that operative time should be apportioned on a ratio of 60% for Urgent Repairs and 40% for emergency works. These ratios could be changed to reflect seasonal workflow needs. Accountability for the management of the appointment service would lie with the DMO's and ADMO's.

It was anticipated that this recategorisation and repositioning of the current service would enable there to be improvements in existing performance and the freeing of resources to help tackle the backlog of repairs in the longer term. By resolving the backlog, so the service can reposition itself in the market and consider the opportunities for growth and entrance into new markets. This could be realistic within the next 3 – 5 years.

It was anticipated that the systematic planning of responsive and non-urgent repairs would offer certainty to the stores as to the future demand for their services. This would mitigate the current issues relating to the availability of materials and the effectiveness of the stores system. It would also limit the need to directly purchase materials, expect for with some Emergency and Urgent repairs, and then any direct purchase would need to be agreed by the ADMO or Stores Controller.

Stores – procurement/Goods In/Goods Out/Management. It was agreed that in the longer term direct purchasing of materials for routine repairs should be ended.

It was felt that the investment in the IBS OPENstores module, or similar, was critical to achieving the changes in key processes detailed within this section. This would end the Data stock interface, and with it the manual procedures attached to the procurement and goods in/out of stores. It would offer real time understanding of stock levels; facilitate stock control procedures including the returns process.

Importantly the IT upgrade to OPENstores, or similar, and the proposed changes in DLO/Responsive/non-urgent/Void repairs would enable there to be a strategic and operational

understanding of the demand for stores and associated materials. This was key to dramatic improvements being made to the operation of the stores.

It was recognised that the procurement of stock was ad hoc and it was recommended that there be a review of the procurement infrastructure and that the central procurement team come in to enable this review.

The standard van impressed stock has evolved over time, and individual operatives influence the stock held on their vans. The current multi-skilling arrangements have also contributed to this. Given these factors, and the lack of reliable stores demand data, meant it was not possible to make firm recommendations as to the required future impressed stock. We do recommend that this is retested, once the internal audit review on multi-skilling and the future data analysis is complete.

In respect of stores structures, we are making no recommendations for change at this time. The number of full time equivalents meets your current requirements, and we have made recommendations on the required management skills and capacity, elsewhere in this report.

Finance. It was anticipated that the redesigned process would end all of the 'chasing' on invoice management and that any significant reduction in the direct ordering/purchasing of materials would result in a corresponding reduction in time spent on data inputting and invoice administration.

This would enable them to deliver value adding financial and accountancy services back into the Repairs and Maintenance services. The improved accuracy of the raising of job tickets and the link to material ordering would provide improved and more appropriate control mechanisms.

Validation. It was recognised that the majority of this teams activities was currently linked to the checking of job tickets; the link to the SoR and the materials required to complete works. By improving the ordering mechanisms, so the Validations team could switch their activity to value adding and a more proactive role in respect of a phased sampling of tickets for audit purposes. This could be aligned to a risk based model of sampling., based on a 10% level.

The capacity thus freed could be redirected towards the introduction of mobile working and the introduction of the new hand held technologies.

3 Details of the Fleet review and associated outcomes

The Fleet Review was also conducted using the methodology described in Appendix 5. It followed the same Lean phases as the Stores Review and used the Project team approach which has already been described.

3.1 Key Issues at 'As Is' stage

The 'As Is' process demonstrated that:

- The strategic and operational management is concentrated at the corporate centre, though there are no service level agreements in place. We understand that the Corporate Fleet service includes the following:
 - Road Fund Licence Monitoring/Renewal
 - Insurance processing and repairs
 - Legislative guidance and advice
 - Procurement
 - Hire
 - Fuel Management
 - 24/7/352 call-out
 - Professional Technical Advice
 - Risk Assessments
 - Driver and Supervisor Training
 - Enforcement
 - Management & assistance of vehicle and driver documents
 - Maintenance Provision
 - Legal compliance and protection of the Authority's Operator's licence
- Housing's administration team complete key logistical tasks to organise cyclical maintenance/repair as required. This includes:
 - Ensuring that all tradesmen/staff attend the servicing/repair/MOT's appointments as/when necessary after receiving the report from the Depot. The administrative team contact the tradesmen/staff and reschedule with the Depot/men as/when required if anyone is unable to attend on the scheduled date.
 - Maintaining an up to date list of all vehicles issued to Community Services which is often required by the Depot.
 - Monitor/record all log/defect sheets submitted by the tradesmen/staff and send copies to the Depot monthly.
 - Produce a monthly report for the Managers at Canton identifying anyone who has not submitted log sheets for that month.
 - Distribute new fuel cards/task discs as/when required to the tradesmen/staff at Canton.
 - Control 3 spare fuel cards at Canton which are used for hire vehicles.

(Some of the above duties may be reduced once the Tracking System is utilised fully. Fleet are insisting at present that the Administration team continue to log/monitor log/defect sheets for example.)

- Housing Operatives are responsible collecting/dropping off vehicles which require servicing or repair.

- Housing are responsible for paying for the kitting out of the vans with appropriate internal racking.
- A proportion of vans are on hire, rather than lease, and 3 pool vans are located at Queensferry on a permanent basis. (This hire arrangement was taken as an interim measure pending the outcome of this review.)
- Some of the leased vans have gone beyond their original 5 year lease period.
- There needed to be a more structured evaluation as to those personnel who need access to the fleet vans.
- There is limited evidence available that the procurement of the fleet has always been achieved on a value for money basis, though the Corporate Fleet team are working with Central Procurement to procure via a range of frameworks, ie the Yorkshire framework, to achieve discounts on new vehicles.
- Without an SLA in place, there is limited evidence available that the management of the fleet by corporate fleet services is delivered on a value for money basis.
- The Tracker system has been in place for a relatively short period and the use of the management information which can be garnered from the System is building.

There is an overreliance on lease and hire vehicles, and little use of the existing essential and casual user schemes. For example, your hire costs for the year are £75,979, but only £5,955 has been spent via the essential and casual car user schemes. Some 12 existing van users travelled only very limited miles during the year, and this suggests there are benefits of them transferring to the casual/essential user schemes and you reducing your hired fleet.

We offer an illustration of the breakdown of the transport costs at appendix 4.

3.2 Redesign of the 'To Be' stage and the elimination of non-value adding activity

It is recommended that given the lack of any Service Level Agreement and what appears to be a shared responsibility for some of the operational management of the current Fleet, it is recommended that the following steps are taken:

Value for Money - procurement of the Fleet: The use of the All Wales Framework has not always offered Flintshire best value. We understand that the Corporate Fleet team have recently procured through the Yorkshire Purchasing Organisation where additional discounts, at source were achieved. The Head of Highways and Transportation now ensures that the discounts are passed down to service budgets, rather than being retained at the Corporate Centre. This is to be commended.

We have been advised that the discount available can vary from year to year and that vehicles prices are difficult to predict. It is therefore difficult to give certainty as to the potential efficiency you could realise, based on a 5 year rolling programme of vehicle replacement. The saving detailed within this report has been based on the £900 - £1800 range recently secured.

There is an opportunity to market test to 'bulk buy' vehicles, and enter into a long term agreement with one provider rather than replace on a singular basis. A future contract could be packaged to include the racking out of vehicles, and fleet management. This is also an opportunity to consider procuring vehicles over a 7 year term – rather than the existing 5 year contract and to include options to improve the 'green' credentials of your fleet.

Value for Money – management of the Fleet: In the short term, you should, as a minimum, agree a service level agreement with your Corporate Fleet Service. This negotiation could lead to the Corporate Fleet team completing all of the operational/logistical management

requirements of the vehicles and thus free up the time of your housing administration team. This also provides an opportunity to consider a move to a more flexible and modern service which could, for example, enable the completion of vehicle servicing and repairs out of hours.

The current management fee you pay should be a key point of negotiation when agreeing your SLA. That fee should be directly linked to the service you receive. Given there is currently no SLA, there is little evidence that the current fee is set to specific service standards and therefore delivering value for money.

You can decide to review the SLA and base it on existing arrangements, or on the basis that Housing directly deliver an increasing proportion of management responsibility. To bring the total service in house, would need the recruitment of a suitable person to hold the Goods Vehicles Operators License and to effectively manage the strategic framework.

The current management fee is £57,636 per annum and some cashable efficiency is expected if the fleet management is bought wholly into housing, and presumably if the overall size of the fleet is reduced. However, as detailed above, housing would need to ensure that appropriate structures were in place to manage the service.

In the longer term you have the opportunity to review the continuation of using the in house services of your Corporate Fleet team. It is possible that this service could be procured externally in the future.

It is appreciated that to vary the existing arrangements with your Corporate Fleet team would have implications for that service. This could require the service to be reconfigured to meet the resulting change in its customer volumes and own service demands. This is not an uncommon outcome, when the use of corporate support services are reviewed.

Procurement Expertise. We understand that there is no corporate requirement to procure through the various Welsh Based Frameworks that are available, and the Corporate Fleet Team are now using other frameworks. It is recommended that you continue to make use of the skills and expertise within your Central Procurement Unit to test the Fleet Market. From a Housing Service perspective, the test should also include procurement of the vehicles and the fleet management service.

Reduce the total number of vehicles in your fleet: There are a number of staff who have sole use of a van, yet who do a minimum of miles per annum. This does not represent value for money. Hence this arrangement should cease. These vans should be returned (the total fleet residualised in number by the return of the hire vans) and these staff should instead be considered under your Essential/Casual user scheme. (At the time of compiling this report entrance to your internal car lease scheme had been suspended pending review by the Chief Executive.) You should also consider moving the 3 Pool vans – held at Queensferry – to the Canton Depot and making these available to your staff.

A reduction in the fleet of your 20 hire vehicles would equate to a cashable efficiency of £74,850 being achieved per annum. This would easily offset any costs of offering essential or casual user allowances to the largely Canton based office and stores staff who would be affected.

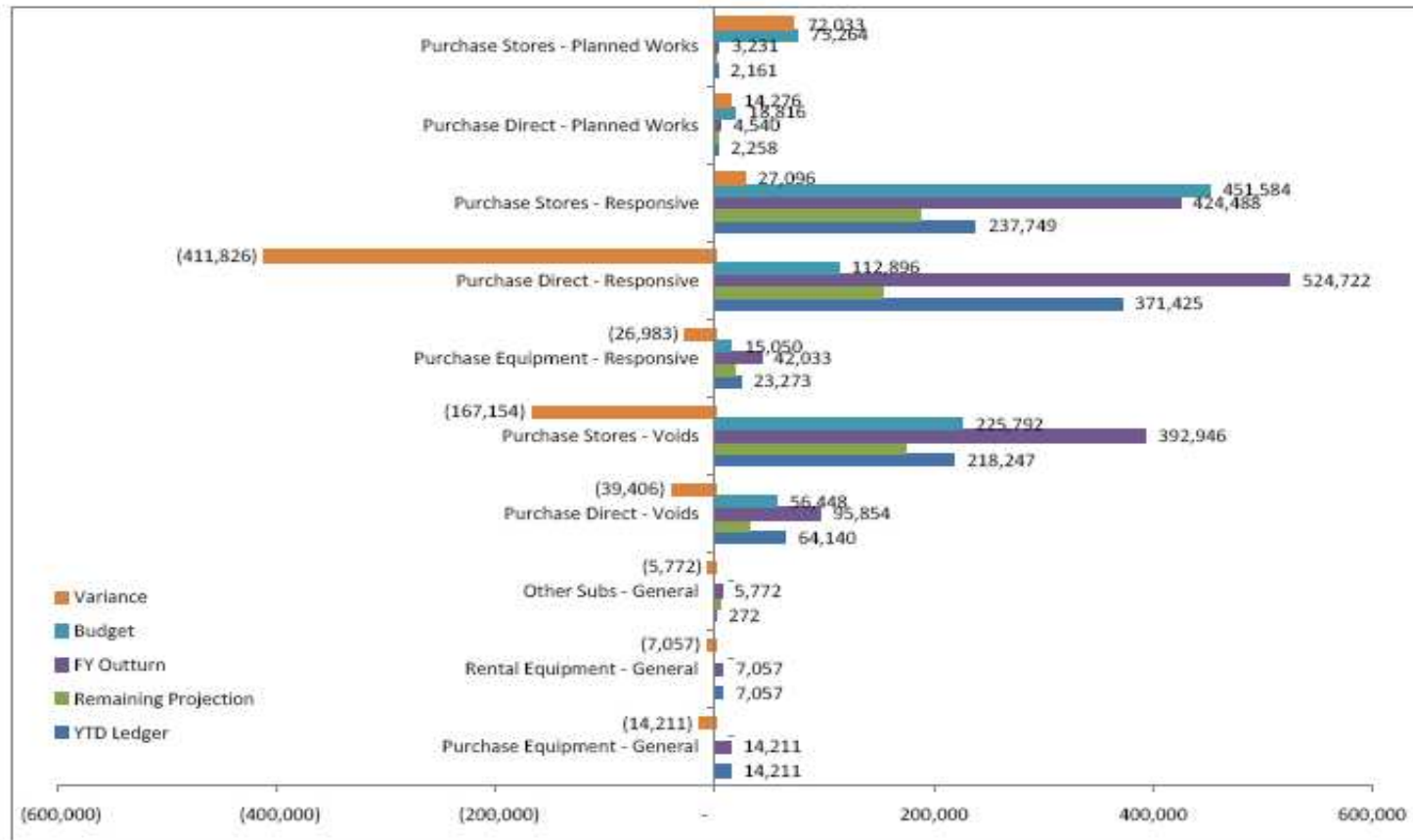
The use of tracker: Tracker systems can be a beneficial performance management tool and we encourage its ongoing use by supervisory staff.

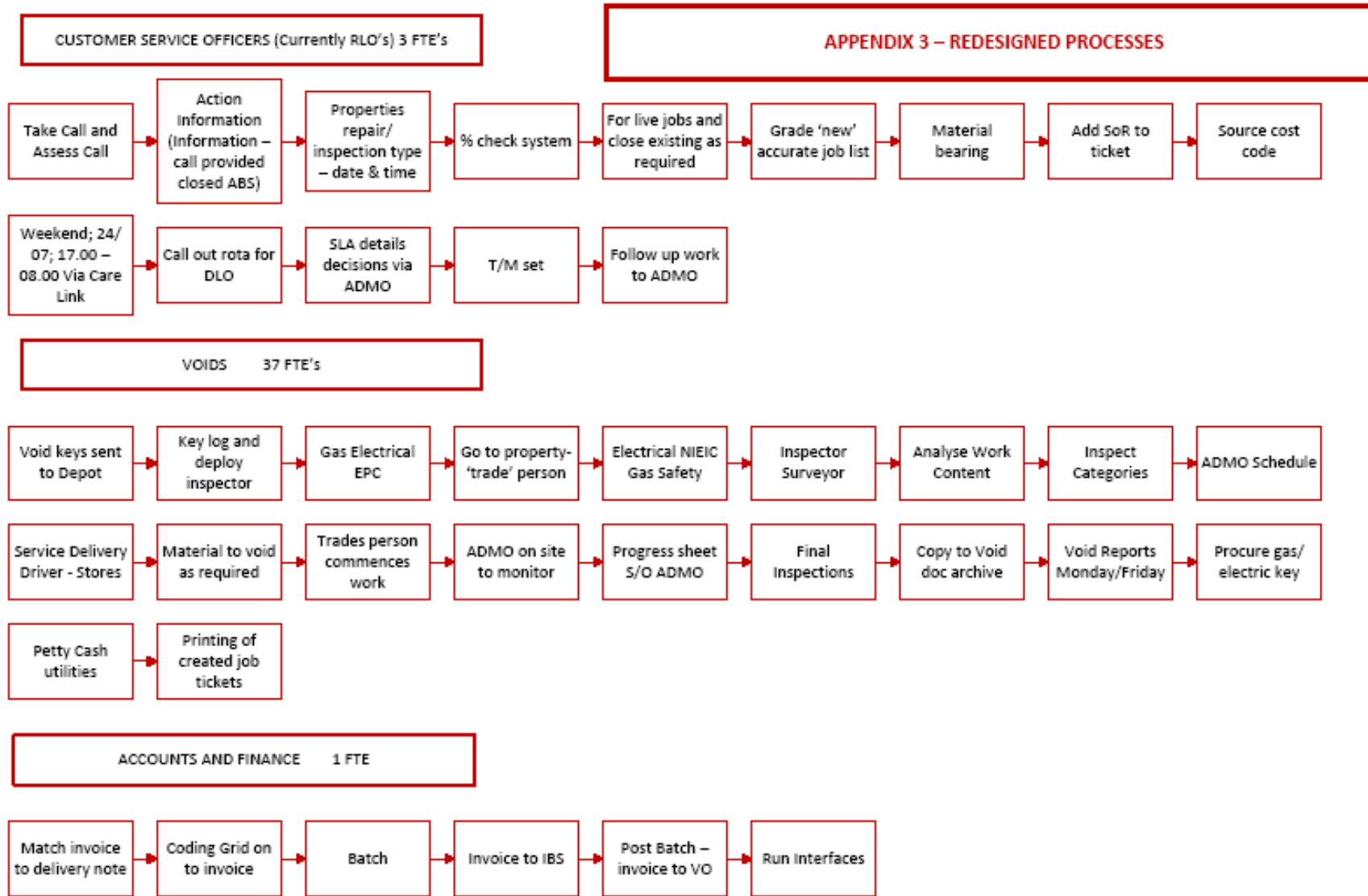
Our Methodology: We offer an overview of the Alexander methodology, used to complete this review, at appendix 5.

Appendix 1: 'As Is' Stage – Value Stream Mapping



Appendix 2: Profile of expenditure on materials

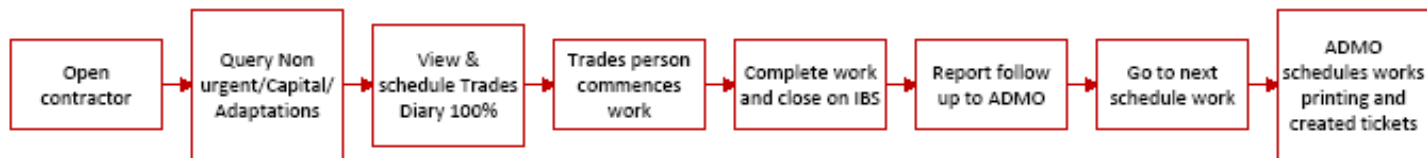




RESPONSIVE REPAIRS (Urgent & Emergency) 22 FTE's



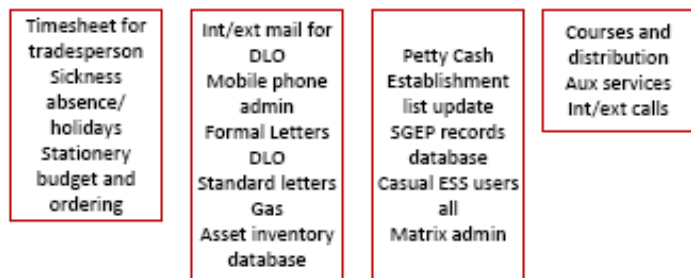
ROUTINE REPAIRS (Non-Urgent) 29 FTE's



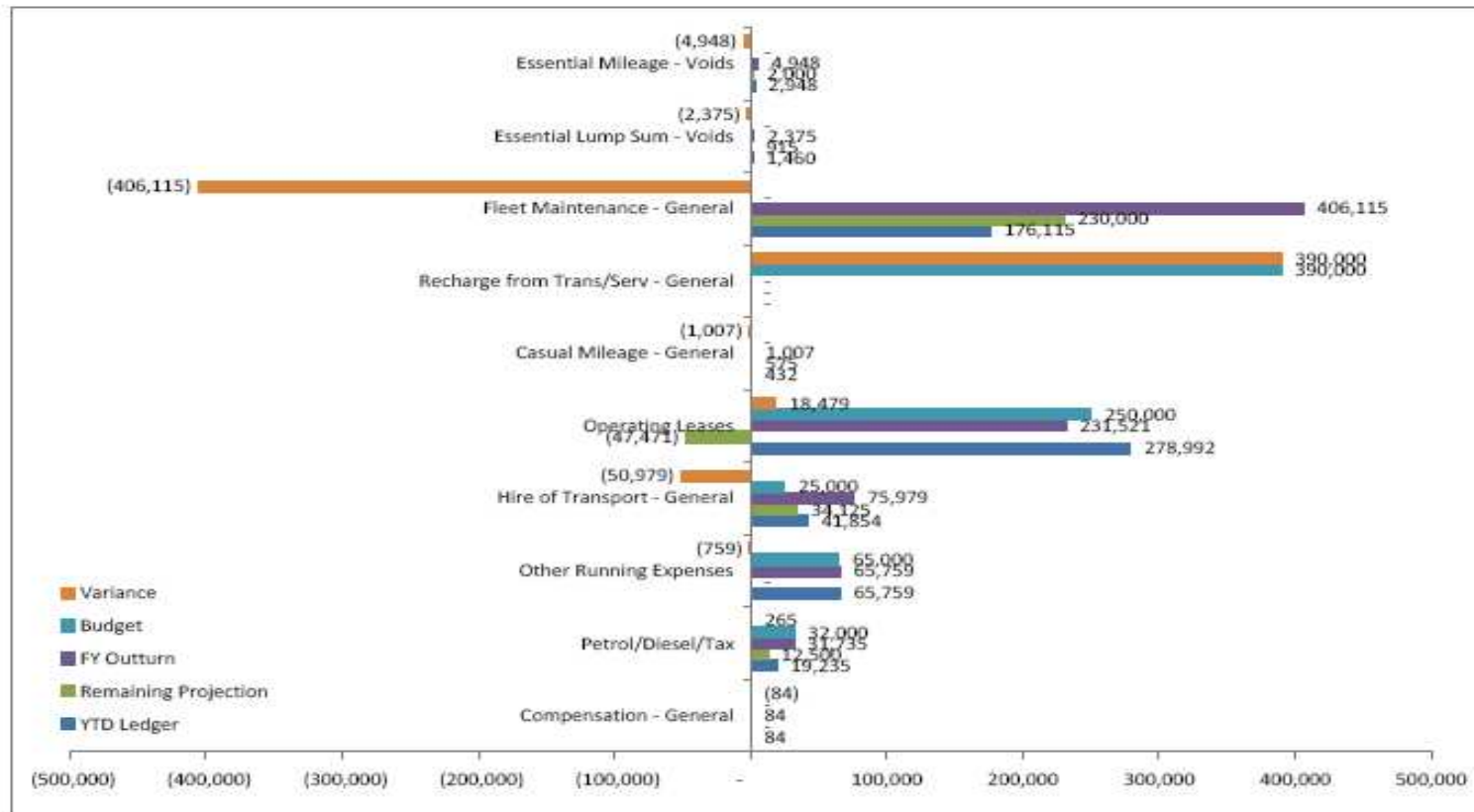
STORES – GOOD IN/OUT 3+1 FTE



ADMINISTRATION - general works



Appendix 4: Profile of transport costs



Appendix 5: An overview of our methodology

Our Lean Business Process Review methodology and toolkit

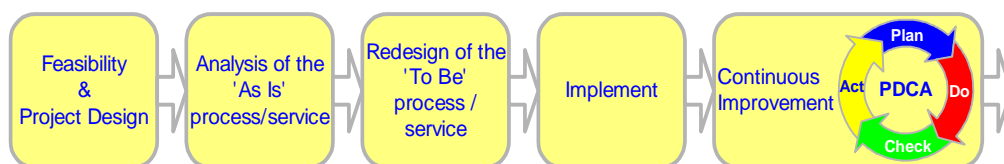
Our methodology has been adapted for the local government environment and includes a comprehensive set of industry standard tools and techniques including: Lean, 6 Sigma and Kaizen.

Our methodology is scalable, works within a phased project lifecycle and includes integrated change management components. The change component is aligned to the project lifecycle and includes change readiness assessment tools and models for understanding and embedding change such as Kotter.

Our methodology:

- Is based on Lean Systems Thinking principles that put the customer, their needs and expected outcomes, both now and in the future, at the centre of the improvement approach.
- Engages stakeholders and builds commitment to the vision, improvement objectives and expected measurable outcomes using a structured approach and tools.
- Provides an integrated internal and external marketing and communication approach and associated tools:
 - Internal – selling the need for change around a shared understanding of the ‘burning platform’. Gaining and sustaining commitment to the project and change through multi-channel communication tools.
 - External – the use of Social Marketing techniques within our Lean approach to influence service demand and develop the required behaviours/outcomes i.e. reduce anti-social behaviour, increase recycling. Alexander is the only consultancy that links Lean and Social Marketing to support the delivery of improved community and customer outcomes.

An overview of the Lean Phases



Lean principles 5 + 1

- ❑ Principle No1. Specify what creates value from the customer’s perspective.
Recognise that only the customer can define value (or quality) and that only a small proportion of the activities in any service organisation actually add value for the end customer (some NVA activities are necessary but should be minimized).
- ❑ Principle No2. Identify all steps across the whole value stream and remove waste.
The whole value stream means the end to end process irrespective of internal departmental or external partner boundaries.
By clearly defining value from the end customer’s perspective, all the non-value-adding activities (waste) can be identified and removed. Eliminating this waste is the greatest potential source of improvement.
- ❑ Principle No3. Design the new value stream so that those actions that create value, flow.
Align all the processes to enable the smooth flow of service, people and information. This will mean avoiding queuing and batching or removing the obstacles and barriers that slow the process down.

- ❑ Principle No4. Customer demand should pull work through the system – only when it is needed.
Deliver service on demand. Remove barriers to prevent this happening.
Activities across the value stream are synchronised by pulling the service from upstream steps just when required, in time to meet the demand from the end customer. Removing wasted time and effort represents the biggest opportunity for performance improvement. Gains become significant as all the steps link together. As this happens, more and more layers of waste are revealed and the process can move towards a point where every asset and every action adds value for the end customer. In this way, Lean Thinking represents a path of systematic continuous improvement, which leads us on to....
- ❑ Principle No5. Strive for perfection by continually removing layers of waste!
'Right first time, every time', 'Zero Defects', 'Strive for perfection'. Achieving this state will come through continuous, small, incremental improvements made by staff over time. Staff must recognise problems, eliminate their root causes and seek to remove further layers of waste as it is revealed.
- ❑ Principle No6. The best people to design and deliver improvements to the process flow are the staff doing the job!
Move away from command and control. Devolve responsibility and accountability for improvement to your staff.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **SECONDARY SCHOOLS REVIEW STRATEGIC OUTLINE
CASE (SOC)**

1.00 PURPOSE OF REPORT

1.01 To update members on the progress made in reviewing education provision in the secondary sector, with a key focus on sustainability of Post-16 provision.

2.00 BACKGROUND

2.01 The Welsh Assembly Government published a 'Transformation' report in September 2008 which outlined the need for Local Authorities to review Post 16 provision, in order to modernise and achieve greater efficiency, offer more choice and better access for students and provide higher quality education and training.

Following extensive consultation, the Deputy Minister for Skills reported in June 2009 that proposals that came forward fell into five categories;

- Creation of local consortia that involve schools and further education colleges planning together and sharing facilities;
- Uniting all learning provision in each area under one umbrella;
- Mergers of Further Education colleges;
- Creation of formal links between secondary schools and other local providers; and
- Forging of all-Wales partnerships based on the provision of specific skills for specific sectors.

Post 16 education and training is funded directly by the Assembly, and not via the delegated budget to schools.

Post - 16 transformation has been identified following consideration by both Executive and Scrutiny, as a key priority of the Flintshire school modernisation programme. It will also form a key part of the bid for funding from the 21st Century Schools programme.

In order to access programme funding, proposals for the review of post-16 provision are to be submitted to the Assembly in accordance with the

Date: 07/07/2010

Treasury 'five - case business model' which sets out the Strategic, Economic, Commercial, Financial and Management case for change.

A key stage in the process is the setting out of the scope and planning of the review, this is known as the Strategic Outline Case (SOC). The draft SOC is marked to follow.

The Welsh Assembly Government has engaged the firm of project management consultants 'CPC' to assist Local Authorities in the preparation of the five-case business model for reviewing their local provision.

3.00 CONSIDERATIONS

- 3.01 Post-16 education in Flintshire is currently provided by school sixth forms and Deeside College. A number of students travel further afield to access appropriate education and training.

The numbers of students at each of the post 16 providers differs, but generally those sixth forms at schools in the Deeside area have lower numbers of participants, whilst some other schools in the more southerly areas have larger sixth forms.

Some of the smaller school sixth forms are currently collaborating to provide a more comprehensive local curriculum choice, however, the requirement of the Learning and Skills measure (2009) is for providers to offer at least 30 different curriculum choices, which should include 5 vocational subjects. This requirement is impossible to meet at the smaller centres, without extensive collaborative working, which in some cases requires extensive travel arrangements for students to attend a different centre for differing aspects of the curriculum.

In order that learners from all areas of the County can access the required curriculum, it is necessary to review the existing arrangements for the provision.

Officers of the Local Authority have worked with the Headteachers and Principal of Deeside College as the provider organisations to scope the review process and to agree a way forward in improving the provision.

A requirement of the learning and skills measure is that Local Authorities '...must promote access to and availability of courses of study which are taught in the Welsh language'. In order to meet this requirement, the single Welsh - medium provision at Ysgol Maes Garmon must further develop collaborative working with other Welsh medium providers, either in Flintshire or in neighbouring authorities.

A programme Board made up from representatives of Schools, College and Authority has overseen the review process, and has been engaged with the

consultants on the preparation of the draft Strategic Outline Case (S.O.C.) for submission to the Welsh Assembly Government's Department for Children, Education, Lifelong Learning and Skills (DCELLS. This sets out the rationale and options for change.

Central to the case for change are five investment objectives, against which the options will be appraised. These are summarised:

1. To improve standards of post - 16 education currently within Flintshire secondary schools, measured by pupil examination results and Estyn inspection reports
2. To ensure a growing proportion of those with Additional Learning Needs or disabilities, and those from vulnerable families, take advantage of post-16 education.
3. To ensure that relevant education provision is delivered in such a way that it meets the broader well-being needs of our young people, their parents/carers and communities.
4. To ensure the efficient delivery of quality post - 16 courses demanded by our students, local employers, the local authority and Welsh Assembly Government.
5. To ensure post - 16 education provision is delivered in such a way that meets the environmental aspirations of our residents, the Local Service Board and meets WAG guidelines/best practice.

If the SOC is supported by DCELLS, resources will be released to develop more detailed Outline (OBC) and Full (FBC) Business Cases in order to access capital funding. Each stage will be reported to Elected Members.

4.00 RECOMMENDATIONS

- 4.01 That members note the progress made to date and endorse the submission of the SOC to DCELLS.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None at this stage.

6.00 ANTI POVERTY IMPACT

- 6.01 None at this stage.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None at this stage.

8.00 EQUALITIES IMPACT

8.01 None at this stage.

9.00 PERSONNEL IMPLICATIONS

9.01 None at this stage.

10.00 CONSULTATION REQUIRED

10.01 Once the options for change have been finalised, a period of consultation with the providers and other relevant groups including staff and students will need to be undertaken.

11.00 CONSULTATION UNDERTAKEN

11.01 The SOC has been developed with full participation of provider representatives.

12.00 APPENDICES

12.01 Appendix A - Strategic Outline Case v2.1 - copy to follow.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **PRIVATE WATER SUPPLIES REGULATIONS AND**
 CHARGING FEES

1.00 PURPOSE OF REPORT

1.01 To inform Members about the new Private Water Supplies (Wales) Regulations 2010 and to seek approval for a set of charging fees in Flintshire.

2.00 BACKGROUND

2.01 The Private Water Supplies (Wales) Regulations 2010 came into force on the 4th February 2010, implementing the requirements of EC Directive 98/83. Flintshire County Council has a statutory duty to implement the Regulations. The prime focus of the Directive and Regulations is to ensure that private water supplies are safe and wholesome to drink.

2.02 The 2010 Regulations completely update the previous Regulation of 1991 and introduce new requirements. The frequency of sampling and some of the parameters subject to testing have changed. Recovery of the Council's costs is still permitted under the 2010 Regulations with maximum costs increased.

2.03 The key new requirements are:-

1. A risk assessment must be carried out by the Local Authority on all private water supplies within 5 years of the Regulations coming into force.
2. Enforcement powers are strengthened where a problem supply is identified.
3. The risk assessment and sampling of water supplied via a private distribution system is required for the first time. These are systems where mains water is supplied to a location but then further distributed by someone other than the water company e.g. caravan sites, industrial estates, hospitals etc.
4. Full records will need to be maintained and submitted annually to the Drinking Water Inspectorate.

2.04 The Regulations allow Local Authorities to charge for carrying out certain

Date: 07/07/2010

duties. These fees should be reasonable for carrying out the service up to a specified maximum.

2.05 Under the 2010 Regulations charges can be recovered for the following:-

1. Risk assessments (maximum allowed by Regulations £500)
2. Sampling (maximum allowed by Regulations £100)
3. Investigation (maximum allowed by Regulations £100)
4. Granting an authorisation (maximum allowed by Regulations £100)
5. Analysis/Laboratory Costs (maximum allowed by Regulations between £100-£500)

2.06 In consultation with our neighbouring Local Authorities of Wrexham, Denbighshire and Conwy, and to seek consistency of charging fees, the following charges are recommended:-

Risk Assessments	£50 plus hourly rate of £25 after 2 hours
Sampling Visit and Analysis	£95
Investigation and Resample	Nil

3.00 CONSIDERATIONS

3.01 Local Authorities are required to inspect and sample private water supplies in their area to ensure they are clean and safe to drink. The 2010 Regulations have come into force introducing a new sampling regime and fee structure that allows the Local Authority to set new charges. This report sets out recommendations for how the new charges should be determined and what those new charges should be.

4.00 RECOMMENDATIONS

4.01 That Members agree the charges set out in item 2.06 above and give delegated authority to the Director of Environment, following consultation with the Executive Member for Leisure and Health and Safety, to vary them in future.

5.00 FINANCIAL IMPLICATIONS

5.01 There are 93 private water supplies in Flintshire, 18 shared domestic supplies and 14 commercial supplies. The Welsh Assembly Government is to give an initial grant to the Local Authority amounting to £100 per supply for carrying out a risk assessment of shared domestic and commercial supplies. There will be minimal financial implications for the work required by the introduction of the new Regulations but these will be covered using existing resources.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 Charges of neighbouring Authorities.

11.00 CONSULTATION UNDERTAKEN

11.01 Environmental Health Officers have met with Officers from neighbouring Authorities.

12.00 APPENDICES

12.01 The Private Water Supply (Wales) Regulations 2010.

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

None

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2010 No. 66 (W.16)

WATER, WALES

**The Private Water Supplies (Wales)
Regulations 2010**

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations implement Council Directive 98/83/EC on the quality of water intended for human consumption (OJ No. 330, 5.12.1998, p. 32) in relation to private water supplies. A “private supply” is defined in section 93(1) of the Water Industry Act 1991 as a supply that is provided otherwise than by a water undertaker or a licensed water supplier.

Part 1 of the Regulations makes miscellaneous provision in relation to water standards for private supplies. It defines the circumstances in which water is to be regarded as “wholesome” (regulation 4 and Schedule 1). It also sets out the requirements which apply where water is disinfected (regulation 5) and imposes a duty on each local authority to carry out a risk assessment of every private supply in its area (regulation 6).

Part 2 of the Regulations places a duty on local authorities to monitor private supplies (regulations 7 to 10 and Schedule 2) and to ensure that each sample taken is analysed in the ways set out in Schedule 3 (regulation 11). It also requires the local authority to make and maintain records for every water supply in its area (regulation 12 and Schedule 4) and to send a copy of the records to the Drinking Water Inspectorate and the Welsh Ministers (regulation 13).

Part 3 of the Regulations sets out the procedures to be followed if the water is not wholesome. It requires local authorities to provide information to those people likely to consume the water (regulation 14) and to carry out an investigation (regulation 15). If the cause of the unwholesome water is in the pipework within a single dwelling local authorities must offer advice on measures necessary for the protection of human health. Otherwise, if it is not possible to solve the problem

informally, local authorities may, in defined circumstances, grant an authorisation of different standards. If such an authorisation is not granted local authorities must (or, in the case of a supply to a single dwelling, may) serve improvement notices requiring the supply to be made wholesome (regulations 16 and 17).

Part 4 of the Regulations requires a notice to be served on the “relevant person” (as defined in section 80 of the Water Industry Act 1991) if any supply constitutes a potential danger to human health (regulation 18) and makes provision for appeals and penalties in connection with such notices (regulations 19 and 20)

Part 5 of the Regulations makes provision for the payment of fess (regulation 21 and Schedule 5) and revokes the Private Water Supplies Regulations 1991 (S.I. 1991/2790) in relation to Wales (regulation 22).

A full impact assessment has been prepared for these Regulations. A copy can be obtained from the Climate Change and Water Division of the Welsh Assembly Government, Cathays Park, Cardiff, CF10 3NQ.

2010 No. 66 (W. 16)

WATER, WALES

**The Private Water Supplies (Wales)
Regulations 2010**

Made 13 January 2010

Laid before the National Assembly for Wales
14 January 2010

Coming into force 4 February 2010

CONTENTS

PART 1

Water standards

1. Title, application and commencement
2. Scope
3. Exemptions
4. Wholesomeness
5. Disinfection
6. Requirement to carry out a risk assessment

PART 2

Monitoring

7. Monitoring
8. Further distribution of supplies from water undertakers or licensed water suppliers
9. Large supplies and supplies to commercial or public premises
10. Other private supplies
11. Sampling and analysis
12. Maintenance of records
13. Notification of information

PART 3

Action in the event of failure

14. Provision of information
15. Investigation
16. Procedure following investigation
17. Authorisations of different standards

PART 4
Notice procedure

18. Notices
19. Appeals
20. Penalties

PART 5
Miscellaneous

21. Fees
22. Revocation

-
- SCHEDULE 1 — Concentrations or Values
- PART 1 — Wholesomeness
- PART 2 — Indicator Parameters
- SCHEDULE 2 — Monitoring
- PART 1 — Check monitoring
- PART 2 — Audit monitoring
- PART 3 — Minimum frequency for both check monitoring and audit monitoring for water put into bottles or containers
- SCHEDULE 3 — Sampling and analysis
- PART 1 — General
- PART 2 — Analytical methods
- SCHEDULE 4 — Records
- SCHEDULE 5 — Fees

The Welsh Ministers are designated⁽¹⁾ for the purposes of section 2(2) of the European Communities Act 1972⁽²⁾ in relation to the quality of water intended

(1) S.I. 2004/3328, as amended by S.I. 2005/850, S.I. 2007/1349 and S.I. 2008/301. The functions conferred on the National Assembly for Wales by means of that Order are now exercisable by the Welsh Ministers by virtue of section 162 of, and paragraph 30 of Schedule 11 to, the Government of Wales Act 2006 (c.32).

(2) 1972 c.68.

for domestic purposes or for use in food production undertaking.

The Welsh Ministers have carried out the consultation required by Article 9 of Regulation (EC) No.178/2002 of the European Parliament and of the Council laying down the general principles of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety⁽¹⁾.

The Welsh Ministers make these Regulations in exercise of the powers conferred by section 2(2) of the European Communities Act 1972 and sections 67, 77(3) and (4) and 213(2) of the Water Industry Act 1991⁽²⁾.

(1) OJ No. L31, 1.2.2002, p. 1.

(2) 1991 c.56. The functions of the Secretary of State under section 67 were transferred to the National Assembly for Wales (“the Assembly”) – (a) for the making of regulations concerning water supplied using the supply system of a water undertaker, in relation to the supply system of any water undertaker whose area is wholly or mainly in Wales and (b) for the making of regulations concerning water supplied other than using the supply system of a water undertaker, in relation to Wales, by article 2 of, and Schedule 1, to the National Assembly for Wales (Transfer of Functions) Order 1999 (S.I. 1999/672)(“the Order”); the functions of the Secretary of State under section 77 of that Act were transferred to the Assembly in relation to Wales by the same provisions of the Order; the functions of the Secretary of State under section 213 of that Act were exercisable by the Assembly to the same extent as the powers to which that section applies were made exercisable by the Assembly by virtue of the same provision of the Order: see the entry in Schedule 1 to the Order for the Water Industry Act 1991 as substituted by paragraph (e) of Schedule 3 to the National Assembly for Wales (Transfer of Functions) Order 2000 (S.I. 2000/253) and amended by section 100(2) of the Water Act 2003 (c.37); there are other amending instruments but none are relevant. Section 213 of that Act was amended by sections 58 and 101(1) of, paragraph 39 of Schedule 7 to, and paragraphs 2, 19 and 49 of Schedule 8 to, the Water Act 2003. References in Schedule 1 to the Order to specific sections of the Water Industry Act 1991 are treated by section 100(6) of the Water Act 2003 as referring to those sections as amended by the Water Act 2003. See section 219(4A) of the Water Industry Act 1991 as inserted by section 101(1) of, and paragraphs 2 and 50 of Schedule 8 to, the Water Act 2003 for the definition of “supply system”. See section 219(1) of Water Industry Act 1991 as amended by section 101(1) of the Water Act 2003 for the definition of “licensed water supplier”. By virtue of section 162 of, and paragraph 30 of Schedule 11 to, the Government of Wales Act 2006 (c.32), the functions conferred on the Assembly are now exercisable by the Welsh Ministers.

PART 1

Water standards

Title, application and commencement

1. The title of these Regulations is the Private Water Supplies (Wales) Regulations 2010; they apply in relation to Wales and come into force on 4 February 2010.

Scope

2. These Regulations apply in relation to private supplies of water intended for human consumption; and for these purposes “water intended for human consumption” means—

- (a) all water either in its original state or after treatment, intended for drinking, cooking, food preparation or other domestic purposes, regardless of its origin and whether it is supplied from a distribution network, from a tanker, or in bottles or containers;
- (b) all water used in any food-production undertaking for the manufacture, processing, preservation or marketing of products or substances intended for human consumption.

Exemptions

3. These Regulations do not apply in relation to—

- (a) water to which the Natural Mineral Water, Spring Water and Bottled Drinking Water (Wales) Regulations 2007(1) apply;
- (b) water that is a medicinal product within the meaning of the Medicines Act 1968(2); or
- (c) water used solely for washing a crop after it has been harvested and that does not affect the fitness for human consumption of the crop or of any food or drink derived from the crop.

Wholesomeness

4. Water supplied to any premises is to be regarded as wholesome if all the following conditions are met—

- (a) it does not contain any micro-organism, parasite or substance, alone or in

(1) S.I. 2007/3165 (W.276) as amended by S.I. 2009/1897 (W.170).

(2) 1968 c.67.

conjunction with any other substance, at a concentration or value that would constitute a potential danger to human health;

- (b) it complies with the concentrations or values specified in Part 1 of Schedule 1; and
- (c) in the water:

$$\frac{\text{nitrate (mg/l)}}{50} + \frac{\text{nitrite (mg/l)}}{3} \leq 1.$$

Disinfection

5.—(1) Where disinfection forms part of the preparation or distribution of water, the relevant person (as defined in section 80 of the Water Industry Act(1)) must—

- (a) design, operate and maintain the disinfection process so as to keep any contamination from disinfection by-products as low as possible,
- (b) carry out this process without compromising the performance of the disinfection process,
- (c) ensure that the performance of the disinfection process is maintained,
- (d) in order to verify the performance of the disinfection process, keep records of the maintenance undertaken to comply with the requirements of the disinfection process, and
- (e) keep copies of those records available for inspection by the local authority, for a period of up to 5 years.

(2) In this regulation “disinfection” means a process of water treatment to—

- (a) remove; or
- (b) render harmless to human health,

every pathogenic micro-organism and pathogenic parasite that would otherwise be present in the water.

Requirement to carry out a risk assessment

6.—(1) A local authority must carry out a risk assessment within five years of the coming into force of these Regulations, and subsequently every five years (or earlier if deemed necessary or it considers that the existing risk assessment is inadequate) of each private supply that supplies water to any premises in

(1) 1991 c.56.

its area (other than a supply to a single dwelling not used for any commercial activity).

(2) It must also carry out a risk assessment of a private supply to a single dwelling in its area not used for any commercial activity if requested to do so by the owner or occupier of that dwelling.

(3) The risk assessment must establish whether there is a significant risk of supplying water that would constitute a potential danger to human health.

PART 2

Monitoring

Monitoring

7. A local authority must monitor all private supplies in its area in accordance with this Part when carrying out its duties under section 77(1) of the Water Industry Act 1991(1).

Further distribution of supplies from water undertakers or licensed water suppliers

8. Where water is supplied by a water undertaker or licensed water supplier and is then further distributed by a person other than a water undertaker or licensed water supplier, any monitoring which the risk assessment shows to be necessary must be carried out.

Large supplies and supplies to commercial or public premises

9. In the case of a private supply (other than that specified in regulation 8) that—

- (a) supplies an average daily volume of water of 10m³ or more, or
- (b) supplies water to premises where the water is used for a commercial activity or to public premises,

the local authority must monitor in accordance with Schedule 2 and carry out any additional monitoring that the risk assessment shows to be necessary.

Other private supplies

10.—(1) In all cases, other than a private supply to a single dwelling not used for a commercial activity and those to which regulation 8 and 9 apply, the local authority must monitor for—

(1) 1991 c.56.

- (a) conductivity;
- (b) enterococci;
- (c) *Escherichia coli* (*E. coli*);
- (d) hydrogen ion concentration;
- (e) turbidity;
- (f) any parameter in Schedule 1 identified in the risk assessment as being at risk of not complying with the concentrations or values in that Schedule; and
- (g) anything else identified in the risk assessment as a potential danger to human health.

(2) It must monitor at least every five years and carry out any additional monitoring that the risk assessment shows to be necessary.

(3) In the case of a private supply to a single dwelling not used for a commercial activity a local authority may monitor the supply in accordance with this regulation, and must do so if requested to do so by the owner or occupier.

Sampling and analysis

11.—(1) When a local authority monitors a private supply it must take a sample—

- (a) if the water is supplied for domestic purposes, from a tap normally used to supply water for human consumption, and which, if there is more than one tap, is representative of the water supplied to the premises;
- (b) if the water is used in a food-production undertaking, at the point at which it is used in the undertaking;
- (c) if the water is supplied from a tanker, at the point at which it emerges from the tanker;
- (d) in any other case at a suitable point.

(2) It must then ensure that the sample is analysed.

(3) Schedule 3 makes further provision for sampling and analysis.

Maintenance of records

12. A local authority must make and keep records in respect of every private supply in its area in accordance with Schedule 4.

Notification of information

13. By 31st July 2010, and by 31st January each following year, every local authority must—

- (a) send the Chief Inspector of Drinking Water for Wales a copy of the records in Schedule 4; and
- (b) upon request, send the Welsh Ministers a copy of those records.

PART 3

Action in the event of failure

Provision of information

14. If the local authority considers that a private supply in its area is a potential danger to human health it must take appropriate steps to ensure that people likely to consume water from it—

- (a) are informed that the supply constitutes a potential danger to human health;
- (b) where possible, are informed of the degree of the potential danger; and
- (c) are given advice to allow them to minimise any such potential danger.

Investigation

15. A local authority must carry out an investigation to establish the cause if it suspects that the supply is unwholesome or that an indicator parameter does not comply with the concentrations or values in Part 2 of Schedule 1.

Procedure following investigation

16.—(1) Once a local authority has carried out an investigation and established the cause of the water being unwholesome, it must act in accordance with this regulation.

(2) If the cause of the unwholesome water is in the pipework within a single dwelling, it must promptly inform the people supplied and offer them advice on measures necessary for the protection of human health.

(3) Otherwise, if it cannot solve the problem informally the local authority—

- (a) may on application grant an authorisation in accordance with regulation 17(2) if the conditions in that regulation are fulfilled; and
- (b) if it does not grant such an authorisation, must (or, in the case of a supply to a single dwelling, may) serve a notice, either in accordance with section 80 of the Water

Industry Act 1991⁽¹⁾ or under regulation 18 if the conditions in that regulation are fulfilled.

Authorisations of different standards

17.—(1) Any person may apply to a local authority for the grant of an authorisation under this regulation.

(2) A local authority may grant an authorisation of different standards under this regulation if—

- (a) the only cause of the unwholesome water is that a parameter in Table B of Part 1 of Schedule 1 (chemical parameters) is not complied with;
- (b) the local authority has consulted all water users who will be affected by the authorisation and the Health Protection Agency for the area and has taken their views into account;
- (c) granting the authorisation does not cause a potential danger to human health;
- (d) the supply of water cannot be maintained by any other reasonable means.

(3) An authorisation must require the applicant to take action over a period of time to ensure that the necessary parameters are complied with, and must specify—

- (a) the person to whom the authorisation is granted;
- (b) the supply concerned;
- (c) the grounds for granting the authorisation;
- (d) the parameters concerned, previous relevant monitoring results, and the maximum permissible values under the authorisation;
- (e) the geographical area, the estimated quantity of water supplied each day, the number of persons supplied and whether or not any food-production undertaking is affected;
- (f) an appropriate monitoring scheme, with an increased monitoring frequency where necessary;
- (g) a summary of the plan for the necessary remedial action, including a timetable for the work and an estimate of the cost and provisions for reviewing progress;
- (h) the duration of the authorisation.

(1) 1991 c.56.

(4) If a local authority grants an authorisation, and the person to whom it is granted takes action in accordance with the timetable specified in the authorisation, the local authority may not serve a notice under section 80 of the Water Industry Act 1991 concerning the matters specified in the authorisation without first amending or revoking the authorisation.

(5) The duration of the authorisation must be as short as possible and in any event may not exceed three years.

(6) The local authority must ensure that people supplied are promptly informed of the authorisation and its conditions and, where necessary, ensure that advice is given to particular groups for which the authorisation could present a special risk.

(7) If the supply exceeds 1,000 m³ a day as an average or serves more than 5,000 persons the local authority must send a copy of the authorisation to the Chief Inspector of Drinking Water for Wales and the Welsh Ministers within one month.

(8) The local authority must keep the progress of the remedial action under review.

(9) If necessary, it may grant a second authorisation for up to a further three years with the prior consent of the Welsh Ministers, but if it does so it must, as soon as is reasonably practicable, send a copy of the authorisation together with the grounds for its decision to the Chief Inspector of Drinking Water for Wales and the Welsh Ministers.

(10) It may revoke or amend the authorisation at any time, and in particular may revoke or amend it if the timetable for remedial action has not been adhered to.

PART 4

Notice procedure

Notices

18.—(1) If any private supply of water intended for human consumption constitutes a potential danger to human health, a local authority acting under these Regulations must serve a notice under this regulation on the relevant person (as defined in section 80 of the Water Industry Act 1991⁽¹⁾) instead of a notice under that section.

(2) The notice must —

- (a) identify the private supply to which it relates;
- (b) state the grounds for serving the notice;

(1) 1991 c.56.

- (c) prohibit or restrict the use of that supply,
- (d) specify what other action is necessary to protect human health.

(3) The local authority must promptly inform consumers of the notice and provide any necessary advice.

(4) The notice may be subject to conditions and may be amended by further notice at any time.

(5) The local authority must revoke the notice as soon as there is no longer a potential danger to human health.

(6) It is an offence to breach a notice served under this regulation or fail to comply with it.

Appeals

19.—(1) Any person who is aggrieved by a notice served under regulation 18 may appeal to a magistrates' court within 28 days of service of the notice.

(2) The procedure on an appeal to a magistrates' court under paragraph (1) is by way of complaint, and the Magistrates' Courts Act 1980(1) applies to the proceedings.

(3) A notice remains in force unless suspended by the court.

(4) On an appeal, the court may either cancel the notice or confirm it, with or without modification.

Penalties

20.—(1) A person failing to comply with a notice served under regulation 18 is liable—

- (a) on summary conviction, to a fine not exceeding the statutory maximum or to a term of imprisonment not exceeding three months or both, or
- (b) on conviction on indictment, to a fine or to imprisonment for a term not exceeding two years or both.

(2) Where a body corporate is guilty of an offence under these Regulations, and that offence is proved to have been committed with the consent or connivance of, or to have been attributable to any neglect on the part of—

- (a) any director, manager, secretary or other similar person of the body corporate; or
- (b) any person who was purporting to act in any such capacity,

(1) 1980 c.43; sections 51 and 52 have been substituted by the Courts Act 2003 (c.39), section 47.

that person is guilty of the offence as well as the body corporate.

(3) For the purposes of paragraph (2) above, “director”, in relation to a body corporate whose affairs are managed by its members, means a member of the body corporate.

PART 5

Miscellaneous

Fees

21. Schedule 5 makes provision for fees.

Revocation

22. The Private Water Supplies Regulations 1991⁽¹⁾ are revoked in relation to Wales.

Jane Davidson

Minister for Environment, Sustainability and Housing,
one of the Welsh Ministers

13 January 2010

⁽¹⁾ S. I. 1991/2790.

SCHEDULE 1
Concentrations or Values

Regulations 4, 10, 15 and 17

PART 1
Wholesomeness

TABLE A: MICROBIOLOGICAL PARAMETERS

Prescribed concentrations or values

<i>Parameters</i>	<i>Maximum concentration or value</i>	<i>Units of Measurement</i>
<i>Escherichia coli (E. coli)</i>	0	Number/100ml
Enterococci	0	Number/100ml
In the case of water in bottles or containers:		
<i>Escherichia coli (E.coli)</i>	0	Number/250ml
Enterococci	0	Number/250ml
<i>Pseudomonas aeruginosa</i>	0	Number/250ml
Colony count 22°C	100	Number/ml
Colony count 37°C	20	Number/ml

TABLE B: CHEMICAL PARAMETERS

Prescribed concentrations or values

<i>Parameters</i>	<i>Maximum concentration or value</i>	<i>Units of Measurement</i>
Acrylamide ⁽ⁱ⁾	0.10	µg/l
Antimony	5.0	µg/l
Arsenic	10	µg/l
Benzene	1.0	µg/l
Benzo(a)pyrene	0.010	µg/l
Boron	1.0	mg/l
Bromate	10	µg/l
Cadmium	5.0	µg/l
Chromium	50	µg/l
Copper	2.0	mg/l
Cyanide	50	µg/l
1, 2 dichloroethane	3.0	µg/l
Epichlorohydrin ⁽ⁱ⁾	0.10	µg/l
Fluoride	1.5	mg/l
Lead	25 (until 25th December 2013)	µg/l

	10 (from 25th December 2013)	µg/l
Mercury	1.0	µg/l
Nickel	20	µg/l
Nitrate ⁽ⁱⁱ⁾	50	mg/l
Nitrite ⁽ⁱⁱ⁾	0.5 (or 0.1 in the case of treatment works)	mg/l
Pesticides ⁽ⁱⁱⁱ⁾ —		
Aldrin	0.030	µg/l
Dieldrin	0.030	µg/l
Heptachlor	0.030	µg/l
Heptachlor epoxide	0.030	µg/l
Other pesticides	0.10	µg/l
Pesticides total ^(iv)	0.50	µg/l
Polycyclic aromatic hydrocarbons ^(v)	0.10	µg/l
Selenium	10	µg/l
Tetrachloroethene and Trichloroethene ^(vi)	10	µg/l
Trihalomethanes: Total ^(vii)	100	µg/l
Vinyl chloride ⁽ⁱ⁾	0.50	µg/l

⁽ⁱ⁾ The parametric value refers to the residual monomer concentration in the water as calculated according to specifications of the maximum release from the corresponding polymer in contact with the water. This is controlled by product specification.

⁽ⁱⁱ⁾ See also the nitrate-nitrite formula in regulation 4(c).

⁽ⁱⁱⁱ⁾ For these purposes “Pesticides” means—

organic insecticides

organic herbicides

organic fungicides

organic nematocides

organic acaricides

organic algicides

organic rodenticides

organic slimicides

related products (inter alia, growth regulators)

and their relevant metabolites, degradation and reaction products.

Only those pesticides likely to be present in a given supply need be monitored.

^(iv) “Pesticides total” means the sum of the concentrations of the individual pesticides detected and quantified in the monitoring process.

^(v) The specified compounds are:

benzo(b)fluoranthene

benzo(k)fluoranthene

benzo(ghi)perylene

indeno(1,2,3-cd)pyrene.

The parametric value applies to the sum of the concentrations of the individual compounds detected and quantified in the monitoring process.

(vi) The parametric value applies to the sum of the concentrations of the individual compounds detected and quantified in the monitoring process.

(vii) The specified compounds are:

chloroform
bromoform
dibromochloromethane
bromodichloromethane.

The parametric value applies to the sum of the concentrations of the individual compounds detected and quantified in the monitoring process.

National requirements – Prescribed concentrations or values

<i>Parameters</i>	<i>Maximum concentration or value</i>	<i>Units of Measurement</i>
Aluminium	200	µg/l
Colour	20	mg/l Pt/Co
Iron	200	µg/l
Manganese	50	µg/l
Odour	Acceptable to consumers and no abnormal change	
Sodium	200	mg/l
Taste	Acceptable to consumers and no abnormal change	
Tetrachloromethane	3	µg/l
Turbidity	4	NTU

PART 2

Indicator Parameters

TABLE C

Prescribed concentrations, values or states

<i>Parameters</i>	<i>Maximum concentration or value or state (unless otherwise stated)</i>	<i>Units of measurement</i>
Ammonium Chloride ⁽ⁱ⁾	0.50 250	mg/l mg/l
<i>Clostridium perfringens</i> (including spores)	0	Number/100ml
Coliform bacteria	0	Number/100ml (Number/250ml in the case of water put into bottles or containers)
Colony counts	No abnormal change	Number/ml at 22°C
Conductivity ⁽ⁱ⁾	No abnormal change 2500	Number/ml at 37°C µS/cm at 20°C
Hydrogen ion	9.5 (maximum)	pH value

<i>Parameters</i>	<i>Maximum concentration or value or state (unless otherwise stated)</i>	<i>Units of measurement</i>
	6.5 (minimum) (in the case of still water put into bottles or containers the minimum is 4.5)	pH value
Sulphate ⁽ⁱ⁾	250	mg/l
Total indicative dose (for radioactivity) ⁽ⁱⁱ⁾	0.10	mSv/year
Total organic carbon (TOC)	No abnormal change	mgC/l
Tritium (for radioactivity)	100	Bq/l
Turbidity ⁽ⁱⁱⁱ⁾	1	NTU

⁽ⁱ⁾ The water should not be aggressive.

⁽ⁱⁱ⁾ Excluding tritium, potassium-40, radon and radon decay products.

⁽ⁱⁱⁱ⁾ Only in the case of surface water or groundwater that has been influenced by surface water.

SCHEDULE 2

Regulation 9

Monitoring

PART 1

Check monitoring

Sampling

1.—(1) A local authority must undertake check monitoring in accordance with this Part.

(2) Check monitoring means sampling for each parameter listed in Table 1 in the circumstances listed in that table in order—

- (a) to determine whether or not water complies with the concentrations or values in Schedule 1;
- (b) to provide information on the organoleptic and microbiological quality of the water; and
- (c) to establish the effectiveness of the treatment of the water, including disinfection.

Table 1

Check monitoring

<i>Parameter</i>	<i>Circumstances</i>
Aluminium	When used as flocculant or where the water originates from, or is influenced by, surface waters
Ammonium	In all supplies
<i>Clostridium perfringens</i> (including spores)	Where the water originates from, or is influenced by, surface waters
Coliform bacteria	In all supplies
Colony counts	In all supplies
Colour	In all supplies
Conductivity	In all supplies
<i>Escherichia coli</i> (<i>E. coli</i>)	In all supplies

Hydrogen ion concentration	In all supplies
Iron	When used as flocculant or where the water originates from, or is influenced by, surface waters
Manganese	Where the water originates from, or is influenced by, surface waters
Nitrate	When chloramination is practised
Nitrite	When chloramination is practised
Odour	In all supplies
<i>Pseudomonas aeruginosa</i>	Only in the case of water in bottles or containers
Taste	In all supplies
Turbidity	In all supplies

Frequency of sampling

2.— (1) Sampling must be carried out at frequencies specified in Table 2.

Table 2

Sampling frequency for check monitoring

<i>Volume m³/day</i>	<i>Sampling frequency per year</i>
≤ 10	1
> 10 ≤ 100	2
> 100 ≤ 1,000	4
> 1,000 ≤ 2,000	10
> 2,000 ≤ 3,000	13
> 3,000 ≤ 4,000	16
> 4,000 ≤ 5,000	19
> 5,000 ≤ 6,000	22
> 6,000 ≤ 7,000	25
> 7,000 ≤ 8,000	28
> 8,000 ≤ 9,000	31
> 9,000 ≤ 10,000	34
> 10,000	4 + 3 for each 1,000 m ³ /day of the total volume (rounding up to the nearest multiple of 1,000 m ³ /day)

(2) The local authority may reduce the frequency of sampling for a parameter to a frequency not less than half if—

- (a) the local authority is of the opinion that the quality of water in the supply is unlikely to deteriorate;
- (b) in the case of hydrogen ion the parameter has had a pH value that is not less than 6.5 and not more than 9.5; and

- (c) in all other cases, in each of two successive years the results of samples taken for the purposes of monitoring the parameter in question are constant and significantly lower than the concentrations or values laid down in Schedule 1.

(3) The local authority may set a higher frequency for any parameter if it considers it appropriate taking into account the findings of any risk assessment, and in addition may monitor anything else identified in the risk assessment.

(4) Notwithstanding the provisions in sub-paragraph (2) above, there must be a minimum of 1 sample per year.

PART 2

Audit monitoring

Sampling

3.—(1) A local authority must undertake audit monitoring in accordance with this Part.

(2) Audit monitoring means sampling for each parameter listed in Schedule 1 (other than parameters already being sampled under check monitoring) in order to provide information necessary to determine whether or not the private supply satisfies each concentration, value or state specified in that Schedule and, if disinfection is used, to check that disinfection by-products are kept as low as possible without compromising the disinfection.

(3) The local authority may, for such time as it may decide, exclude a parameter from the audit monitoring of a private supply—

- (a) if it considers that the parameter in question is unlikely to be present in the supply or system at a concentration or value that poses a risk of the private supply failing to meet the concentration, value or state specified in Schedule 1 in respect of that parameter;
- (b) taking into account the findings of any risk assessment; and
- (c) taking into account any guidance issued by the Welsh Ministers.

(4) It may monitor anything else identified in the risk assessment.

Frequency of sampling

4.—(1) Sampling must be carried out at the frequencies specified in Table 3.

Table 3

Sampling frequency for audit monitoring

<i>Volume m³/day</i>	<i>Sampling frequency per year</i>
≤ 10	1
> 10 ≤ 3,300	2
> 3,300 ≤ 6,600	3
> 6,600 ≤ 10,000	4
> 10,000 ≤ 100,000	3 + 1 for each 10,000 m ³ /day of the total volume (rounding up to the nearest multiple of 10,000 m ³ /day)
> 100,000	10 + 1 for each 25,000 m ³ /day of the total volume (rounding up to the nearest multiple of 25,000 m ³ /day)

(2) The local authority may set a higher frequency for any parameter if it considers it appropriate taking into account the findings of any risk assessment.

PART 3

Minimum frequency for both check monitoring and audit monitoring for water put into bottles or containers

<i>Volume¹ of water produced in bottles or containers each day (m³)</i>	<i>Check monitoring number of samples per year</i>	<i>Audit monitoring number of samples per year</i>
≤ 10	1	1
>10≤60	12	1
> 60	1 for each 5 m ³ /day of the total volume (rounding up to the nearest multiple of 5 m ³ /day)	1 for each 100 m ³ /day of the total volume (rounding up to the nearest multiple of 100 m ³ /day)

¹ The volumes are calculated as averages taken over a calendar year.

SCHEDULE 3

Regulation 11

Sampling and analysis

PART 1

General

Samples: general

- 1.—(1) The local authority must ensure that each sample is—
 - (d) taken by a competent person using suitable equipment;
 - (e) representative of the water at the sampling point at the time of sampling;
 - (f) not contaminated in the course of being taken;
 - (g) kept at such temperature and in such conditions as will secure that there is no material change in what is to be measured; and
 - (h) analysed without delay by a competent person using suitable equipment.
- (2) It must ensure that the sample is analysed using a system of analytical quality control.
- (3) The system must be subjected to checking by a person who is—
 - (a) not under the control of either the analyst or the local authority; and
 - (b) approved by the Welsh Ministers for that purpose.

Analysing samples

- 2.—(1) The local authority must ensure that each sample is analysed in accordance with this paragraph.
- (2) For each parameter specified in the first column of Table 1 in Part 2 of this Schedule the method of analysis is specified in the second column of that table.
- (3) For each parameter specified in the first column of Table 2 in Part 2 of this Schedule the method is one that is capable of—
 - (a) measuring concentrations and values with the trueness and precision specified in the second and third columns of that table, and

- (b) detecting the parameter at the limit of detection specified in the fourth column of that table.
- (4) For hydrogen ion, the method of analysis must be capable of measuring a value with a trueness of 0.2 pH unit and a precision of 0.2 pH unit.
- (5) The method of analysis used for odour and taste parameters must be capable of measuring values equal to the parametric value with a precision of 1 dilution number at 25°C.
- (5) For these purposes—
- “limit of detection” is —
- (a) three times the relative within-batch standard deviation of a natural sample containing a low concentration of the parameter; or
- (b) five times the relative within-batch standard deviation of a blank sample;
- “precision” (the random error) is twice the standard deviation (within a batch and between batches) of the spread of results about the mean;
- “trueness” (the systematic error) is the difference between the mean value of the large number of repeated measurements and the true value.

Authorisation of alternative methods of analysis

- 3.—(1) The Welsh Ministers may authorise a method different from that set out in paragraph 2(2) if satisfied that it is at least as reliable.
- (2) An authorisation may be time-limited and may be revoked at any time.

Sampling and analysis by persons other than local authorities

- 4.—(1) A local authority may enter into an arrangement for any person to take and analyse samples on its behalf.
- (2) A local authority must not enter into an arrangement under paragraph (1) unless—
- (a) it is satisfied that the task will be carried out promptly by a person competent to perform it, and
- (b) it has made arrangements that ensure that any breach of these Regulations is communicated to it immediately, and any other result is communicated to it within 28 days.

PART 2

Analytical methods

Table 1

Prescribed methods of analysis

<i>Parameter</i>	<i>Method</i>
<i>Clostridium perfringens</i> (including spores)	Membrane filtration followed by anaerobic incubation of the membrane on m-CP agar* at 44 ± 1°C for 21 ± 3 hours. Count opaque yellow colonies that turn pink or red after exposure to ammonium hydroxide vapours for 20 to 30 seconds.
Coliform bacteria	BS-EN ISO 9308-1
Colony count 22°C – enumeration of culturable microorganisms	BS-EN ISO 6222
Colony count 37°C – enumeration of culturable microorganisms	BS-EN ISO 6222
Enterococci	BS-EN ISO 7899-2

<i>Parameter</i>	<i>Method</i>
<i>Escherichia coli (E. coli)</i>	BS-EN ISO 9308-1
<i>Pseudomonas aeruginosa</i>	BS-EN-ISO 12780

*Use the following method to make m-CP agar :

Make a basal medium consisting of—

Tryptose	30.0g
Yeast extract	20.0g
Sucrose	5.0g
L-cysteine hydrochloride	1.0g
MgSO ₄ .7H ₂ O	0.1g
Bromocresol purple	40.0mg
Agar	15.0g
Water	1,000.0ml

Dissolve the ingredients of the basal medium, adjust pH to 7.6 and autoclave at 121°C for 15 minutes. Allow the medium to cool.

Dissolve—

D-cycloserine	400.0mg
Polymyxine-B sulphate	25.0mg
Indoxyl-β-D-glucoside	60.0mg

into 8ml sterile water and add it to the medium.

Add to the medium—

Filter-sterilised 0.5% phenolphthalein diphosphate solution	20.0ml
Filter-sterilised 4.5% FeCl ₃ .6H ₂ O	2.0ml

Table 2

Prescribed performance characteristics for methods of analysis

<i>Parameters</i>	<i>Trueness % of prescribed concentration or value or specification</i>	<i>Precision % of prescribed concentration or value or specification</i>	<i>Limit of detection % of prescribed concentration or value or specification</i>
Aluminium	10	10	10
Ammonium	10	10	10
Antimony	25	25	25
Arsenic	10	10	10
Benzene	25	25	25
Benzo(a)pyrene	25	25	25
Boron	10	10	10
Bromate	25	25	25
Cadmium	10	10	10

<i>Parameters</i>	<i>Trueness % of prescribed concentration or value or specification</i>	<i>Precision % of prescribed concentration or value or specification</i>	<i>Limit of detection % of prescribed concentration or value or specification</i>
Chloride	10	10	10
Chromium	10	10	10
Colour	10	10	10
Conductivity	10	10	10
Copper	10	10	10
Cyanide ⁽ⁱ⁾	10	10	10
1,2-dichloroethane	25	25	10
Fluoride	10	10	10
Iron	10	10	10
Lead	10	10	10
Manganese	10	10	10
Mercury	20	10	20
Nickel	10	10	10
Nitrate	10	10	10
Nitrite	10	10	10
Pesticides and related products ⁽ⁱⁱ⁾	25	25	25
Polycyclic aromatic hydrocarbons ⁽ⁱⁱⁱ⁾	25	25	25
Selenium	10	10	10
Sodium	10	10	10
Sulphate	10	10	10
Tetrachloroethene ^(iv)	25	25	10
Tetrachloromethane	20	20	20
Trichloroethene ^(iv)	25	25	10
Trihalomethanes: Total ⁽ⁱⁱⁱ⁾	25	25	10
Turbidity ^(v)	10	10	10
Turbidity ^(vi)	25	25	25

Notes:

⁽ⁱ⁾ The method of analysis should determine total cyanide in all forms.

⁽ⁱⁱ⁾ The performance characteristics apply to each individual pesticide and will depend on the pesticide concerned.

⁽ⁱⁱⁱ⁾ The performance characteristics apply to the individual substances specified at 25% of the parametric value in Part I of Table B in Schedule 1.

^(iv) The performance characteristics apply to the individual substances specified at 50% of the parametric value in Part I of Table B in Schedule 1.

^(v) The performance characteristics apply to the prescribed value of 4 NTU.

^(vi) The performance characteristics apply to the specification of 1 NTU for surface waters or ground waters influenced by surface water.

SCHEDULE 4

Regulations 12 and 13

Records

Initial records

- 1.—(1) A local authority must, before [], record the number of private supplies in its area, and for each supply must record—
- (a) the name of the supply, together with a unique identifier;
 - (b) the type of source;
 - (c) the geographical location using a grid reference;
 - (d) an estimate of the number of people supplied;
 - (e) an estimate of the average daily volume of water supplied in cubic metres;
 - (f) the type of premises supplied;
 - (g) detail of any treatment process, together with its location;
 - (h) the name of the Health Protection Agency in whose area the supply is located.
- (2) It must review and update the record at least once a year.
- (3) It must keep the record for at least 30 years.

Additional records

- 2.—(1) For each supply it must record, within 28 days of each of the following taking place—
- (a) a plan and description of the supply;
 - (b) the monitoring programme for the supply;
 - (c) the risk assessment;
 - (d) the date, results and location of any sampling and analysis relating to that supply, and the reason for taking the sample;
 - (e) the results of any investigation undertaken in accordance with these Regulations;
 - (f) any authorisation;
 - (g) any notices served under section 80 of the Water Industry Act 1991, or regulation 18;
 - (h) any action agreed to be taken by any person under these Regulations;
 - (i) any request for the local authority to carry out sampling and analysis, undertake a risk assessment or give advice;
 - (j) a summary of any advice given in relation to the supply.
- (2) It must keep the risk assessment and records of sampling and analysis for at least thirty years, and all other records under this paragraph for at least five years.

SCHEDULE 5

Regulation 21

Fees

Fee

1. The local authority may charge a fee, payable on invoice, for the activities in the following table, and the fee is the reasonable cost of providing the service subject to the following maximum amounts.

<i>Service</i>	<i>Maximum fee (£)</i>
Risk assessment (each assessment):	500

<i>Service</i>	<i>Maximum fee (£)</i>
Sampling (each visit) ⁽ⁱ⁾ :	100
Investigation (each investigation):	100
Granting an authorisation (each authorisation):	100
Analysing a sample—	
taken under regulation 10:	25
taken during check monitoring:	100
taken during audit monitoring:	500

⁽ⁱ⁾ No fee is payable where a sample is taken and analysed solely to confirm or clarify the results of the analysis of a previous sample.

Persons liable to pay

2.—(1) Any person requesting anything under these Regulations is liable for the cost.

(2) Otherwise fees are payable, as specified in the invoice, by the relevant person as defined in section 80(7) of the Water Industry Act 1991.

(3) Where more than one person is liable, in determining who is required to make payment the local authority—

- (a) may apportion the charge between them; and
- (b) must have regard to any agreement or other document produced to the local authority relating to the terms on which water is supplied.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **FOOD WASTE PILOT SCHEME UPDATE**

1.00 PURPOSE OF REPORT

1.01 To report on the progress of the food waste pilot collection scheme and seek approval for the introduction of Managed Weekly Collections for residual waste.

2.00 BACKGROUND

2.01 The Welsh Assembly Government's revised waste strategy 'Towards Zero Waste' was formally launched by the Minister for Environment, Sustainability and Housing Jane Davidson AM on the 21st June 2010. The strategy sets out a range of challenging targets for Local Authorities to meet that include increasing recycling, increasing diversion of biodegradable waste from landfill and greater emphasis on waste minimisation.

2.02 In addition to this WAG have enacted a new Measure (Waste {Wales} Measure 2010) which was laid before the National Assembly of Wales on the 23 February 2010 and will come into force during the current calendar year. This will give the new strategy real 'teeth' and in doing so it is widely understood that many of the targets within the strategy will become statutory and give WAG powers to fine Local Authorities that fail to meet the recycling, composting and food targets (understood to be in the order of £200/tonne but the level has yet to be confirmed by the Minister). Some of the key targets relating to food waste are set out in Table 1 below.

Table 1

Targets for each Local Authority	Targets for each Target Year				
	2009/10	2012/13	2015/16	2019/20	2024/25
Food & Kitchen Waste (Min %) {Collected and treated}	-	12%	14%	16%	16%
Minimum levels of reuse and recycling / AD (or composting)		52%	58%	64%	70%
Maximum Level of Landfill	-	-	-	10%	5%

Date: 07/07/2010

- 2.03 The Authority is currently working in a sub-regional partnership with 2 other North Wales authorities (Conwy County Borough Council and Denbighshire County Council) in the development of a Food Waste Treatment facility, which has a reference site in Rhuallt near St Asaph. The planned date for the commencement of the new facility is April 2012.
- 2.04 In April this year a pilot food waste collection scheme was introduced to around 24,000 properties across Flintshire. The scheme was originally considered by Members in a report to Executive on 27th October 2009. The report outlined the reasons for the introduction of food waste collections in Flintshire. Executive approved the report with an agreement that a further report would be provided to update Executive after the first 3 months of the pilot.
- 2.05 This report sets out the results of the pilot scheme to date and proposals for further expansion of food waste collection. The report also sets out proposals for changes to the black sack waste collection service, necessary to complement the food waste collection scheme, that will help Flintshire meet the challenging targets set by WAG.

3.00 CONSIDERATIONS

- 3.01 Shortly after the 27th October 2009 report to Executive, a competitive tender exercise was undertaken to find an interim provider to treat the food waste collected until the sub-regional food waste solution is available. The tender was non technology specific and tenders were received from a range of treatment facilities that included Anaerobic Digestion(AD), In Vessel Composting (IVC) and Mechanical Heat Treatment (MHT).
- 3.02 The tenders were evaluated on a cost/quality basis and a 9 month contract was awarded in March to Biogen Greenfinch , who use an AD facility situated in Ludlow, Shropshire. AD is a biological process using naturally occurring micro-organisms to break down organic matter into a fertiliser; in doing so a biogas is produced. A combined heat and power (CHP) engine is used to convert the biogas into electricity and heat, with the fertiliser being utilised by farmers. AD is considered by WAG to be the most sustainable technology for dealing with separately collected food waste because:
- when deposited in landfills food waste generates methane, a greenhouse gas 21 times as potent as carbon dioxide. Generating gas from food wastes in a properly managed anaerobic digestion (AD) facility provides the opportunity to derive energy from the gas (and therefore food wastes) in a sustainable manner;
 - the recycling of nutrients, especially trace minerals, helps to maintain soil health. Further benefits for soils may be derived from applying aerobically treated AD digestate which benefits soil biota;

- 3.03 Prior to the start of the pilot scheme a residual waste analysis was undertaken for Flintshire by consultants MEL on the composition of its black sack waste within the pilot areas. The analysis confirmed a number of important issues in relation to food waste and also provided valuable information set out on recyclable waste being thrown out in the black sacks. The key findings are below:
- An average of 10.09kg of residual waste per household per week was recorded.
 - 8% or 0.80kg of this waste could have been placed in our blue box
 - 9.2% or 0.93kg could have gone in the blue bag.
 - 1.0% or 0.1kg could have gone in the brown bin.
 - A total of 3.0kg (around 30%) of food waste per household per week was recorded.
- 3.04 In the main, the pilot scheme has been well received by those residents that have taken part. We have received a good deal of positive feedback from residents who have said that the scheme, which covers properties in various wards across the County, is user friendly with the caddies and biobags provided being fit for purpose. The literature given to residents at the beginning of the scheme has been very effective in keeping contamination levels in the food waste to a minimum and the AD facility contracted to treat the food waste have been very complimentary about the quality of the food waste collected.
- 3.05 The vehicles purchased to collect the food waste have performed very well and are proving to be both economical and operationally effective for this type of collection, utilising a driver and one collection operative for around 1200 properties each day.
- 3.06 The overall amount of food waste collected in the first 3 months of the scheme is 350 Tonnes. This is all biodegradable waste that has been diverted from landfill. The Table below (Table 2) sets out the weekly totals of the food waste collected and shows an average collection of 35 tonnes per week which equates to an average of 2.58kg per property from participating households.

Table 2

Food waste collected during trial		
Week	Tonnes	KG per household*
1	26.34	1.96
2	36.22	2.69
3	40.34	3.00
4	33.54	2.50
5	36.7	2.73
6	35.71	2.66
7	36.54	2.72
8	32.86	2.44
9	34.84	2.59
10	34.32	2.55
Average	34.74	2.58
* figures shown are calculated using participating properties only properties not taking part have not been included		

- 3.07 One aspect of the scheme that has so far been disappointing, but is crucial in meeting WAG's targets, is the overall participation level. Two participation surveys have been undertaken that show that on average around 56% of residents in the pilot areas are using the caddies provided for the collection of food.
- 3.08 Reviewing the number of residents participating and the tonnages collected so far show us that those residents participating in the scheme are putting out an average of 2.58kg of food waste per week, which is very good. However based on the number of properties included in the pilot this equates to only 1.44kg per household which is less than 50% of the potential food waste in the black sacks (refer to para 3.03)
- 3.09 As part of the regional food waste partnership, Flintshire has calculated a tonnage of 7,600 per annum, based on a participation rate of 75%. Results of the pilot scheme so far show that we will need to increase our participation levels to meet this. Table 3 below sets out current participation levels by area and it can be seen that some areas have a greater participation level than others. However, none of the pilot areas have the level of participation required to meet the targets required and set by WAG in their national strategy.

TABLE 3

Round No.	Day of collection	Area	Participation Percentage
1	Monday	C/Quay	54%
1	Tuesday	Penymynydd / Penyffordd)	67%
1	Wednesday	Ffynnongroyw / Penyffordd / Gronant / Berthengam / Trelawnyd	63%
1	Thursday	Shotton / Aston	65%
1	Friday	Ewloe / Hawarden	63%
2	Monday	Pontblyddyn / Leeswood/Saltney Ferry	43%
2	Tuesday	Mynydd Isa / New Brighton	63%
2	Wednesday	Mold	63%
2	Thursday	Mold / Sychdyn	59%
2	Friday	Pantymwyn/Gwernaffield/Gwernymynydd	57%
3	Monday	Saltney	49%
3	Tuesday	Broughton	59%
3	Wednesday	Hawarden / Mancot / Ewloe	53%
3	Thursday	Buckley	57%
3	Friday	Gorsedd / Halkyn	63%
4	Monday	Holywell	41%
4	Tuesday	Bagillt	43%
4	Wednesday	Flint	52%
4	Thursday	Northop Hall / Flint	54%
4	Friday	Flint	51%
Average Total			56%

3.10 The MEL food waste analysis has identified that there is around 30% of food waste within the black sack that can be captured and diverted from landfill. If the scheme is continued and expanded county wide it will further reduce the amount of waste that is collected by the black sack service. The service has already seen a reduction of 29% by weight in the last 8 years as we have introduced the blue box/bag and brown bin services. Although there has been a reduction in the waste collected through the black sacks there has not been a reduction in the level of resources provided in delivering this service since the year 2000. Table 4 outlines the reduction in black sack tonnages since 2002/03 and also shows predicted tonnages up to 2011/12.

Table 4

Year	Black sack Tonnage	% decrease from base year of 2002/03	Number of black sack rounds	Number of domestic properties
2002/03	46,236	N/A	13	63,342
2003/04	45,305	2%	13	63,692
2004/05	43,508	6%	13	63,942
2005/06	42,423	8%	13	64,842
2006/07	41,009	11%	13	65,409
2007/08	38,212	17%	13	66,012
2008/09	36,430	21%	13	66,420
2009/10	32,699	29%	13	66,595
2010/11*	31,146	33%	N/A	N/A
2011/12**	26,184	43%	N/A	N/A

*based on food waste pilot results with 56% participation
 ** based on countywide roll out of food waste with 75% participation

- 3.11 Whilst this report relates to food waste collections, MEL’s report also showed that there is a further 18% of dry and garden waste still being put in the black sacks that could be diverted.
- 3.12 Flintshire’s recently adopted Waste Strategy sets out options for adjusting the way in which we collect our domestic waste. These options are designed to encourage customers to participate in our recycling collection schemes and to assist us in meeting the targets set out in WAGs ‘Towards Zero Waste’ national strategy document.
- 3.13 One of the most effective ways to encourage customers to use the food waste scheme is to introduce Managed Weekly Collections (MWC). This involves collecting food waste every week and alternating the weekly collection of recyclates and residual. Waste collections would follow a pattern of food with residual (black sack/bin) on the same day one week and food and recyclates collected in the second week.
- 3.14 To assist in this transition it is proposed that the residual waste normally collected in black sacks will be collected in a 140 litre black wheel bin, where it is operationally possible. Other authorities where this type of scheme has been introduced, have seen a significant increase in customer participation of recycling collections, resulting generally in a 10% increase in levels of recyclate collected.
- 3.15 In order to provide this service in the most economical way and to ensure the impact on existing employees is minimised, it is considered important that we introduce a Managed Weekly Collection Service as we further roll out food waste collections across the County. This will allow us to divert any spare

resources from the weekly black sack service to the expansion of the food waste scheme.

- 3.16 The purchase of 140 litre wheel bins for around 62,000 of the total 66,500 properties will cost around £1M and will be financed over an extended period (probably five years), which will be determined following a full options appraisal. The options to be considered will include prudential borrowing and operating lease. The revenue costs of financing the wheel bins will be fully funded by way of the efficiency savings arising from reduced costs of purchase and distribution of black sacks (which currently costs in the region of £218k a year). It is currently considered necessary to continue to provide a black sack collection service to around 4,500 properties which are either high rise or terraced properties where access for a wheel bin service is not possible.
- 3.17 Introducing MWC across Flintshire will require a detailed round review of the waste collection service the Council provides. This review will need to be undertaken during the summer ready for the expansion of the food waste scheme in October 2010.
- 3.18 The Food waste collection pilot scheme is currently funded from a ring fenced element of the Sustainable Waste Management Grant (SWMG) provided by WAG specifically for food waste diversion. This grant stands at £1.092 million for 2010/11 and will need to be spent this financial year as there is no commitment from WAG for it to be carried over into 2011/12. Funding beyond 2010/11, as in previous years, has not yet been confirmed by WAG. Clearly the implications of a cessation of the SWMG would result in the service either being withdrawn or funded from the RSG settlement which could place severe pressure on the Councils revenue budget.
- 3.19 It is proposed to roll out food waste collection and MWC to the rest of Flintshire over the next 12 months. The exact timings need to be worked up and will be recommended to Members and the public well in advance of the planned dates.
- 3.20 The proposed timetable for the roll out is to allow for the delivery of vehicles and wheel bins along with the necessary workforce adjustments that will involve dialogue with Trade Union colleagues.

4.00 RECOMMENDATIONS

That Members support and approve:

- 4.01 A round review of the Councils waste collection services
- 4.02 The expansion of the food waste collection service and introduction of Managed Weekly Collections where operationally possible using wheeled bins.

- 4.03 The involvement of Environment and Regeneration Scrutiny Committee in the development of the round review.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Managed weekly collections will be provided within the existing budget. A further report will be brought to the Executive outlining the financial outcome of the round review.
- 5.02 The funding of the further expansion of food waste will be supported from the ring fenced element of the SWMG of £1.092m in 2010/11. Funding beyond this will be considered in conjunction with the outcome of the above round review and confirmed WAG funding beyond 2010/11.

6.00 ANTI POVERTY IMPACT

- 6.01 N/A

7.00 ENVIRONMENTAL IMPACT

- 7.01 There will be a potential carbon offset of around 6840 tonnes based on 7600 tonnes of collected food waste which assists FCC in meeting its carbon reduction targets.
- 7.02 With the introduction of the food waste vehicles and the reduction in black sack refuse collection vehicles there will be a reduction in the Council's carbon emissions and reduced fuel consumption.
- 7.03 The use of wheel bins, for the collection of residual waste, will help to significantly reduce the use of black sacks which can take up to 1000 years to degrade.

8.00 EQUALITIES IMPACT

- 8.01 N/A

9.00 PERSONNEL IMPLICATIONS

- 9.01 Full consultation with operations staff and the Trade Unions will be undertaken as part of this review.

10.00 CONSULTATION REQUIRED

- 10.01 Trade Unions

11.00 CONSULTATION UNDERTAKEN

11.01 No

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **FOOD SERVICE PLAN 2010/2011**

1.00 PURPOSE OF REPORT

- 1.01 To seek Member approval for the Food Service Plan for Flintshire County Council which details the service delivery programme for the period 1st April 2010 to 31st March 2011. This Plan includes a review of the Service Plan 2009 and therefore could not be finalised until all the statistical data and all other information is compiled and reviewed for the previous year.

2.00 BACKGROUND

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

3.00 CONSIDERATIONS

- 3.01 The Service Plan, a copy of which is attached as Appendix 1, has been produced by Officers of the Environmental Health and Trading Standards Services in line with the model format contained within the Framework Agreement. It outlines the proposals for Service Delivery for the period 1st April 2010 to 31st March 2011, as well as a review of the Service Plan for 2009 with overall performance for 2009-10 shown as Appendix 2 within this document.

With effect from the end of May 2010, all elements of the Food Service as a whole, namely Food Safety, Food Standards and Animal Feeding stuffs are under the responsibility of the Health Protection Manager within the Public Protection Service.

- 3.02 The Service Plan outlines how the service will be delivered over the coming financial year. The Plan will be backed up by comprehensive documentation and procedures which will be developed to ensure that the Council's Food Law Enforcement activities meet the requirements.
- 3.03 The Service Plan will be subject to annual review.

Date: 07/07/2010

4.00 RECOMMENDATIONS

4.01 That Members approve the Food Service Plan 2010/11.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 N/A

11.00 CONSULTATION UNDERTAKEN

11.01 N/A

12.00 APPENDICES

12.01 Appendix 1 - Service Plan 2010/11

12.02 Appendix 2 - Performance 2009-10

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

PUBLIC PROTECTION FOOD SERVICE PLAN 2010-2011

FLINTSHIRE COUNTY COUNCIL

FOOD SERVICE PLAN 2010-2011

INTRODUCTION

This service plan relates to the year commencing 1st April 2010 and ending 31st March 2011.

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

The purpose of this Plan is to provide:

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

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

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

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

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

1.2 Links to Corporate Objectives and Plans

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

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

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

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

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

Chart 1

FLINTSHIRE COUNTY COUNCIL ORGANISATIONAL STRUCTURE

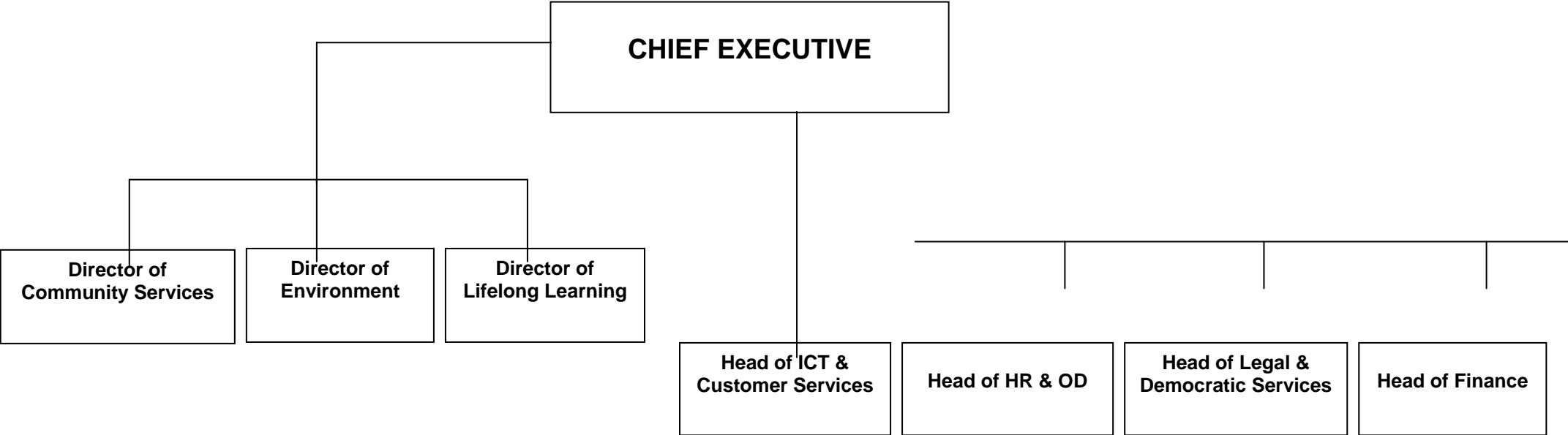


Chart 2

FLINTSHIRE COUNTY COUNCIL Democratic Structure

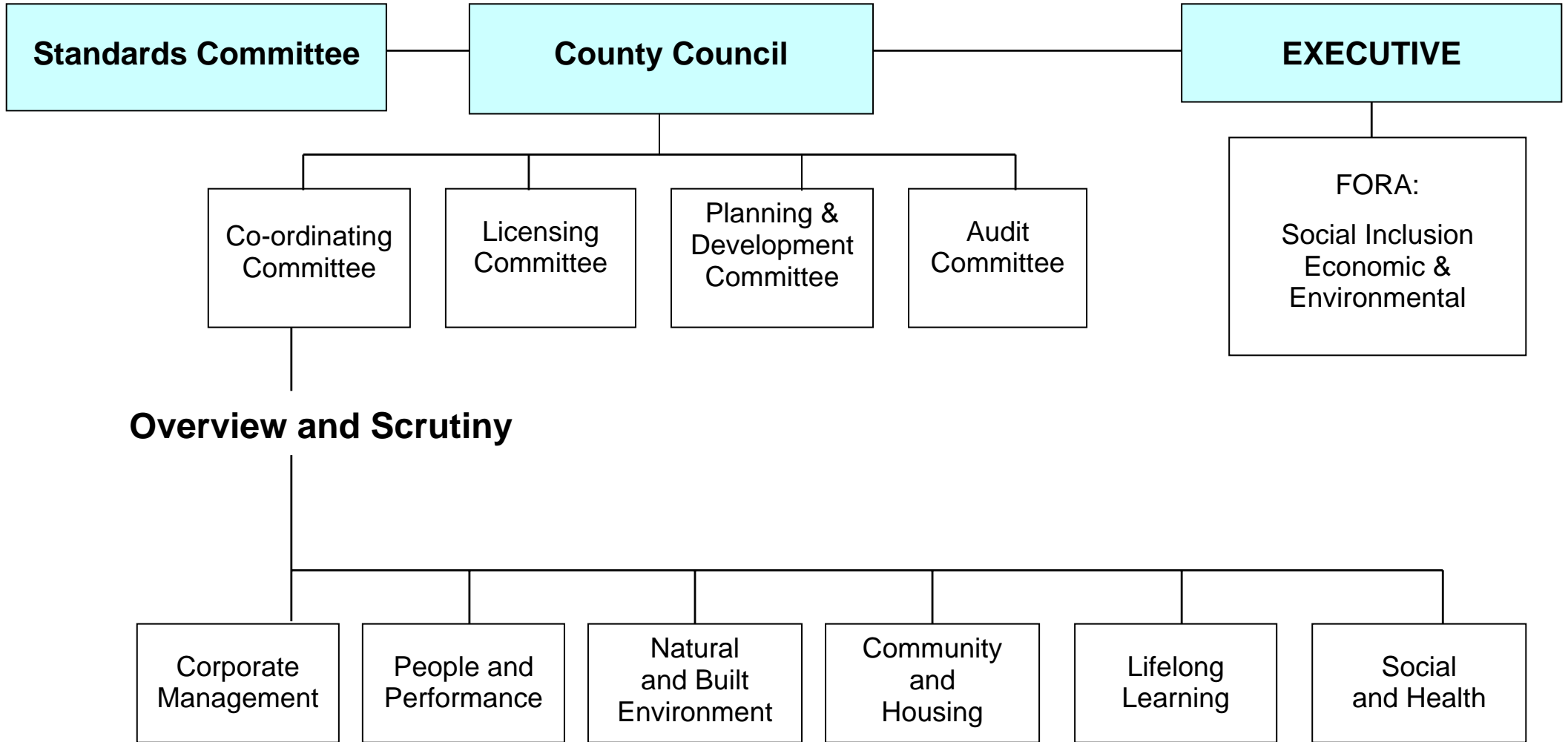


Chart 3

ENVIRONMENT DIRECTORATE STRUCTURE

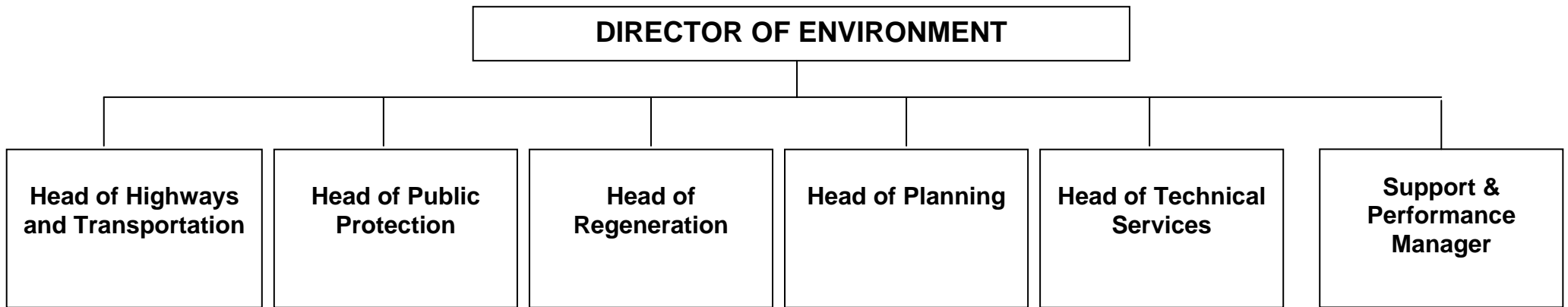


Chart 4

PUBLIC PROTECTION FOOD SAFETY SECTION

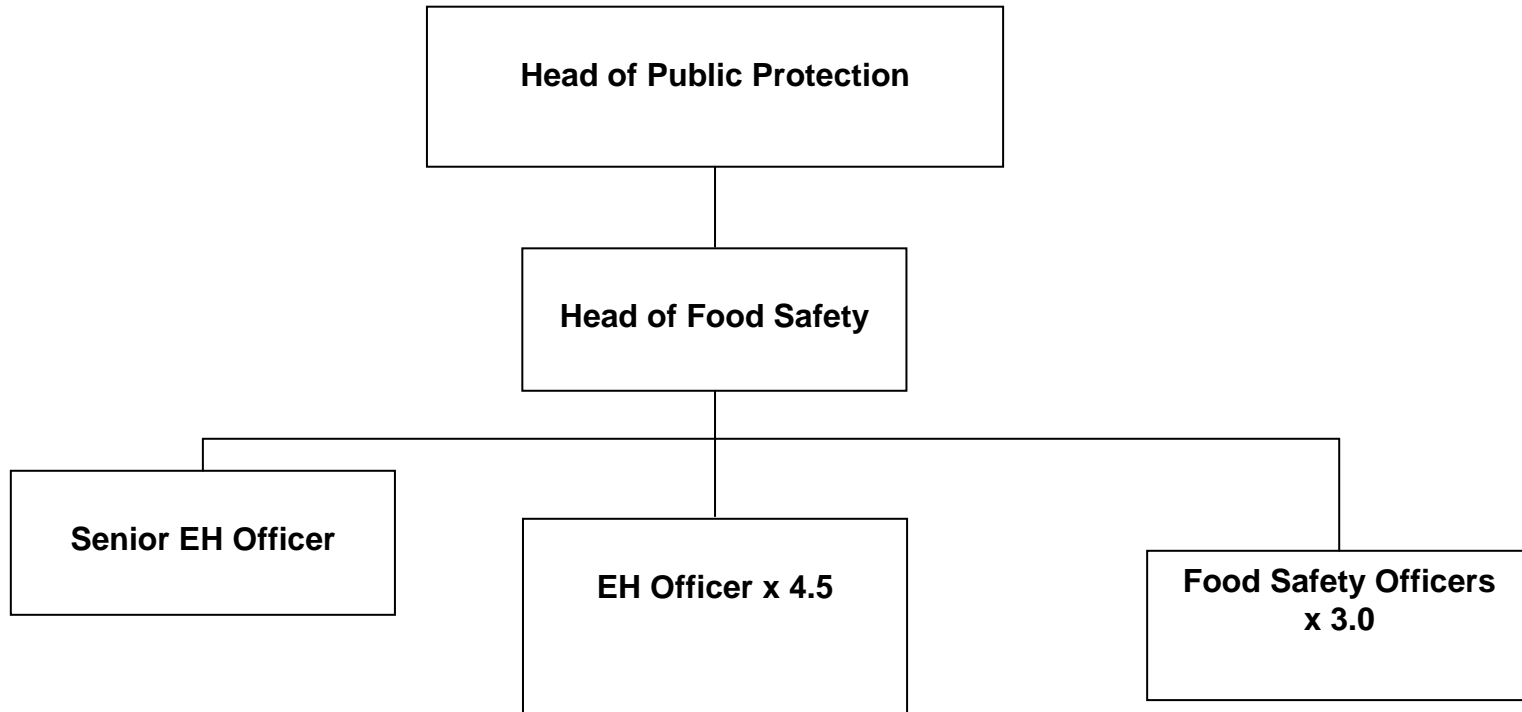
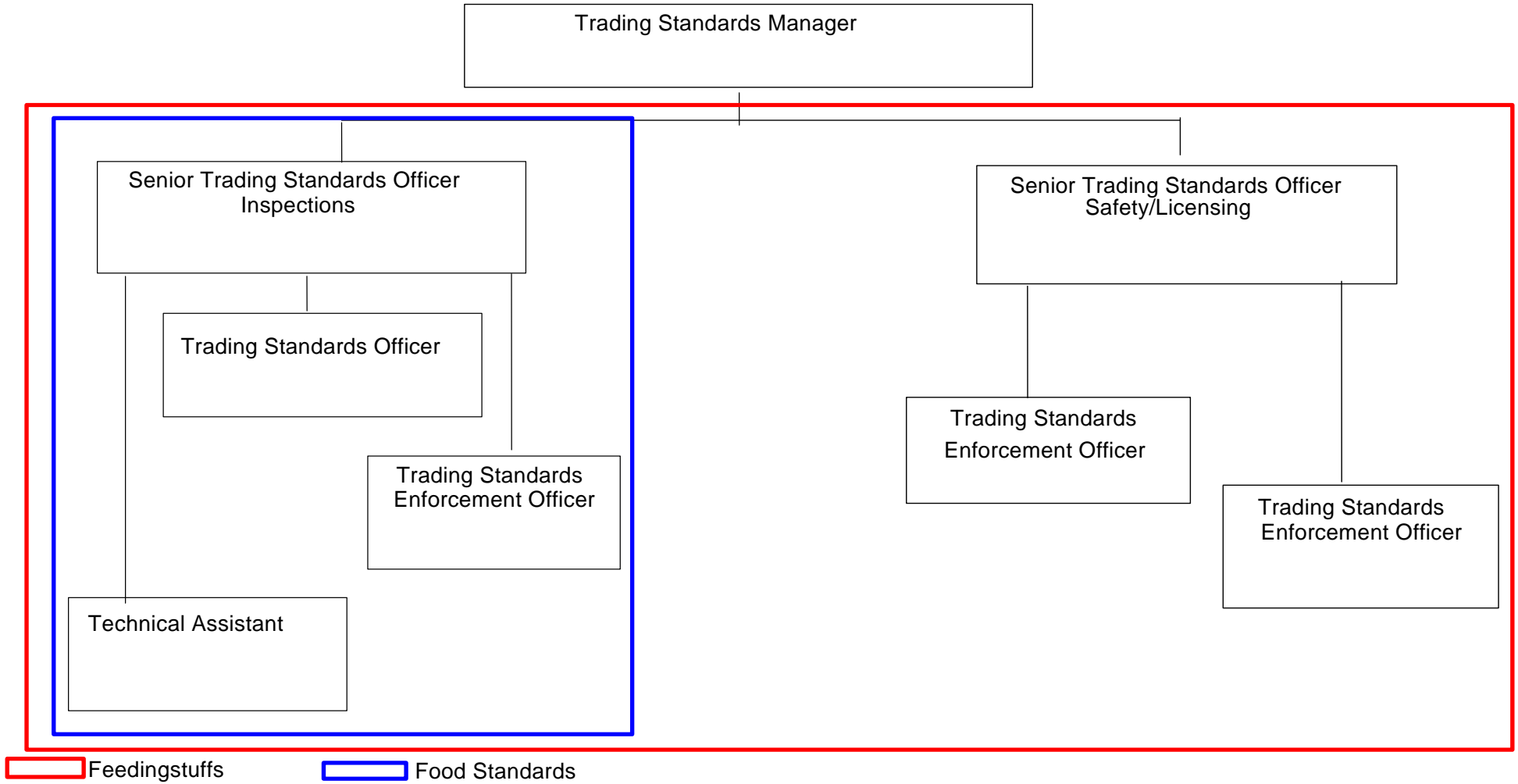


Chart 7

TRADING STANDARDS FOOD SERVICE STRUCTURE



2.3 Scope of the Food Service

The Food Service is situated in the Environment Directorate as part of the Public Protection Service. Since May 2010 the functions relating to Food Safety and the Trading Standards functions relating to Food Standards and Feedingstuffs have come together under the responsibility of the Health Protection Manager.

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

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

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

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

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

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

2.4 Demands of the Food Service

There are 1589 food businesses in Flintshire of which 1323 are registered food businesses. Not all food businesses are required to register with the Local Authority; hence it is acceptable that the two figures are not the same.

Of the total number of food premises in Flintshire approximately 1,000 are caterers, with the remainder being made up predominantly by retailers as well as a current total of 26 food manufacturers in the area.

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

13 of the 26 food manufacturers are Approved Premises approved by the Food Safety Section of Flintshire County Council which means that they need to comply with relevant legislation and they need to display an EC Approved Health Mark, which is allocated to them by Flintshire County Council, on their packaging.

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

Table 1

TRADING STANDARDS			FOOD SAFETY			
Risk	Min	No of		Risk	Min.	No of
High	1 year	16	High	A	6	1
				B	12	84
Medium	2 years	486	Medium	C	18	544
Low	5 years	765	Low	D	2 years	241
				E	3 years	451

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

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

	<p>The vast majority of food business owners are English speaking with just a couple of businesses requiring written reports in Welsh. All advisory literature is produced bilingually in accordance with the Welsh Policy of the Council. Approximately 4% of food businesses are of ethnic origin (Asian, Chinese, Turkish and Greek) and once again advisory literature is available in the majority of ethnic languages to assist in understanding.</p>
<p>2.5 <u>Enforcement Policy</u></p>	<p>The Food Service undertakes enforcement in accordance with its documented Enforcement Policy which has been updated and approved by Members in June 2009. This policy has been based upon the principles of the Enforcement Concordat adopted by Members in September 2000.</p>
<p>3. SERVICE DELIVERY</p>	
<p>3.1.1 <u>Programmed Inspection Activity</u></p>	<p>Both the Food Safety Service and the Trading Standards Service will carry out inspections in accordance with pre-planned programmes drawn up annually and commencing on 1st April each year. These inspection programmes are based on the risk rating of the premises/trader so that there is a targeting of resources to ensure that those premises/traders with a high or medium risk are prioritised for inspection.</p> <p><u>Food Safety</u></p> <p>The total number of programmed inspection for the year 2009/2010 is 684.</p> <p>This is based on a rolling programme of inspections determined by the risk rating of the premises. The number of programmed inspections for the year is illustrated in Table 2 on the next page.</p>

Table 2

PROGRAMMED INSPECTIONS - FOOD SAFETY	
Risk	Number Due
A	2
B	84
C	298
D	143
E	91
Unrated	64
Approved	2
TOTAL	684

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

Trading Standards

All 16 of the traders risk assessed as High Risk will be inspected this year. 277 of Traders assessed as Medium will be inspected this year. It is estimated that a total number of 20 revisits will be required, based on the revisit policy documented in the Enforcement Policy.

Feeding Stuffs

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

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

Food Safety

1. The main additional targeted activity for this year relates to introduction of the FSA National Food Hygiene Rating System in Flintshire. Adoption of this Scheme received Executive Approval in May 2010 and significant work is now required to ensure a smooth and successful introduction of the Scheme in Flintshire.
2. Continued work to ensure full implementation of all recommendations made in the Public Inquiry Report chaired by Professor Hugh Pennington into the South Wales *E.coli* 0157 Outbreak.
3. Continued work to successfully implement and embed the Primary Authority relationship with Iceland Limited.
4. Increased numbers of water disconnections to food businesses as a result of the "credit crunch". This results in increased number of visits being necessary and additional enforcement work. This has been evident in 2009 and to date in 2010.
5. Preparation for the Mold Food Fair due to take place in September 2010. This builds on and will be bigger than the extremely successful event which took place last year. It is planned to have both a promotional and enforcement role at this event.
6. Increased cockle harvesting activity in the Dee Estuary following the introduction of the Regulating Order in 2008 to allow for an extended fishery season to Licence Holders. This impacts on the Food Safety Service as increased monitoring is required of the beds and increased regulatory and enforcement activity.

Trading Standards

The Feed Hygiene Regulations for animal feeding stuffs will require additional resources. Also Trading Standards will undertake Food Hygiene inspections at primary producers. At the fifth Mold Food Fair Trading Standards, along with Food Safety, will man a stall aimed at educating consumers about food standards.

<p>3.1.3 <u>Resources and Estimated Resource Implications of Additional Targeted Inspection/Enforcement Activity</u></p>	<p><u>Food Safety</u></p> <p>The programmed food hygiene inspections will be undertaken by one Senior Environmental Health Officer (SEHO), 4.5 Environmental Health Officers (EHO), and 3 Food Safety Officers (FSO).</p> <p>The resource implications of the additional targeted inspection/enforcement will be met out of the current resource provision.</p> <p><u>Trading Standards</u></p> <p>The programmed Food Standards Inspections are part of the functions of the Inspection Team of the Trading Standards Service. This team comprises of one Senior Trading Standards Officer, one Trading Standards Officer, one Trading Standards Enforcement Officer and one Technical Assistant. Feedingstuffs premises inspections is split between the Inspections Team and the Safety Team of the Trading Standards Service.</p>
<p>3.2 <u>Food and Feeding Stuffs Complaints</u></p>	<p>Food complaints relating to fitness for human consumption, presence of extraneous matter in food or microbial contamination of food are dealt with by the Food Safety Service, as well as complaints relating to hygiene matters (premises, practices, personnel) in food businesses. Food complaints concerning food standards, food labelling and chemical adulteration are dealt with by the Trading Standards Service.</p> <p>It is the policy of the Food Service to investigate all food and hygiene complaints reported including those made anonymously.</p>

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

Based on statistics for previous years, the estimated number of food and hygiene complaints that will be referred to the Food Safety Service is between 100 and 150. This equates to 1 FTE (EHO or FSO) involved in such investigations.

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

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

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

<p>3.3 <u>Home Authority Principle/Primary Authority Principle</u></p>	<p>Flintshire County Council subscribes to both the Primary and the Home Authority Principle. The Food Service acts as both Home Authority and/or Originating Authority for 27 food businesses and has entered into a Primary Authority relationship with Iceland, the National Supermarket chain whose Head Office is in Deeside. Flintshire is the first Local Authority in Wales to have entered into such a relationship. With respect to the Trading Standards Service, this is currently part of the function of the Inspections Team. For Food Safety, these are dealt with by the Environmental Health Officer most familiar with the manufacturing premises. The resource implications are equivalent to 0.25 FTE of one EHO post to deal with this function.</p>
<p>3.4 <u>Advice to Business</u></p>	<p>The policy of the Food Service is to provide a balanced approach between the provision of advice and enforcement activity. The Service is committed to providing an effective and responsive advice and assistance service, both on the spot during inspections or upon request, for all Flintshire businesses, including a service in accordance with the LBRO Primary Authority Principle and the LACORS Home Authority Principle. In addition, the Service provides advisory literature, (either produced nationally or in-house) free of charge to businesses to assist them with compliance with relevant legislation. Training courses/seminars will be run subject to demand, for which there is usually a fee, to also assist businesses in compliance. In line with the stated first response time for responding to complaints, the performance indicator to responding for requests for advice from food businesses is also 5 working days.</p> <p>Based on last years trends, the estimated number of requests for advice including those proposing to start up a food business for the forthcoming year is anticipated to be approximately 200 for Food Safety and 20 for the Trading Standards Service.</p>

	<p>Advice to food businesses is part of the function of the Inspections Team of the Trading Standards Service and will be the responsibility of the Senior Trading Standards Officer, the Trading Standards Officer, and the Trading Standards Enforcement Officer on that team and by 0.25 FTE of either an Environmental Health Officer or Food Safety Officer post in the Food Safety Service.</p>
<p>3.5 <u>Food and Feeding Stuffs Inspection and Sampling</u></p>	<p>Sampling will be carried out in accordance with the documented Sampling Policy for the Food Service which was referred for Member Approval in July 2001. The sampling programme is devised so that the procurement of samples will follow a risk based approach. The programme will take in to account statutory requirements as well as the requirements of the Food Standards Agency, LACORS, the Welsh Food Microbiological Forum and local need.</p> <p>The number of samples to be taken is determined by a financial allocation and/or credits allocated by the Countess of Chester Hospital NHS Trust, Microbiology Department to the Service each year. As part of the sampling programme the estimated number of samples to be submitted by the Food Safety Service and by the Trading Standards Service is 150 each.</p> <p>Samples taken by the Trading Standards Service are invariably submitted for analysis by the formally appointed and NAMAS accredited Public Analyst for the Council which has now relocated to:</p> <p>Eurofins Laboratories Limited, Woodthorne, Wergs Road, Wolverhampton. WV6 8TQ</p>

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

HPA Food Water and Environmental Microbiology Network (Preston Laboratory),
Royal Preston Hospital,
Sharoe Green Lane,
Preston.
PR2 9HT

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

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

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

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

3.8 Liaison with Other Organisations

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

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

Liaison with other departments within Flintshire County Council, such as the Planning Department. A system of formal consultation with relevant sections of the Public Protection Service has been set up, so that prompt, appropriate advice may be given to ensure compliance with relevant legislation.

	<p>In terms of staff resources, this equates to approximately 0.25 of Environmental Health Officer post (mainly Head of Food Safety).</p> <p>In addition to all of the above, liaison is also maintained between Trading Standards and Food Safety as well as within these services by regular Team Meetings which are held bi-monthly in Food Safety and Trading Standards.</p>
<p>3.9 <u>Food and Feeding Stuffs Safety and Standards Promotion</u></p>	<p>The following promotional work is proposed:</p> <ul style="list-style-type: none"> ▪ Involvement in the Mold Food Fair scheduled for September 2010. ▪ Involvement in Flintshire Business Week scheduled for October 2010. ▪ Involvement in Food Safety Week which takes place in June each year. ▪ Development of a “Scores of the Doors” Scheme for Flintshire Food Businesses based on the FSA National Food Hygiene Rating Scheme. ▪ Development of Flintshire County Council website relative to Food Safety. ▪ Continuation of the hand washing project in different service sectors that cater for vulnerable groups – currently still ongoing in schools. <p>In the next year the Trading Standards Service will be involved in the Mold Food Fair.</p>

4.0 RESOURCES												
4.1 <u>Financial Allocation</u>	The financial allocation for the Food Service is split between budgets provided for the Trading Standard Service and budgets provided for the Food Safety Service.											
	<p>The overall level of expenditure for providing the <u>Food Safety Service</u> is detailed below in Table 3.</p> <p>Table 3</p> <table border="1" data-bbox="815 660 2056 1019"> <thead> <tr> <th data-bbox="815 660 1534 707">COST ITEM</th> <th data-bbox="1534 660 2056 707">FINANCIAL ALLOCATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="815 707 1534 753">a) Staffing (total staff costs)</td> <td data-bbox="1534 707 2056 753">£373,730</td> </tr> <tr> <td data-bbox="815 753 1534 842">b) Travel (lump sum and mileage) and Subsistence</td> <td data-bbox="1534 753 2056 842">£14,451</td> </tr> <tr> <td data-bbox="815 842 1534 932">c) Equipment (including investment in I.T.*)</td> <td data-bbox="1534 842 2056 932" rowspan="2">}</td> </tr> <tr> <td data-bbox="815 932 1534 978">d) Sampling</td> </tr> <tr> <td data-bbox="815 978 1534 1019">e) Financial Provision for Legal Action</td> <td data-bbox="1534 978 2056 1019">£16,232</td> </tr> </tbody> </table> <p>* The equipment budget includes provision for maintenance of equipment, such as annual calibration for the Reference Thermometer and any repairs required for equipment in use. There is no budgetary provision for investment in I.T. made available directly to the Food Safety Service as I.T. requirements are currently provided centrally by Central Support I.T. Services and the Directorate's own I.T. budget.</p>	COST ITEM	FINANCIAL ALLOCATION	a) Staffing (total staff costs)	£373,730	b) Travel (lump sum and mileage) and Subsistence	£14,451	c) Equipment (including investment in I.T.*)	}	d) Sampling	e) Financial Provision for Legal Action	£16,232
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d) Sampling												
e) Financial Provision for Legal Action	£16,232											

	<p>There is no specific level of expenditure for food standards work within the <u>Trading Standards Service</u>. The figures given are a percentage of the financial allocation for the Inspections Section.</p> <table border="1" data-bbox="815 347 2056 628"> <thead> <tr> <th data-bbox="815 347 1536 395">COST ITEM</th> <th data-bbox="1536 347 2056 395">FINANCIAL ALLOCATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="815 395 1536 443">a) Staffing (total staff costs)</td> <td data-bbox="1536 395 2056 443">£74,369</td> </tr> <tr> <td data-bbox="815 443 1536 528">b) Travel (lump sum and mileage) and Subsistence</td> <td data-bbox="1536 443 2056 528">£5,408</td> </tr> <tr> <td data-bbox="815 528 1536 584">c) Sampling</td> <td data-bbox="1536 528 2056 584">£13,000</td> </tr> <tr> <td data-bbox="815 584 1536 628">e) Others (inc legal costs)</td> <td data-bbox="1536 584 2056 628">£3,198</td> </tr> </tbody> </table> <p>There is now no separate costs for I.T. within Trading Standards as I.T. requirements are provided centrally by Central Support I.T. Services.</p>	COST ITEM	FINANCIAL ALLOCATION	a) Staffing (total staff costs)	£74,369	b) Travel (lump sum and mileage) and Subsistence	£5,408	c) Sampling	£13,000	e) Others (inc legal costs)	£3,198
COST ITEM	FINANCIAL ALLOCATION										
a) Staffing (total staff costs)	£74,369										
b) Travel (lump sum and mileage) and Subsistence	£5,408										
c) Sampling	£13,000										
e) Others (inc legal costs)	£3,198										
<p>4.2 <u>Staffing Allocation</u></p>	<p>The staffing allocation to the <u>Food Safety Service</u> stands at 6.5 FTE at Environmental Health Officers level and 3 FTE at Food Safety Officer level. Two E.H.O's share 1.5 E.H.O's posts on a job share basis.</p> <p>There is no dedicated administrative support staff to the Food Safety Service. There is a pool of four Administrative Officers who undertake all administration work for the Environmental Health Department as a whole, including central administration and financial functions. In terms of FTE, it is estimated that pro-rata, the administrative support equates to 0.80 FTE.</p>										

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

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

Trading Standards

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

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

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

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

6. RESOURCES	
6.1 <u>Review against the Service Plan</u>	The Service Plan shall be subject to annual review.
6.2 <u>Review against Service Plan 2009 and Identification of any Variation from this Service Plan</u>	
6.2.1 <u>General Summary</u>	<ul style="list-style-type: none"> ▪ During the year under review both the Food Safety Service and the Trading Standards Service have continued to work hard to meet the parameters and targets set out in the Service Plan of 2009. ▪ Appendix I provides data of service delivery during the year under review including achievements against targets set.
6.2.2 <u>Points of Special Note</u>	<p><u>Food Safety</u></p> <p><u>Performance</u></p> <ul style="list-style-type: none"> ▪ 100% of high risk food business inspections were undertaken this year representing a figure of 376 inspections out of a total of 376. This was a great result. ▪ The target for inspecting new food businesses in line with the WAG

Performance Indicator, was not fully met this year - (target of 88%, 78% achieved). The performance was a little below target this year due to the volume of reactive work this year and the start up of new food businesses late on in the year.

- Considerable work has been undertaken throughout the year in relation to the implementation of the recommendations following the Public Inquiry Report into the South Wales *E.coli* 0157 Outbreak in 2005. This report was published in March 2009. A comprehensive Action Plan and Audit Checklist has been produced and taken to Executive for approval and progress reporting in May and November 2009 respectively, detailing Flintshire's response to the Public Inquiry Report. Considerable progress has been made in relation to the recommendations and work continues into 2010/2011 to ensure full completion.
- The Food Safety Team received recognition at national level for its investigation into an outbreak of *E.coli* 0157 affecting two separate groups of holiday makers who had travelled to Benidorm. As the initial cases resided in Flintshire, Flintshire became the Lead Authority for the investigation into the causes of the outbreak which received local and national media attention.
- The number of food businesses awarded a Welsh Food Hygiene Award was slightly down on last year but remained at a typical percentage of 27%.
- Work continued throughout the year on the Effective Handwashing

	<p>Project for sectors catering for vulnerable groups. This year the main focus of the activity was in schools where there has been an exceptionally high response rate for this activity which has been very well received by pupils and teachers alike.</p> <ul style="list-style-type: none"> ▪ The Food Safety Section played an active, promotional and informative role in the Mold Food Fair and Food Safety Week, all of which were very successful events in Flintshire. The Mold Food Fair stand was particularly well received by visitors. ▪ The theme of this years Food Safety Week was <i>Listeria</i> particularly in older people and during the year talks were given to promote prevention of this illness in older people by partnership working with such organisations as Age Concern. It is proposed to continue with this work into 2010/11. ▪ A total of 443 Service Requests were received during the year, 98% of which were responded to within the target response time.
	<p><u>Trading Standards</u></p> <ul style="list-style-type: none"> • The target for food standard inspections on high risk premises was 14 this year. 100% of high risk premises were visited. 79% of planned medium risk premises were visited which represents a figure of 209. • A total of 89 samples were submitted to the Public Analyst during the year. The majority of these were reported as being satisfactory. Those that were reported as being unsatisfactory were dealt with by way of advice to the company or Home Authority referral. One sample resulted in an investigation into a breach of the Food Safety Act and this resulted in a warning letter being sent to the proprietor of the

	<p>business.</p> <ul style="list-style-type: none"> • A total of 16 food complaints were received during the year. These were all dealt with by means of advice to the trader or Home Authority referral.
<p>6.3 <u>Areas of Improvement</u></p>	<p><u>Food Safety</u></p> <ul style="list-style-type: none"> ▪ Maintain current performances against the NAW Performance Indicators relating to inspection of high risk premises. ▪ Maintain and improve compliance with the NAW Performance Indicator relating to inspection of new food businesses. ▪ Development of new intervention strategies in line with the FSA’s CLAE (Changes to Local Authority Enforcement) Project, using local intelligence and analysis of statistical information to better target resources to functional areas/premises of greatest need. ▪ Introduction of the web based FSA National Food Hygiene Rating System for food businesses in Flintshire. ▪ Introduction of “smarter” ways of working for the Food Safety Team to maximise efficiency and effectiveness of working. <p><u>Trading Standards</u></p> <p>Ensure that inspection targets for medium risk premises are met this year.</p>

APPENDIX I – PERFORMANCE 2009-103. Service Delivery3.1.1 Programmed Inspection ActivityFood Safety

Risk	Programmed	Achieved
A) High Risk	2	2
B) High Risk	68	68
C) High Risk	306	306
D Low Risk	69	16
E Low Risk	148	6
Unrated/Unclassified	27	16
TOTAL	620	414

Approved Premises (not on programme)	10	8
TOTAL Number of Revisits and other visits undertaken		461

Trading Standards

Risk	Programmed	Achieved
High	14	14
Medium	264	209
TOTAL	278	225

Appendix 1

3.2 Food and Feeding Stuffs Complaints

Food Safety number of complaints	-	108
% achieved within Target Response time	-	95.4%
Trading Standards number of complaints	-	16
% achieved within Target Response Time	-	81%

3.3 Home Authority Principle

Food Safety	-	17 referrals received
Trading Standards	-	21 referrals received

3.4 Advice to Business

Food Safety	-	199 requests for advice
% achieved within Target Response Time	-	99.5%
Trading Standards	-	18 requests for business advice
% achieved within Target Response Time	-	94%

3.5 Food and Feeding Stuffs Inspection and Sampling

Food Safety	-	103 samples – statutory and monitoring
Trading Standards	-	89 samples – monitoring

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Food Safety only

Sporadic Notifications	-	276	
Sporadic Outbreaks	-	10	(8 suspect outbreaks of Viral Gastroenteritis – 2 of bacterial origin)

3.7 Food Safety Incidents

Number of Food Alerts	-	35
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3.8 Welsh Food Hygiene Award

Number of premises eligible for: Gold 2 Silver 56 Bronze 43

APPENDIX I – PERFORMANCE 2009-10

3. Service Delivery

3.1.1 Programmed Inspection Activity

Food Safety

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Trading Standards	-	89 samples – monitoring

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Food Safety only

Sporadic Notifications	-	276	
Sporadic Outbreaks	-	10	(8 suspect outbreaks of Viral Gastroenteritis – 2 of bacterial origin)

3.7 Food Safety Incidents

Number of Food Alerts	-	35
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3.8 Welsh Food Hygiene Award

Number of premises eligible for:	Gold 2	Silver 56	Bronze 43
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **13 JULY 2010**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **COUNCIL TAX HELP FOR PENSIONERS**

1.00 PURPOSE OF REPORT

- 1.01 To provide members with information on the continuation of the Assembly Government Pensioner Discount Grant Scheme in 2010-11 which provides financial assistance for some pensioners to pay their Council tax.
- 1.02 To recommend to members the replication of the scheme adopted by Executive in 2009-10 and the introduction of two further options for the distribution of the Discount Grant for 2010-11

2.00 BACKGROUND

- 2.01 The Assembly Government 'Strategy for Older People in Wales', gives a commitment that *"within its devolved powers the Assembly has continued to develop and implement a range of policies and programmes to combat the poverty and exclusion faced by disadvantaged groups and those living in the most deprived communities. The aim to increase income, encourage better financial management and stimulate wealth creation. Our commitment in One Wales is to provide extra help for pensioners with council tax"*
- 2.02 Members will recall that a report was considered by Executive in October 2009 in relation to a new Assembly Government grant scheme to target funding to those pensioners most in need of financial help. In 2009-10 a total of £2 million was made available to all 22 authorities in Wales, distributed on the older adults formula used in the calculation of the Standard Spending Assessment. As a result, the amount of grant accepted by Flintshire in 2009-10 was £84,564.
- 2.03 A practical approach to distributing grants was supported by members, based on a scheme designed by the Vale of Glamorgan, and adopted by most other authorities in Wales, on the basis that it directed funding to the most vulnerable pensioners and one which was the simplest to administer, keeping administrative costs within budget.
- 2.04 The scheme adopted in 2009-10 provided direct financial assistance, amounting to £55 in most cases and applied automatically, to pensioners who were on a limited income and who were already assessed, through 'means testing', as on limited incomes. This information was already

Date: 07/07/2010

available through the Council Tax Benefits system and therefore administrative costs were kept to a minimum.

- 2.05 This principle scheme was adopted by all North Wales authorities with just one exception. The alternate scheme ran an advertisement campaign for pensioners not in receipt of Council Tax Benefit but nevertheless expressed a need for help paying Council Tax. The allocation of this element of the grant was on a pro-rata basis of the number of applicants received to the grant available on an advertised cut off date.

3.00 CONSIDERATIONS FOR 2010-11 PENSIONER DISCOUNT SCHEME

- 3.01 As part of the same 'One Wales' policy commitment, the Assembly Government recently announced an additional £3.89m funding package across Wales for 2010-11 to enable local authority pensioners discount schemes to continue. Flintshire has been allocated grant funding of £164,571.
- 3.02 To access this latest round of funding, the Council must again confirm its approved scheme for distributing the grant by 30th June 2010 and ensure that all grants are distributed by 31st March 2011.
- 3.03 The 2010-11 grant allocation is considerably more generous than the previous year and affords opportunity to apportion the grant differently in an attempt to reach more pensioner households in need of financial help. However as previously reported, to canvass all households and introduce a costly administrative process would inhibit the grants available for pensioners. It is therefore proposed to distribute the 2010-11 grant through three distinct means:-
- Replication of the "Vale of Glamorgan Scheme" that was adopted in 2009-10 and distributing grants to pensioners on partial council tax benefit on the approved qualifying date.
 - Introduction of an 'apply on advert' scheme, distributing grants to pensioners who apply but are not in receipt of council tax benefit on the approved qualifying date.
 - Provision of a Hardship Contingency Fund for distribution via welfare advice agencies for pensioner households who present experiencing financial hardship on or after the approved qualifying date, who have not previously received an award for the 2010-11 year but meet all other qualifying criteria. Any award will be capped in line with the maximum of value awarded in the schemes detailed above and the fund will be closed once expended and advice agencies advised accordingly.
- 3.04 The qualifying criteria will be for a fixed grant award in 2010-11, which will be credited against Council Tax accounts, having the effect of reducing instalments, pensioners are required to be :-

- Liable to pay Council Tax at a property in Flintshire which is their sole or main residence on the 30th September 2010; **and**
- Aged 60 years or over on the 30th September 2010 and be in receipt of State Retirement Pension; **and either**
- Be in receipt of Council Tax Benefit on the 30th September 2010 and not be in receipt of the maximum amount of Council Tax Benefit on the 30th September 2010; **or**
- Have responded to the Council's On Application Campaign by 30th September and not in receipt of any Council Tax Benefit on 30th September 2010. **or**
- Having presented to welfare agencies in financial hardship after the approved qualifying date of 30th September 2010 but before 31st March 2011, not having received an award through the above routes but meeting all other qualifying conditions.

3.05 It should be noted that whilst the adoption of these three core schemes may not reach all pensioners it provides an opportunity for all pensioners to seek an award from the Assembly Government Pensioner Discount Grant Scheme in 2010-11. The revised approach will seek to maximise incomes and address potential poverty in pensioner households during 2010-11. The Council continues its proactive approach in promoting benefit 'take-up' and has, for a number of years, undertaken campaigns targeted directly towards pensioner groups, specifically an annual data matching exercise with the Pension Service to identify any residents who are claiming State Retirement Pension or Pension Credits and are not in receipt of Council Tax Benefit.

4.00 RECOMMENDATIONS

- 4.01 That members agree to adopt the amended Pensioners Discount Scheme in 2010-11 as detailed in the report.
- 4.02 To authorise officers to accept the £164,571 grant from the Assembly Government and to administer the grant in line with the proposals detailed seeking an equitable award in the payments made based on a qualifying date and limiting any hardship payments to the same level.
- 4.03 That officers inform members as soon as practicable of the typical grant value once applicant numbers are established on the qualifying date.

5.00 FINANCIAL IMPLICATIONS

- 5.01 An amount of £5,000 has been made available by the Assembly Government to cover the further administrative costs associated with the implementation of the 2010-11 grant scheme.

5.02 The overall grant awards would be cost neutral to match the £164,571 funding provided by the Assembly.

6.00 ANTI POVERTY IMPACT

6.01 The purpose of the scheme is part of an Assembly Strategy to help promote to combat the poverty and exclusion faced by disadvantaged groups and those living in the most deprived communities. The expansion and continuance of this scheme will provide assistance only to those pensioners that the authority considers it appropriate to assist.

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 The Assembly Government has introduced this scheme as part of the Strategy for Older People in Wales. The Welsh Local Government Association has been involved in direct discussions with the Assembly Government in relation to the introduction of this scheme.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Section 31 of the Local Government Act 2003

Welsh Assembly Government - Pensioners Grant Scheme for 2010-11

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FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 13 JULY, 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>
Community Services	Direct Payment Rates for 2010/11 Temporary re-grade to an existing post of Senior Repair Liaison Officer
Finance	Write off of Business Rates in June 2010 in accordance with Financial Procedure Rules
Environment	A5119 Northop – Proposed Puffin Crossing – unresolved objections.

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:-

Human Resources and Organisational Development Update

- HR Policy Update
(Deferred until 10 August as further information is required which will need to be included in the report)

ICT and Customer Services Update

- ICT Strategy – Progress Report
(Deferred until 10 August to allow the ICT Management Team to update the strategy action plan)
- Change Programme – Agile Working Project
(Deferred until 10 August to allow further discussions on Flintshire Futures alignment and project management arrangements)
- Procurement Strategy Update
(Deferred until 10 August due to changes in management arrangements and the postponement of a scheduled meeting of the Procurement Board)

Community Services Update

- Mobile Working
(This is covered in the report on the agenda “Improving the Repairs and Maintenance Service”)

Environment Update

- Delivery of Shared Service for Minerals and Waste Planning in North Wales
(Deferred until 21 September so progress can be reported alongside “Making the Connections” programme)
- Energy Policy Update
(Deferred until 10 August as information is awaited from Valuation and Estates which needs to be included in the report)

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	Corporate Management and Strategy
			Operational	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	Environment, Regeneration and Tourism
			Strategic	Waste Management and Strategy
			Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
			Operational	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 	<p>Strategic</p> <p>Strategic</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>
	Human Resources and Organisational Development	<ul style="list-style-type: none"> ▪ Workforce Information – Quarter 1 – 2010/11 ▪ HRMIS Phase II 	<p>Operational</p> <p>Operational</p>	<p>Corporate Management and Strategy</p> <p>Corporate Management and Strategy</p>
	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 	<p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Finance and Asset Management</p> <p>Finance and Asset Management</p> <p>Finance and Asset Management</p>
	Community Services	<ul style="list-style-type: none"> ▪ Progress Report on Housing Renewal Area 	<p>Operational</p>	<p>Housing Management and Function</p>

	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 	Strategic	Environment, Regeneration and Tourism
			Strategic	Environment, Regeneration and Tourism
			Strategic	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
			Strategic	Waste Management and Strategy
			Strategic	Waste Management and Strategy
			Operational	Environment, Regeneration and Tourism
	Lifelong Learning	<ul style="list-style-type: none"> ▪ Deeside Leisure Centre: Phase 2 Work Package ▪ Greenfield Valley Trust Accounts 	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
			Operational	Education and Youth
19 October 2010	Chief Executive	<ul style="list-style-type: none"> ▪ Annual Performance Report 2009/10 	Operational	Corporate Governance & Strategy

		<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