

Anwen Jones Solicitor/Cyfreithiwr
*Interim Head of Legal and Democratic
Services*
Pennaeth Dros Dro Gwasanaethau
Cyfreithiol a Democrataidd



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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ST0

Date / Dyddiad 14/09/2011

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, 20 SEPTEMBER 2011** 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
19/07/2011 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

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

STRATEGIC REPORTS

4. COMPACT FOR COLLABORATION BETWEEN WELSH GOVERNMENT AND LOCAL GOVERNMENT
Report of the Chief Executive - Portfolio of the Leader of the Council and Executive Member for Corporate Management
5. FLINTSHIRE FUTURES - MID YEAR REVIEW
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
6. MEDIUM TERM FINANCIAL PLAN (MTFP) AND BUDGET 2012/13
Report of the Head of Finance and Chief Executive - Portfolio of the Leader and Executive Member for Finance and Asset Management
7. PEOPLE STRATEGY UPDATE (TO FOLLOW)
8. FINAL DRAFT OF THE SOCIAL SERVICES ANNUAL PERFORMANCE REPORT
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
9. FLINTSHIRE'S CARERS STRATEGY COMMISSIONING INTENTIONS 2012-2015
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
10. REVIEW OF DISCRETIONARY RATE RELIEF POLICY
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
11. WELSH-MEDIUM EDUCATION STRATEGY
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education

OPERATIONAL REPORTS

12. QUARTER 1 PERFORMANCE REVIEW 2011/12
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
13. GREEN DRAGON ENVIRONMENTAL MANAGEMENT SYSTEM
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
14. BUSINESS PERFORMANCE OF SEMI COMMERCIAL FUNCTIONS
Report of the Chief Executive and Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management and Executive Member for Corporate Management

15. REVENUE BUDGET MONITORING 2011/12 (MONTH 3)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
16. HOUSING / COUNCIL TAX BENEFIT SANCTION & PROSECUTION POLICY AND ANTI-FRAUD STRATEGY
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
17. WORKFORCE INFORMATION REPORT
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
18. MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
19. REVISION OF THE WINTER MAINTENANCE POLICY
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment
20. HOLYWELL TOWN CENTRE ASSESSMENT
Report of the Director of Environment - Portfolio of the Executive Member for Regeneration and Tourism
21. DEMAND RESPONSIVE TRANSPORT RE-TENDERING
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment
22. PUBLIC PROTECTION ENFORCEMENT POLICY INVOLVING LOCAL RESIDENTS
Report of the Director of Environment - Portfolio of the Executive Member for Leisure Services and Public Protection
23. OLDER PEOPLE'S CHAMPION EXPENSES
Report of the Democracy and Governance Manager - Portfolio of the Executive Member for Social Services
24. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed
25. FORWARD WORK PROGRAMME
A copy of the Executive Forward Work Programme (Months 09/11 to 10/11) is enclosed

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

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

26. RESTRUCTURE OF SOCIAL SERVICES PLANNING AND PERFORMANCE FUNCTIONS
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services

STRATEGIC REPORTS

The following item is considered to be exempt by virtue of Paragraph(s) 14, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

27. REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE PROJECT
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education

EXECUTIVE
19 JULY 2011

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 19 July 2011

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

APOLOGIES: Councillor H. Brown. Chief Executive, Director of Lifelong Learning and Head of ICT and Customer Services

ALSO PRESENT: Councillors: K. Armstrong-Braun, F. Gillmore, R. G. Hampson, P. G. Heesom, R. Jones, D. McFarlane, D. I. Mackie, E. Owen, C. A. Thomas and A. P. Shotton

IN ATTENDANCE: Director of Environment, Director of Community Services, Head of Legal and Democratic Services, Head of Human Resources and Organisational Development and Head of Culture and Leisure

The Chairman welcomed Neil Ayling who had been appointed as the Director of Community Services and Anwen Jones who had been appointed as the Interim Head of Legal and Democratic Services and Monitoring Officer.

He also welcomed Melville Evans, Flintshire Connects Project Manager, who was in attendance for agenda item number 4, Susie Lunt, Service Manager, Older People Services who was in attendance for agenda item number 9 and Julia Grime, Clwyd Theatr Cymru General Manager, who was in attendance for agenda item number 14.

48. MINUTES

The minutes of the meeting held on 21 June 2011 were confirmed as a correct record.

49. DECLARATIONS OF INTEREST

Following advice sought from the Head of Legal and Democratic Services, the following personal, non-prejudicial declarations of interest were made:

- Councillor A. Woolley – agenda item 13 – Development of Buckley Leisure Centre
- Councillor A. Woolley – agenda item 30 – The North East Wales Food Waste Treatment Project
- Councillor N. Phillips – agenda item 13 – Development of Buckley Leisure Centre
- Councillor C. A. Ellis – agenda item 13 – Development of Buckley Leisure Centre

- Councillor H. D. Hutchinson – agenda item 13 – Development of Buckley Leisure Centre
- Councillor N. Steele-Mortimer – agenda item 25 – Children’s Fixed Play Areas – Match Funding Scheme 2011/12
- Councillor N. M. Matthews – agenda item 25 – Children’s Fixed Play Areas – Match Funding Scheme 2011/12

50. FLINTSHIRE CONNECTS – DEVELOPING THE VISION

The Executive Member for Corporate Management introduced the vision for Flintshire Connects. The Director of Environment explained that Flintshire Connects was a key element of the Council’s Flintshire Futures Programme which was a four part programme consisting of corporate change, service change, regional collaboration and local county collaboration.

The Flintshire Futures Programme had the aims of:

- Creating a modern and flexible organisation which made the best use of its resources;
- Making the greatest possible efficiencies and savings to limit the impact of reducing public sector funds on local services; and
- Improving local services and access to them and achieving the highest possible performance standards

Melville Evans, Flintshire Connects Project Manager, delivered a presentation which covered the following areas:

- Flintshire Connects – A Vision
- Key Outcomes
- Additional Benefits
- Services
- Partnership Potential
- Recommendations

Members thanked Melville Evans for the presentation and following a suggestion from the Executive Member for Corporate Management, it was agreed that the recommendations would be approved subject to a report to a future meeting of the Executive with details of the proposals referred to including the costs of the proposals.

The Executive Member for Education said many residents in his ward considered Prestatyn to be their nearest town and asked if Denbighshire County Council was operating a similar scheme. The Director of Community Services explained that there was a service in place which was similar to Flintshire Connects and there was the potential to work collaboratively with them.

RESOLVED:

- (a) That the concept and vision for customer facing services delivered via Flintshire Connects be agreed and lead officers be authorised to bring forward firm proposals on the first location which can be delivered in 2012;
- (b) That it be agreed, in principle, that there should be a Flintshire Connects office in each of the designated principal county towns (as defined in the Town Centres Action Plan); and
- (c) That the commencement of negotiations with partner organisations to further develop future collaborative working within Flintshire Connects be approved.

The recommendations were agreed subject to a report to a future meeting of the Executive with details of the proposals referred to in (a) including the costs of the proposals.

Councillor A. Woolley left the meeting at this point for a prior engagement. The Executive Member for Environment chaired the meeting from this point.

51. STRATEGIC PARTNERSHIP PERFORMANCE – MID YEAR REVIEW

The Executive Member for Corporate Management introduced the report which provided 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.

RESOLVED:

That the mid year review of the Strategic Partnerships be noted and the key priorities and the work programmes to achieve them be supported.

52. NATIONAL PRINCIPLES OF PUBLIC ENGAGEMENT IN WALES

The Executive Member for Corporate Management introduced the report which sought endorsement of the new National Principles of Public Engagement in Wales.

RESOLVED:

That the National Principles of Public Engagement be endorsed and the continued development of localised consultation and engagement framework strategy be supported.

53. CLIMATE ADAPTATION AND RESILIENCE PLANNING

The Executive Member for Corporate Management introduced the report which provided an update on the Welsh pilot project Climate Change

Adaptation and Resilience Planning which was part of the Local Service Board (LSB) project entitled Carbon Reduction and Adaptation Planning.

The Director of Environment explained that Flintshire County Council was one of only 4 councils chosen to be part of a Climate Change Adaptation Planning project. Flintshire had progressed the pilot with the LSB to identify the shared risks for the Council and its LSB partners in Flintshire.

The Climate Change Adaptation and Resilience Planning pilot had provided the Council and its partners with a methodology to fulfil the requirements of reporting by using data which showed the types of extreme weather events likely to affect the Council and its LSB partners. The partnership climate change risks for Flintshire were identified as part of the project and five strategic shared risks were identified and detailed in the report.

RESOLVED:

- (a) That the update of the pilot project Climate Change Adaptation and Resilience Planning be noted; and
- (b) That the continued development of a Flintshire Climate Change Adaptation and Resilience Plan with Local Service Board (LSB) partners be supported.

54. ANNUAL EQUALITY REPORT 2010-2011

The Executive Member for Corporate Management introduced the report. Progress of the Single Equality Plan and the regional approach to identifying shared equality objectives were detailed in the report.

RESOLVED:

- (a) That the Annual Equality Report for 2010-11 be approved; and
- (b) That the regional work that is taking place to identify share equality objectives which will inform the Strategic Equality Plan be noted.

Councillor A. Woolley returned and chaired the meeting from this point forward.

55. SOCIAL SERVICES FOR ADULTS TRANSPORT POLICY

The Executive Member for Social Services introduced the report which provided an update on the progress regarding the Social Services for Adults Transport Policy and the importance of the Policy in achieving a sustainable transport service and budget efficiencies.

The Service Manager, Older People Services explained that the introduction of an Eligibility Criteria for transporting adults would be in keeping

with neighbouring authorities and formed part of the interim 'Quick Wins' document recommended by the Regional Transport Project.

Consultation with stakeholders was critical to the successful implementation of the criteria and further consultation and engagement events had been planned. In addition, each individual service user would require an assessment of need against the proposed policy. The Welsh Government (WG) had confirmed that as part of the Wales Charging Measure transport could be charged for as long as the individual had no assessed need for a transport service. Therefore, each individual would have two assessments, one for their care and support needs and one for their transport needs. Only then could a decision be made regarding transport needs.

Details on the legal framework relating to the provision of transport for adults were also provided.

RESOLVED:

That the progress made in the potential budget efficiencies that may be achieved through careful targeting of resources be noted.

56. COUNCIL HOUSING CAPITAL INVESTMENT PLAN 2012/2018

The Leader and Executive Member for Finance and Asset Management introduced the report which sought approval for the investment planning approach for the Council Housing Capital Programme for the next 6 years commencing in April 2012.

The Director of Community Services explained that the report followed discussions at two recent Housing Scrutiny Committee meetings and at the Housing Project Board. The recommendations would form part of the Flintshire County Council "offer" as part of the Choices Document which would be finalised over the coming months and would inform the Asset Management strategy which was under development.

RESOLVED:

That the investment priorities for the Council Housing Capital Programme for the 6 years starting 2012 and described as Option C in 3.04 of the report be agreed. This will allow the Asset Management Strategy to be prepared for approval and the Flintshire County Council stock investment element of the Choices Document to be completed.

57. CONNAH'S QUAY AND SHOTTON MASTERPLAN

The Executive Member for Regeneration and Tourism introduced the report which provided details of the Connah's Quay and Shotton Masterplan and to secure agreement for the use of the document to inform policy and other funding priorities.

Key recommendations in the Masterplan included:

- addressing congestion
- redevelopment of the Civic Centre Complex
- the upgrade of Connah's Quay Precinct, linked to the new Health Centre
- upgrading the local environment around Shotton Railway Bridge
- general improvements to streetscape
- improvements to green space and play areas
- improvements to signage and parking
- creation and improvement of pedestrian and cycle routes

RESOLVED:

That the contents of the Connah's Quay and Shotton Masterplan be noted and officers be authorised to further develop the project proposals in the plan and to give those projects priority within the Town Action Plan and Neighbourhood Renewal Programmes.

58. FLINTSHIRE PLAY STRATEGY

The Executive Member for Leisure Services and Public Protection introduced the report which sought approval of the Flintshire Play Strategy 2011-2014.

A County-wide consultation had taken place seeking views on the draft Play Strategy document and a number of responses had been received, most of which were positive. The Executive Member paid tribute to the Task and Finish Group that had been established to consider the Play Area Survey element of the Strategy.

The Head of Culture and Leisure explained that the Flintshire Play Strategy had been produced in accordance with the Children and Family Measure (Wales) 2010.

RESOLVED:

That the Play Strategy 2011-2014 be approved.

59. DEVELOPMENT OF BUCKLEY LEISURE CENTRE

The Executive Member for Environment introduced the report which sought approval, in principle, for the development of a health and fitness facility and multi-purpose/dance studio at Buckley Leisure Centre.

Authorisation was sought for officers to work with Alliance Leisure Services to produce a design brief in order to provide detailed plans and accurate costs.

RESOLVED:

- (a) That the Head of Assets and Transportation, in conjunction with the Elfed High School, Cultural and Leisure Services and Engineering Services bring forward a scheme for the traffic management of the site for Executive approval; and
- (b) That officers be authorised to work with Alliance Leisure Services to produce a design brief in order to provide detailed plans and accurate costs and to report back to Executive for further approval to commence a Works Contract to meet all requirements within the financing constraints.

60. CLWYD THEATR CYMRU: GOVERNANCE, ANNUAL BUSINESS PLAN AND THE THEATR DEVELOPMENT BRIEF

The Executive Member for Regeneration and Tourism introduced the report which provided an updated Statement of Governance Arrangements between the Theatr and the Council for adoption; the Annual Business Plan for the Theatr 2011-12 and an outline of the Development Brief for the Theatr Buildings/Site.

The Executive Member for Environment congratulated the Executive Member on the work undertaken thus far and said it was pleasing to hear that the Theatr was referenced within the Arts Council Lottery Funding document as a potential priority.

RESOLVED:

- (a) That the Statement of Governance Arrangements be approved and adopted and the Strategic Assessment of Risks and Challenges (SARC) entry be noted;
- (b) That the Annual Business Plan for 2011-12 be adopted for submission to the Arts Council for Wales (ACW); and
- (c) That the Development/Feasibility study brief be approved for tender and that positive comments on the ACW of Arts Lottery Funding consultation document be noted.

61. OUTCOME AGREEMENT – 2010/11 PERFORMANCE

The Executive Member for Corporate Management introduced an update on the performance achieved against the Outcome Agreement for 2010/11.

The Director of Environment explained that the Outcome Agreement was a three year agreement based on ten strategic themes, with one broad outcome selected from within each theme.

The payment of the grant (approximated to be in the region of £1.48M for Flintshire) would be paid during 2011/12 for performance of the Agreement in 2010/11. The payment would be based on a pro rata scoring system which measured achievement of the Authority's performance. Full payment of the grant could only be achieved if collaborative action was demonstrated and was successful in at least nine of the ten outcomes.

RESOLVED:

That the progress made against the Outcome Agreement for 2010/11 be noted.

62. WELSH LANGUAGE SCHEME MONITORING REPORT 2010/11

The Executive Member for Corporate Management introduced the Council's Welsh Language Scheme Annual Monitoring Report 2010/11, for approval and formal submission to the Welsh Language Board (WLB).

The Director of Environment explained that the Council had made a public commitment to monitor and review the implementation of its Welsh Language Scheme and to report annually to Executive and to the WLB on its performance.

The annual report showed that although the Council was successfully implementing many of the Scheme's commitments, some of the targets had not been met. However, there were also examples of good practice made in implementing the Scheme which were detailed in the report.

The Council had agreed with the WLB a range of Scheme commitments that required prioritised attention. Task and Finish Groups had been established to develop detailed improvement plans for those areas.

RESOLVED:

That the Welsh Language Scheme Annual Monitoring Report 2010/11 be submitted to the Welsh Language Board (WLB).

63. CAPITAL PROGRAMME 2010/11 (OUTTURN)

The Leader and Executive Member for Finance and Asset Management introduced the capital programme outturn information for 2010/11.

The Head of Finance explained how the programme had changed during 2010/11. The previously reported programme total of £37.241M had decreased to £29.825M; a net reduction of £7.416M, details of which were provided in the report.

Detailed cumulative information relating to each programme area was provided in Appendix A of the report.

During the first quarter of the year, officers had been engaged in significant work to ensure delivery of the 2011/12 programme and to seek to avoid slippage in the programme which had been the feature of previous years, through the identification and adoption of proposals to enhance the management of the capital programme. This work was being led by the Director of Environment with support from Finance officers and involved meetings with each Directorate Team with responsibility for management of capital programme schemes.

RESOLVED:

That the report be noted and approved.

64. PRUDENTIAL INDICATORS – ACTUALS 2010/11

The Leader and Executive Member for Finance and Asset Management introduced the prudential indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (The Prudential Code).

The Head of Finance explained that Local Authorities were required, by Regulation, to have regard to the Prudential Code developed by the Chartered Institute of Public Finance and Accountancy.

The framework established by the Prudential Code was intended to support local strategic planning, local asset management planning and proper option appraisal. The Prudential Code set out the indicators that must be used and the factors that must be taken into account.

RESOLVED:

That the report be noted and approved.

65. REVENUE BUDGET MONITORING 2010/11 (FINAL OUTTURN)

The Leader and Executive Member for Finance and Asset Management introduced the Council Fund and the Housing Revenue Account Outturn for 2010/11 and the impact on the respective level of reserves as at 31 March 2011.

The Head of Finance explained that the final outturn was:

- Council Fund – net underspend of £0.868M (underspend of £0.303M at Month 12)
- Housing Revenue Account – net underspend of £0.428M (underspend of £0.520M at Month 12).

The overall movement between Month 12 and the final outturn was £0.565M which was mainly due to an increase in contribution of £0.434M from Central and Corporate. Full details of the overall movement from Month 12 were detailed in the appendix to the report.

Following Month 5, work was undertaken by Directors and Heads of Service to identify ways of significantly reducing the projected overspend. The significant improvement following Month 5 was due to a combination of specific management actions and other changes in circumstances. Alongside the officer actions, a number of 'one-off' items also aided the financial position of the Council over the second half of 2010/11.

The Leader and Executive Member for Finance and Asset Management paid tribute to the efforts of everybody involved in reducing the overspend that was projected at Month 5.

RESOLVED:

- (a) That the report be noted;
- (b) That the final Council Fund Contingency Sum as at 31 March 2011 be noted;
- (c) That the utilisation of the closing level of unearmarked reserves be considered with the medium term financial planning work be approved; and
- (d) That the final level of balances on the Housing Revenue Account be noted.

66. COUNCIL FUND AND HOUSING REVENUE ACCOUNT BUDGET MONITORING 2011/12

The Leader and Executive Member for Finance and Asset Management introduced an update on revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA).

Service Accounting staff were liaising with all directorates to ensure that any significant issues were identified at an early stage and corrective actions put in place. Detailed monitoring was being carried out on both the Council Fund and HRA budgets.

At this early stage, projecting the outturn position on a number of budgets was challenging. Details were provided on some of the potential risks/financial pressures that had been identified to date and could affect the financial position. Service managers were working to manage those pressures through positive action, and to identify in year efficiencies to mitigate their effects.

RESOLVED:

That the report be noted.

67. CAPITAL PROGRAMME 2011/12 – 2014/15 INTERIM REPORT

The Leader and Executive Member for Finance and Asset Management introduced the interim report on the 2011/12 – 2014/15 Capital Programme. The report sought approval for the inclusion of three schemes within the Capital Programme 2011/12.

The Head of Finance explained that at this stage, £23.269M of resources identified as being available over the next four year period were not allocated to projects. This was in recognition of the uncertainty around projects requiring capital funding and future Welsh Government (WG) funding levels, particularly in relation to 21st Century Schools and to allow for fuller consideration to be given to competing priorities and funding options.

Information was provided on capital pressures relating to roof repairs required at Greenfield Business Park and the works at Cilcain and Broughton Junior/Infants schools.

RESOLVED:

- (a) That the allocation of £0.275M to enable roof repairs to be carried out at Greenfield Business Park be approved; and
- (b) That the inclusion of works at Cilcain School of £0.423M and Broughton Junior/Infants School of £0.527M in the Capital Programme be confirmed. In both cases the works to be funded by prudential borrowing from the savings to be made within the delegated schools budget as a result of these specific projects and at no additional cost to the capital programme.

68. ANNUAL TREASURY MANAGEMENT REPORT 2010/11

The Leader and Executive Member for Finance and Asset Management introduced the Annual Treasury Management Report for 2010/11.

RESOLVED:

That the Treasury Management Annual Report for 2010/11 be approved and recommended to County Council.

69. FLINTSHIRE REGISTRATION SERVICE – NEW GOVERNANCE REGISTRATION SCHEME

The Executive Member for Corporate Management introduced the report on the implementation of a New Governance Scheme within the Registration Service from October 2011.

The Director of Environment explained that The Registration Service Act 1953 required all Local Authorities to have a registration scheme which set out the organisation of the local service. In applying for a new governance scheme, Flintshire was required to formally commit to the national Code of Practice which was supplemented by the Good Practice Guide (GPG) which provided national standards for the delivery of the registration service.

RESOLVED:

That the implementation date of 4 October 2011 for the new governance framework for the Registration service be noted.

70. SECURE/INTRODUCTORY TENANCY AGREEMENT

The Leader and Executive Member for Finance and Asset Management introduced the report which sought support for significant amendments to the Secure/Introductory tenancy agreement for Flintshire County Council's tenants.

The Director of Community Services explained that the report aimed to inform Members about the proposed changes which would lead to a more robust tenancy agreement which could be more effectively enforced. Further work was due to be undertaken to produce a Tenant's Handbook to accompany the new Tenancy Agreement.

RESOLVED:

That the proposed amendments to the Tenancy Agreement be approved.

71. **CHILDREN'S FIXED PLAY AREAS – MATCH FUNDING SCHEME 2011/12**

The Executive Member for Leisure Services and Public Protection introduced the outcome of the consultation with Town and Community Councils for the 2011/2012 Children's Fixed Play Match Funding Scheme.

RESOLVED:

That the final outcome and success of this year's scheme enabling the Authority and Town and Community Councils, by working in partnership, to improve play provision in the community making a total investment of £187,000 this year be noted.

72. **REDEVELOPMENT OF THE PAVILLION LEISURE CENTRE, FLINT: PHASE 1**

The Executive Member for Leisure Services and Public Protection introduced the report which sought approval to proceed with the re-development of Flint Pavillion based on the revised design and project cost plan.

The Head of Culture and Leisure explained that the potential development opportunities identified were:

- 8 lane ten pin bowling
- 4 lane indoor bowling
- soft play structure
- larger kitchen and cafeteria
- studio
- refresh of fitness suite

RESOLVED:

That the proposed development works at The Pavillion, Flint be approved and officers be authorised to commence a Works Contract to meet all requirements within the financing constraints.

73. **IMPROVING THE SUPPLY OF TEMPORARY AND PERMANENT ACCOMMODATION FOR VULNERABLE GROUPS**

The Leader and Executive Member for Finance and Asset Management introduced the report which sought approval to improve the service the Council provided to both victims of domestic violence and to vulnerable young people to whom the Council owed a duty, by providing extra units of accommodation from within Council stock.

The Director of Community Services explained the proposal for 3 units of Council accommodation for housing people fleeing domestic violence which would be temporarily managed by Hafan Cymru. In addition, a further 3

properties would be made available by Clwyd Alyn Housing Association which would also be managed by Hafan Cymru making 6 available in total.

The report also proposed that the Council make up to 10 units of accommodation available each year to enable the re-housing of young people under 25, thus ensuring that there was a flow through within the existing supported accommodation on to permanent tenancies for those who were ready to take that step.

The Executive Member for Social Services drew Members attention to paragraph 3.02 of the report 'accommodation for young people' and the recent case law which resulted in the Southwark Judgement which further highlighted the need for children's services and housing to work together for the benefit of young people, and to meet their needs. Fundamental to meeting those needs was the availability of appropriate accommodation.

RESOLVED:

- (a) That the proposals detailed in the report be approved; and
- (b) That delegated authority be given to the Head of Housing to implement the proposals in conjunction with the Executive Member for Housing.

74. EXERCISE OF DELEGATED DECISIONS

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

The actions taken were as set out below:-

Community Services

- Creation of a Temporary Half-Time Welfare Rights Officer Post
- Direct Payment Hourly Rate for 2010-11 – Social Services for Adults

Corporate Services

- Budget Monitoring 2010/11 – Flintshire Futures Ringfenced

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

RESOLVED:

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

Paragraphs 14 and 16
Agenda item number 30 – The North East Wales Food Waste Treatment Project

Paragraphs 12, 13 and 15
Agenda item number 31 – Restructure of the Housing Asset
Management Section

76. THE NORTH EAST WALES FOOD WASTE TREATMENT PROJECT

The Executive Member for Waste Management introduced the report which sought approval to enter into a contract for the treatment of the Council's food waste.

An inter Authority Agreement had been entered into by all three members of the Partnership to cover the 'procurement period'. In award of the contract, the three authorities would need to enter into a further Agreement which would set out the respective rights and obligations of each Council for the implementation and operational phases of the project.

An outline timetable for the remainder of the project was set out in the report.

The Executive Member highlighted that the solution cost of the Preferred Bidder recommended was well within the 'Affordability Envelope' approved at Executive in April 2010 and would be incorporated into the Council's emerging Medium Term Financial Strategy.

Following a discussion on the solution cost, Members agreed that due to the commercially sensitive information, they did not wish to be provided with the details as it was within the previously agreed 'Affordability Envelope'. It was agreed that if any Member of the Council wanted to have details of the solution costs that they could contact the Director of Environment.

Members congratulated the Executive Member for Waste Management and her colleagues in Conwy and Denbighshire for their excellent work on this project.

RESOLVED:

- (a) That Teg Environmental, as the Preferred Bidder for the NE Partnership Food Waste Contract, be approved;
- (b) That delegated authority be granted to the Head of Legal and Democratic Services to execute all necessary contractual documentation associated with the contract, in conjunction with Denbighshire, as lead authority, and Conwy Councils; and
- (c) That the Heads of Terms for entering into the second Inter Authority Agreement, set out in Appendix 1, be approved.

77. RESTRUCTURE OF THE HOUSING ASSET MANAGEMENT SECTION

The Leader and Executive Member for Finance and Asset Management introduced the report which sought approval for the restructuring of the Housing Asset Management Service.

Recommended final proposals were outlined in the report.

Following a question by the Leader and Executive Member for Finance and Asset Management, the Head of Community Services explained that considerable interest had been shown in voluntary redundancies. However, it was agreed that in the unlikely event of compulsory redundancies, a report would be brought back to Executive.

RESOLVED:

- (a) That the restructure of the Housing Asset Management section be approved and managers be supported in taking forward the implementation of the proposed structure, as outlined in the report; and
- (b) In the unlikely event of compulsory redundancies, a report would be submitted to Executive.

78. DURATION OF MEETING

The meeting commenced at 9.30 a.m. and ended at 11.35a.m.

79. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 3 members of the press and 1 member of the public in attendance.

.....
Chairman

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

EXECUTIVE	DATE: 19 JULY 2011
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MEMBER	ITEM	MIN. NO. REFERS
Councillors Woolley, Ellis, Hutchinson and Phillips	Development of Buckley Leisure Centre	59
Councillors Matthews And Steele-Mortimer and Steele-Mortimer	Children's Fixed Play Areas – Match Funding Scheme 2011/12	71
Councillor Woolley	North East Wales Food Waste Treatment Project	76

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COMPACT FOR COLLABORATION BETWEEN WELSH
GOVERNMENT AND LOCAL GOVERNMENT**

1.00 PURPOSE OF REPORT

1.01 To advise Members on the development of a Compact between local government and the Welsh Government for national and regional collaboration.

2.00 BACKGROUND

2.01 In the first quarter of 2011, three key reviews were published on the future of local government services and functions: the Simpson Report: "Local, Regional, National: What Services are Delivered Where?"; the Vivian Thomas Report: "The Structure of Education Services in Wales"; and "Sustainable Social Services for Wales - A Framework for Action".

2.02 The Simpson Review (undertaken by Joe Simpson of the Local Government Leadership Centre) was commissioned by Welsh Government. A key recommendation of the review was:

"a Compact detailing the development of collaborative and national service delivery will be agreed by the Assembly Government and the Welsh Local Government Association (WLGA) by July 2011. This compact will set down a realistic but challenging timetable for dealing with our recommendations. It will also set out potential responses that Ministers could take if local authorities do not meet the obligations they signed up for. It will be important that the Assembly Government and WLGA agree and articulate what success will look like".

2.03 In May 2011, in response, the WLGA Coordinating Committee agreed that the WLGA should lead on the development of the Compact which should be *sanctioned* by the four regional partnership/leadership boards together with direct discussions with professional bodies such as the Society for Local Authority Chief Executives (SOLACE), Association of Directors of Education in Wales (ADEW), Association of Directors of Social Services (ADSS) and the Society of Welsh Treasurers (SWT).

2.04 The North Wales Leadership Board has broadly welcomed the Compact; the region are already working positively and progressively towards seven of the ten collaborations outlined in the Compact at para 3.03.

2.05 Flintshire County Council has also been a major contributor to the development of

Date: 14/09/2011

the Compact having had representation on the Review Team and responding accordingly to the WLGA consultation response to the Compact.

- 2.06 Although the Simpson Review recommended the development of a Compact by July 2011, following discussions with the Partnership Council and the Local Government Minister, Carl Sargeant AM, this has now been revised and agreed as Autumn 2011. (*The Partnership Council is a formally constituted body with representatives from all County/County Borough Councils, Town and Community Councils, National Park Authorities, Police Authorities and Fire and Rescue Authorities*).

3.00 CONSIDERATIONS

- 3.01 The Partnership Council at its meeting in July 2011 endorsed a set of principles for drawing up the Compact prior to submission of a draft compact to its meeting in November.

- 3.02 The proposed principles are:

- clarity of expectation by both sides - a clear and compelling vision of what success looks like in a public sector context.
- a realistic expectation of what can be delivered.
- identification of milestones to deliver those expectations and a clear understanding of the dependencies and interdependencies.
- clear and realistic timelines for the delivery of a set of agreed milestones.
- effective governance that links reform activity to performance, efficiency and, ultimately, to the improved well-being of the people in Wales.
- programme of support for the planning and implementation of collaborative working. In particular:
 - clear direction and leadership from the Welsh Government; and
 - clarity of regions and areas, including the alignment of collaborative boundaries to ensure coherence and consistency.
 - the focus will be on outcomes and not organisations, and will be accompanied by an openness to achieving effective, locally-responsive services through wider collaborations and public or third sector partners.
 - recognition that other efficiency and organisational change programmes exist outside the Simpson agenda.
 - this is about wider public service reform not just local government.

- 3.03 The WLGA proposals for the ten principal collaborative actions combining existing commitments with new local government and Welsh government driven priorities are as follows:

- Education and school improvement shared services - September 2012

- Regional Commissioning hubs and improvement collaboration for Social Care - 2012/13
- Waste management collaboration on procurement
- The formation of 2 Trunk Road Agencies leading to an examination of the expansion of the Regional Transport Consortia
- Regional Delivery of the Supporting People Programme 2013-14
- A Business Case by Spring 2012 setting out our options for the delivery of local tax collection at either a regional or national levy
- A review of the best way of organising the local authority pension funds in Wales
- As set out in the strategy of the Public Services ICT Group, national procurement and the development of Welsh data centres
- Development of a national Trading Standards Service subject to a national business case
- A detailed review of emergency planning (to be concluded May 2012)

Next Steps

- 3.06 The WLGA Co-ordinating Committee in October will consider a draft outline of the compact.
- 3.07 Each of the regional Partnership/Leadership Boards will also consider the draft Compact at their respective meetings.
- 3.08 The final draft of the Compact will then be considered by the Partnership Council and mutual agreement with the Welsh Government for adoption in later in 2011.

4.00 RECOMMENDATIONS

4.01 Members are asked to:

- (1) note this positive report and support the principles and the collaborative actions of the Compact;
- (2) recognise that the North Wales Region and colleagues within Flintshire County Council are already actively committed to and working on seven of the ten Compact actions; and
- (3) receive further progress reports as appropriate.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

6.01 None directly associated with this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly associated with this report.

8.00 EQUALITIES IMPACT

8.01 None directly associated with this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly associated with this report.

10.00 CONSULTATION REQUIRED

10.01 As outlined within the report.

11.00 CONSULTATION UNDERTAKEN

11.01 As contained within the report.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Simpson Review
WLGA Response to Simpson Review

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E-Mail: chief_executive@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **FLINTSHIRE FUTURES - MID YEAR REVIEW**

1.00 PURPOSE OF REPORT

- 1.01 To provide an overview of the Flintshire Futures Programme with particular attention on cross-organisational change projects.
- 1.02 To seek endorsement of the scope of and the plans for the projects covered within the report.
- 1.03 To provide an update on the range of efficiencies from the programme identified to date to be included in the Medium Term Financial Plan.

2.00 BACKGROUND

- 2.01 The Council has developed the Flintshire Futures programme as its corporate programme for modernising and changing the organisation and to make best use of its resources and secure efficiencies. The programme, which has been developed over the past year, has previously been reported to full Council on the 19th April and more recently to Executive on the 21st June.
- 2.02 The Executive report confirmed the commitment to half yearly reporting on the progress of the programme and its projects to both Executive and Overview and Scrutiny - once at the mid stage of the year and once as part of the annual budget setting process as part of our efficiency forecasting work (a copy of the report on the arrangements to manage this complex programme is attached at Appendix 1).

3.00 CONSIDERATIONS

- 3.01 The Flintshire Futures programme is a “whole” Council approach to modernisation and change. Whilst delivering efficiencies is a primary aim as part of our Medium Term Financial Strategy, the programme also promotes improvements to services.
- 3.02 Successful delivery of the programme will depend on a collective will to embrace change, challenge and re-engineer our processes and ways of working and make difficult decisions and choices. Above all, success will depend on strong democratic and professional leadership to see through long-term plans for change.
- 3.03 The Flintshire Futures programme has been structured to include a mixture of short (up to 12 months), medium (up to 3 years) and longer (up to 5 years) term projects under 4 themes or "Quarters". A diagram depicting the 4 quarters and the current

Date: 14/09/2011

portfolio of projects is attached at Appendix 2. This is the programme as it currently stands; the content can change to add new projects or to stop projects if they are unlikely to deliver our objectives.

3.04 The four Flintshire Futures Quarters are:-

- **Corporate Change** – a range of projects for the whole organisation. These projects aim to improve the way the Council works, improve customer service and deliver efficiency savings.
- **Service Change** – these projects are more service specific and include our third phase of service reviews e.g. Transforming Social Services for Adults alongside a range of “choice” projects for non-statutory front-line services e.g. public car parking.
- **Regional Collaboration** – the portfolio of collaborative projects and sub-regional collaboration projects.
- **Local County Collaboration** - projects within Flintshire with our local partners.

3.05 **Corporate Change**

The reporting arrangements for the whole Flintshire Futures Programme are set out in the previous report to Executive attached at Appendix 1. This report gives a full and timely update on the corporate change quarter of this programme.

3.06 All the projects within the Corporate Change quarter are underway with project sponsors and management arrangements established. The scale of projects varies in scope, change potential and efficiencies. Below is summarised the “large” projects; those which are likely to have the greatest impact across the Council as a whole.

3.07 **Customer Workstream**

The Issues

3.08 We know that customer expectations are on the increase; research has shown they increasingly expect to have their enquiries dealt with at the first point of contact. Customers do not want to have to understand the organisational structure and which department delivers what services. Customers want to contact services at times that are most convenient to them, as well as in places and in ways that most suit their needs.

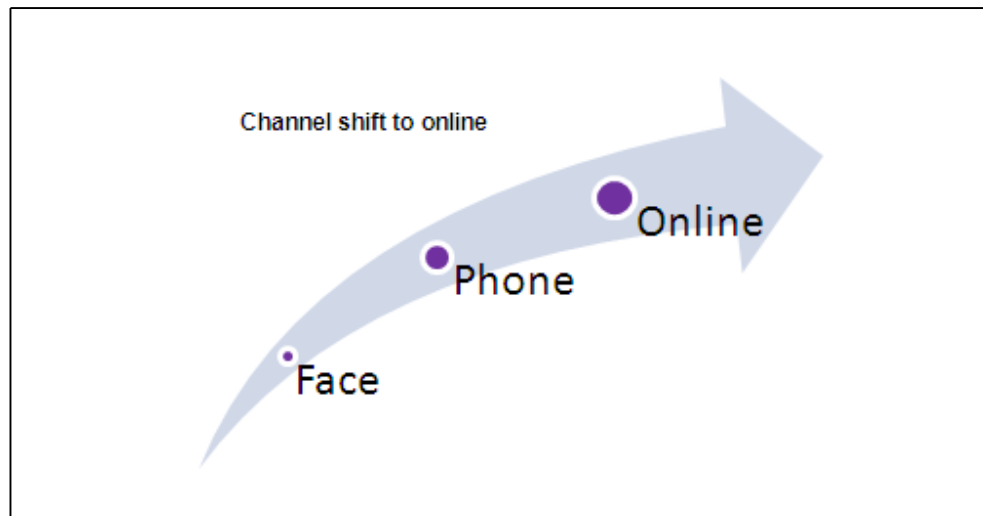
3.09 National research shows that customer preferences are shifting away from the telephone with preferences now divided equally between face to face, on-line and telephone contact.

3.10 Our website has improved significantly in recent years but there is more we need to do to make it more available for all customers, to increase its attractiveness and ease of use, to improve the content and to increase the range of on-line transactional facilities.

- 3.11 We know that many of our buildings are not in the right place; access is not convenient for our customers or easily adaptable to provide access for all their needs. We have made some improvements over recent years in Flint and Mold, but we need now to review overall our face to face customer access points and plan for the future alongside our Asset Management Strategy.

Our Approach

- 3.12 As part of the Flintshire Futures programme we have two closely linked projects; “Flintshire Connects” for face to face contact and the Channel Shift project for self service particularly via the Council’s website.
- 3.13 The vision for “Flintshire Connects” is *“Delivering improved customer facing services to the residents of Flintshire in partnership with others and through the provision of accessible, modern and community based facilities”*
- 3.14 The central aim of the project is to improve customer service by providing more “joined up” and improved access to Council and other public-facing services in local towns, at the same time enabling the decentralisation of Council teams and services to locations which best meet customer needs. Efficiencies will be driven by developing generic job roles for customer facing staff, reducing journey times (and cost) and sharing office premises costs with partner agencies.
- 3.15 Whilst the primary aim of the project is to improve the customer experience it will also play a key role in regenerating town centres. Many of our town centres are struggling to find a new role; in some cases this has left a significant number of void units in town centre areas. Flintshire Connects centres providing access to Council and other partner services will be a new presence within our towns, will create both a demand for space and additional new footfall which will help the wider strategy to bring life back to our town centres.
- 3.16 There is also a strong link with the Assets workstream to ensure we make the best use of our town centre premises and share accommodation assets with partners. It is anticipated that the Flintshire Connects project will deliver around £400,000 of revenue savings in employee costs over a 4 year period alongside improving the face to face customer experience.
- 3.17 The Channel Shift project is also about improving the customer experience and also offers significant opportunities for efficiency savings. The latest figures published by the Society of IT Management (Socitm) show that the average cost to service a web transaction is 29p, with telephone £2.22 and face-to-face £6.72.



- 3.18 Data gathering is underway to identify how our customers access the Council on a service level basis via the telephone, via the website and face to face. This exercise will allow the Council to target services and customer groups to move them from face to face to telephone, and telephone to self service. The latest Socitm figures show that the number of internet users on Local Government websites continues to increase. This along with the massive increase in the use of the internet in people’s personal lives for shopping, banking and booking holidays etc, suggests that our customers are willing to move towards accessing Council services via the internet. However, to encourage them to do so and deliver efficiency savings we need to invest in our website and encourage and train the workforce to publish web content and develop web services.

The Future

- 3.19 A network of customer friendly modern Flintshire Connects facilities located in town centres providing access to a wide range of Council services at times to suit the customer. The facilities will be served by highly trained and multi functional teams. We will have partners sharing the accommodation providing a joined-up “Tell Us Once” customer experience.
- 3.20 The facilities will be equipped with the latest technologies to enable access to back office systems and customer information by staff but increasingly on a self service basis by customers via a modern transactional website.
- 3.21 The facilities will also provide interview and meeting room facilities to enable surgeries and pre-arranged appointments for Council and partner services to enable customers to discuss personal matters in greater detail e.g. joint housing and social services meetings to discuss homelessness enquiries.
- 3.22 The provision of non-permanent office accommodation in central locations will also facilitate the development of “hot desking”, enabling employees from the Council and partner organisations to “drop in” during site or home visits to access shared IT

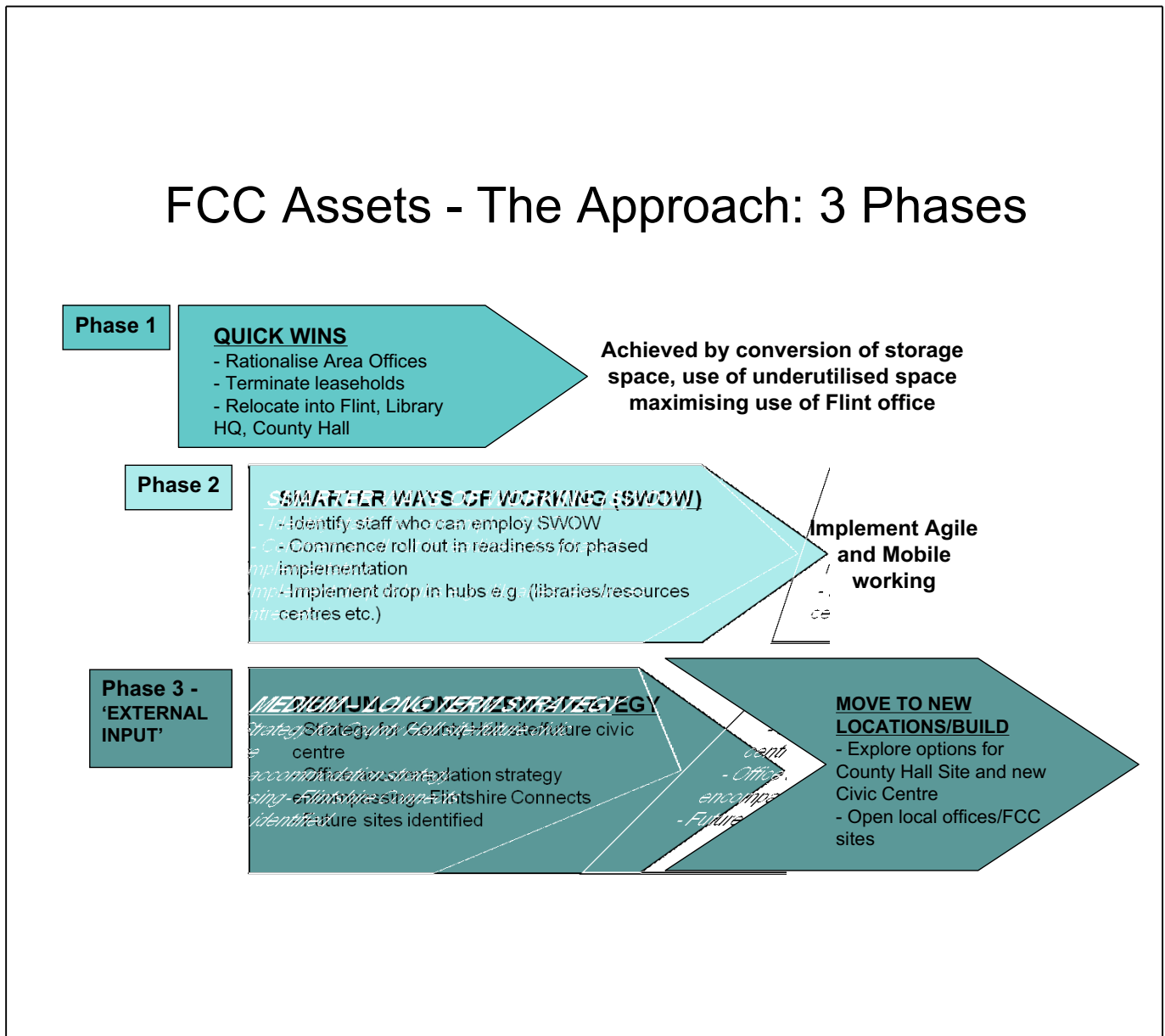
and phone networks. This will contribute to efficiencies contained within our asset rationalisation strategy with some employees potentially no longer requiring a permanent office space.

3.23 **Assets Workstream**

The Issues

- 3.24 The current position is that we have too many buildings that are costly to maintain, have inflexible working spaces and buildings no longer in the right place. A significant number of employees occupy static office locations when in reality these employees are out in the communities undertaking work. This results in an over provision of desk space/accommodation.
- 3.25 The situation creates a number of challenges for the organisation in that it carries huge overheads supporting too many buildings in the wrong locations which are not easily accessed by our customers; space in these buildings is not effectively utilised and the buildings are not always fit for purpose.

Our Approach



3.26 The Assets Workstream is crucial to the delivery of other connected workstreams and is the critical path activity that will drive change. The current inflexible working practices which see too many employees out in the field adopting out-dated and ineffective work practices, with employee performance at risk of being judged as much on physical presence as their performance at a desk needs to change more rapidly. Employees can be dissatisfied with the inflexibility of their roles and this can have an impact on recruitment and the retention of staff.

The Future

3.27 The future requires us to adapt to a more flexible approach in the way we deliver our services. Our proposals include the creation of community "hubs" (Flintshire Connects) located in key strategic locations:

- where the Council and its partners are able to deliver their services together
- with a more agile and mobile approach allowing employees to work from a range of locations including home
- with mobile technology allowing more effective work in the field; ensuring that office space is effectively utilised and is fit for purpose with employees sharing desks and locations across Flintshire.

3.28 Fulfilment of the above aims will lead to a number of positive outcomes for the Council and its customers. The increased introduction of flexible working practices will mean employees can work uninterrupted out in the field, accessing and feeding into real time back office data. Each job role will be categorised in terms of its work style.

Agile Working - Flintshire Work Styles

	Type A Fixed Office Worker	Type B Flexible Worker/Agile Worker	Type C Mobile Worker
Style of Working	<ul style="list-style-type: none"> • Works at a single place of employment (i.e. spends more than 90% of the time in the office). • Works 'core hours' 	<ul style="list-style-type: none"> • Office based for more than 50% of their time • Occasionally works at home or remotely (1 or 2 days a week) 	<ul style="list-style-type: none"> • Predominately works remotely or in the field • Only attends the office for specific purposes
Examples	<ul style="list-style-type: none"> • Administration/ Secretarial Staff • Reception Staff • Clerical Assistants • Face to Face Customer Services 	<ul style="list-style-type: none"> • Policy and Performance Officers • Planning Officers • Project Managers 	<ul style="list-style-type: none"> • Environmental Health Officers • Traffic Wardens • Housing Repair Officers • StreetScene Operatives

3.29 Employee performance will be judged more on outcomes and not physical presence. The emerging IT solutions will support flexible and agile working. This is a business model which can lead to greater staff satisfaction. The location of people will become less critical through the most technologically advanced IT systems and infrastructure with virtual communication possible.

3.30 Alongside ongoing facilities management efficiencies, smarter ways of working and rationalising office accommodation bring with them significant opportunities to make efficiencies through changed facilities management arrangements, including reduced

heating, lighting and building maintenance, twinned with changed specifications for cleaning, catering and caretaking.

3.31 Procurement Workstream

The Issues

- 3.32 We spend approximately £140m per annum on goods and services across the organisation, a saving of 1% can therefore deliver £1.4m and a 5% saving £7m.
- 3.33 A recent review of procurement as part of the "Lean" programme identified huge potential efficiency savings from the introduction of more consistent and simpler processes.
- 3.34 We currently have 44,000 suppliers, place 40,000 orders and process approximately 135,000 manual invoices per year; the process costs involved with handling and maintaining these volumes are huge. The Lean review identified opportunities to significantly reduce costs by simplifying processes, and reducing the number of suppliers we deal with, orders placed and invoices processed.

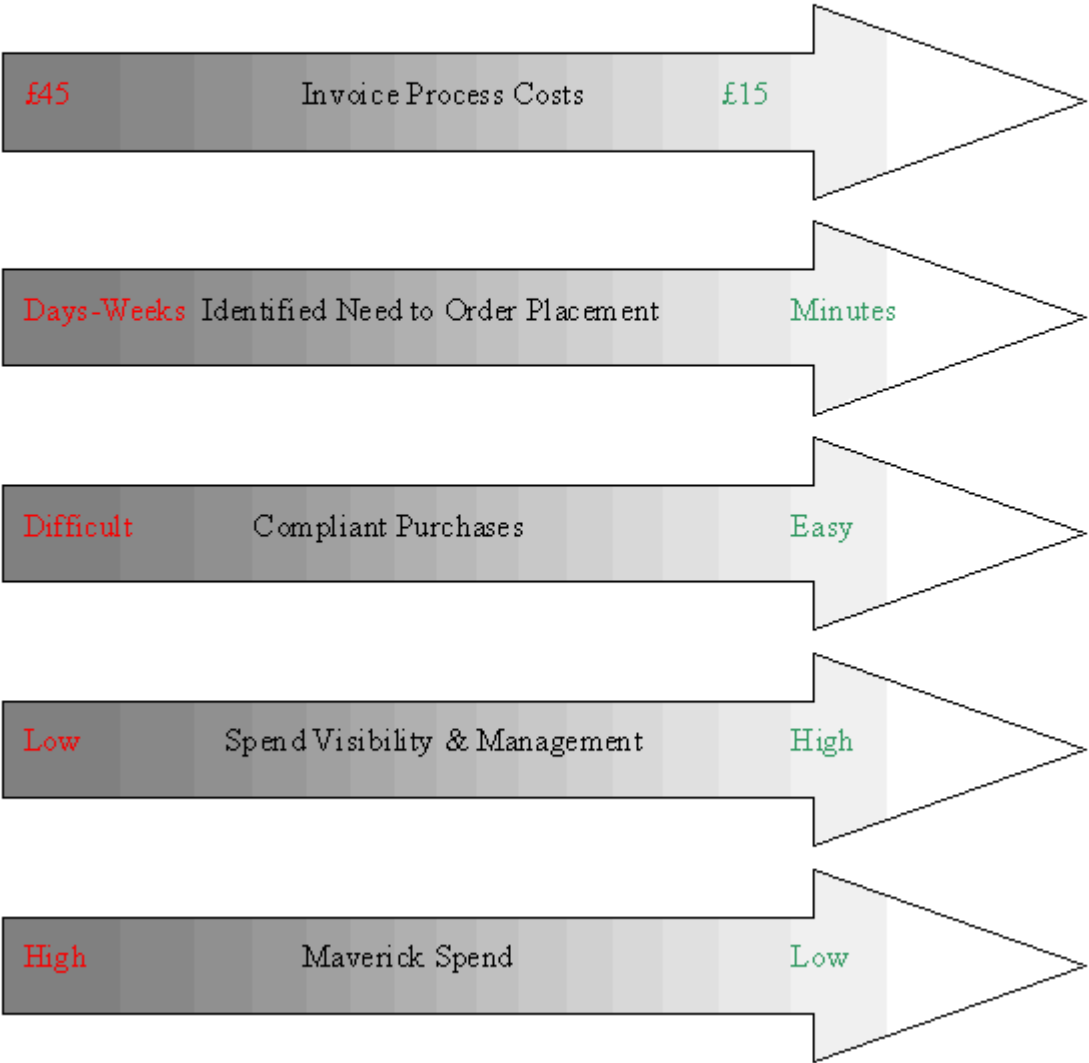
Our Approach

- 3.35 Transforming procurement and ensuring a robust procurement model and systems is a priority. The Flintshire Futures procurement project is looking at procurement from all angles:-
- how we can reduce what we actually spend,
 - how we reduce procurement processing costs; and
 - how we ensure consistent professional procurement practices are implemented.
- 3.36 To enable these changes to be made we are introducing a modern suite of computerised systems that will automate the end to end process of order placement through to payment, simplify existing processes and introduce controls to enforce consistency and adherence to financial procedure rules.

e-Procurement Benefits

Without e-Procurement

With e-Procurement



- 3.37 This system will consist of an electronic procurement "hub" which will hold supplier catalogues in the same way internet based suppliers such as Amazon.com do. Orders will be placed and authorised electronically and sent to the supplier over the internet, the expenditure will be committed to our ledgers providing improved budget control, goods will be receipted and electronic invoices authorised and paid and posted to our ledgers all using the new e-procurement solution.
- 3.38 Alongside the new IT systems we are reviewing the central procurement support and service based procurement activities, to ensure that we have robust professional procurement practice across the organisation.
- 3.39 We currently have an arrangement with Denbighshire County Council for their Head of Strategic Procurement to provide strategic procurement advice and management support within Flintshire. This arrangement has now been in place for 12 months and is working well.
- 3.40 One area we have targeted as a "quick win" is a reduction in printing and the number of printers. We have removed 130 printers to date. As well as reduced support and maintenance we have seen a huge drop in print volumes and printer consumables. We have connected everyone to large network printers which cost around £8 to print 1000 sheets of A4 against a traditional desktop printer costing £24. We are already making cashable savings and estimate saving in the region of £150,000 over the next 3 years, in County Hall alone. As well as the cash savings the reduction in printing has a positive environmental impact.

The Future

- 3.41 The new electronic procurement system will modernise procurement across the organisation. It will simplify and standardise procurement processes and practices. It will reduce the number of suppliers we use and the number of orders and invoices we deal with and so deliver major efficiency savings. The business case for the new system estimates efficiency savings over 5 years of around £3.5m. At this early stage in the project it is not possible to forecast a precise profile of these savings, until the pilot stage of the project is complete in March 2012 and we agree a rollout plan for the organisation as a whole.
- 3.42 We are currently awaiting the outcome of a regional study on procurement which is looking at options for greater regional collaboration and sharing of professional procurement resources. The outcome of this study alongside the other changes in procurement practice and processes will inform the future role and structure of our corporate procurement unit.

3.43 Finance Workstream

The Issues

- 3.44 The Finance workstream has four projects which, together, examine all non direct

employee expenditure (which is not the subject of other reviews) and income maximisation opportunities through fees and charges.

- 3.45 In addition to the opportunities for efficiency which are being followed through individual service reviews and collaborative projects, we need to challenge more fully spending across all services on particular budget heads and to determine whether, for the future, those budgets are essential at their current levels, taking account of current external funding levels and Council priorities. The project is known as the Cross Directorate Expenditure Review.
- 3.46 On income, there are three projects which are being followed as a group. Fees and Charges, Corporate Debt and Methods of Payment. Together, the projects will identify opportunities to increase or introduce fees and charges for services, introduce a corporate policy and standards for the collection of monies owed to the Council and review the methods by which customers can pay not only fees and charges but also council tax, rent or any other payments to the Council.
- 3.47 Currently fees and charges for services are reviewed on an ad-hoc basis e.g. some are in line with the budget process and others not, and some are reported to members and others not. It is not fully transparent whether costs incurred are being covered, what subsidy is provided by the Council or how fees and charges compare to other Councils or market rates.
- 3.48 A recent review of Corporate Debt as part of the "Lean" Programme identified a need for a more corporate approach to collecting monies and introducing processes which are much more efficient and can reduce processing costs.

Our Approach

- 3.49 For the cross directorate Expenditure Review of operating costs we are undertaking the work internally. The initial data extraction and review work is in progress. This involves looking at costs for all council fund services over the last 3 financial years in the following areas:

- Indirect employee costs
- Premises
- Transport
- 3rd Party Payments
- Transfer Payments

Completion of the project will be in the Autumn linked into the 2012/13 budget timetable. Before coming to a target savings, work is being carried out to identify which expenditure heads are already the subject of other reviews e.g. procurement.

- 3.50 For the three income related projects, we have commissioned Deloitte to work with us in an extension to work which they have undertaken across Wales in which all 22 Council's took part, and which itself builds on work undertaken in England. This approach will provide direct access to successful work elsewhere as well as to

benchmarked and comparative data. The 10 week project began at the end of August. The target level of increased income will be assessed during the project following the data analysis in the early weeks of the project.

The Future

3.51 The implementation of the expenditure review will achieve:

- Recommendations to deliver cashable efficiency savings
- Rationalised, cost effective use of all Council resources
- Alignment of budgets with actual spend leading to improved budget management and financial forecasting with effective performance indicators to measure change
- An annual review which is built in as part of the budget setting process for the future

3.52 The implementation of the income projects will achieve:

- Specific recommendations for setting / adjustment of current fees and charges and opportunities for further income maximisation
- Recommendations on future arrangements for the setting / review of fees and charges by the Council
- Recommendations on opportunities for maximisation of cash flow and reduced bad debt provision
- An updated and comprehensive corporate fees and charges and income maximisation policy
- An updated and comprehensive corporate debt minimisation policy

3.53 **Employment Workstream**

The Issues

3.54 We are currently in the process of implementing our Single Status project and consequently, have not yet reviewed or renegotiated our terms and conditions of employment, still relying on nationally agreed terms and conditions which are dated.

3.55 Our organisation is undergoing significant change with a view to modernising the way we work, improving flexibility and customer access to services (including extending the times when services can be accessed / delivered and including weekends where appropriate) and becoming more competitive with similar services in the broader public and private sector.

3.56 The existing terms and conditions of employment create a barrier to achieving modernised service delivery on the basis that they are more aligned to traditional core hour Monday to Friday working. On that basis, we have agreed that we will review terms and conditions in advance of achieving Single Status to enable key front line service reviews such as Streetscene and Housing to be implemented.

- 3.57 This workstream includes managing the other ‘costs of employment’ more effectively, including the organisation’s use and management of overtime, minimising business mileage and ensuring that we constantly review our vacancies and only seek to fill those where a solid business case can be identified.

Our Approach

- 3.58 We commenced negotiations with the joint Trade Unions in early May. It is important to note that these proposals and negotiations will impact on all employee groups (excluding teaching staff) and not solely Green Book (as would apply if part of Single Status). By taking this approach, we can ensure that these key terms and conditions of employment are harmonised for all employees as part of the same exercise.

- 3.59 Our business case set out our rationale for the need to take action now (and not to wait until Single Status was implemented) and was set out as follows:

We need to re-negotiate terms and conditions as a matter of priority to:-

- help us operate longer and more flexible service hours e.g. weekends to put customers first;
- reduce our costs of employment e.g. overtime costs where we extend our services hours;
- modernise and operate more like other parts of the public sector and the private customer service sector.

- 3.60 Our proposals review the following main terms and conditions:

- Working week
- Payment of Overtime
- Shift & Overtime premiums

- 3.61 The remaining ‘costs of employment’ savings will be achieved through reducing overtime and travel and more effective vacancy management. Targets for each Directorate have been agreed.

The Future

- 3.62 The implementation of a new set of terms and conditions, including the redefinition of a ‘working week’ for the organisation will enable services to modernise their service delivery and will allow significant enhancement of access to services for our customers. Just as importantly, it will result in those modernised services being more affordable and cost effective.

- 3.63 The implementation of these proposals will also act as a an enabler for other key elements of the Flintshire Futures programme such as Agile Working, and will pave the way for developing a modernised set of underpinning HR policies and procedures.

4.00 RECOMMENDATIONS

- 4.01 Executive to endorse the scope of and plans for the projects covered in the report.
- 4.02 Executive to agree the range of efficiencies from the programme identified to date and their inclusion in the Medium Term Financial Plan.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The accumulated financial efficiencies of the programme and the investment needs, are cross referenced in the parallel report on the Medium Term Financial Plan (MTFP).

6.00 ANTI POVERTY IMPACT

- 6.01 None directly. References are made to specific projects in the body of the report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None directly.

8.00 EQUALITIES IMPACT

- 8.01 None directly.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly.

10.00 CONSULTATION REQUIRED

- 10.01 The Flintshire Futures Programme Projects are subject to consultation as needed at the scoping and implementation stages.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Executive, Overview and Scrutiny, Full Council, Trade Unions and other partners and the workforce.

12.00 APPENDICES

- 12.01 Appendix 1 - Executive Report - 21st June 2011 - Flintshire Futures - Governance.
Appendix 2 - Flintshire Futures Quadrants and Current Portfolio of Projects

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Executive Report dated 21st June 2011 - Flintshire Futures - Governance

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Telephone: 01352 702103
E-Mail: colin_everett@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL**AGENDA ITEM NUMBER: 6**

REPORT TO: **EXECUTIVE**
DATE : **21 JUNE 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **FLINTSHIRE FUTURES - GOVERNANCE**

1.00 PURPOSE OF REPORT

1.01 To endorse the developing arrangements for governance of the Flintshire Futures Programme.

2.00 BACKGROUND

2.01 The Council has developed the Flintshire Futures Programme as its corporate programme for modernising and transforming the organisation and to make best use of its resources and secure efficiencies. The Programme, which has been developed over the past year, has recently been re-reported to full Council (Minute 16 refers 19th April).

2.02 The Flintshire Futures Programme has four sub-programmes each of which involves a number of co-ordinated projects. The four sub-programmes are:-

- Corporate Change
- Service Change
- Regional Collaboration
- Local Collaboration

2.03 The Flintshire Futures Programme is maturing with effective programme co-ordination and leadership at professional level, consistent and effective project management (using the Council's corporate project management methods), resourcing for projects depending on their resource, needs and clarity of timescales and expectations for project outcomes and efficiency targets.

2.04 This report sets out the governance arrangements for reporting on the progress of the Flintshire Futures Programme, for making decisions on key projects and for projecting benefits and efficiencies at Member level.

3.00 CONSIDERATIONS

3.01 The Flintshire Futures Programme is overseen internally and at professional level by the Corporate Management Team. The Chief Executive is the overall lead and each project is led by a nominated and accountable senior

Date: 17/06/2011

officer with the support of a nominated project officer. Each project follows the Council's adopted project planning methodology and each accordingly has a project scope and plan. The four sub-programmes of Flintshire Futures are programme managed and co-ordinated as sets.

3.02 For democratic leadership and decision-making the following arrangements are now in place.

3.03 **Regional Collaboration:** The regional collaboration sub-programme is governed as follows:-

- the Regional Leadership Board oversees all regional activity and brings together all six Council Leaders supported by their Chief Executives
- there are four Regional Programme Boards with portfolios of functions and services which bring together the respective Executive/Cabinet portfolio Members and the respective directors. These Boards guide priorities for collaboration and oversee the progress of projects. All four Boards report periodically on their activities. In Flintshire, these reports are made both to the Executive and Overview and Scrutiny and shared with the Trade Unions
- no committal decisions are made to specific collaboration without the formal individual approval, at Member level, of the participating councils. On the larger projects interim reports are made on progress where intermediate approvals are sought, as necessary, at the key stages of the project. In Flintshire, these reports are made to the Executive and Overview and Scrutiny.
- on some larger projects regional or local Member briefing sessions are arranged

3.04 **Local Collaboration:** The local collaboration sub-programme is governed as follows:-

- the Local Service Board oversees all local activity. The Board brings together the professional leaders of the local partner organisations and the Leader of the Council
- the work of the Local Service Board is reported twice yearly to Executive and to Overview and Scrutiny
- no committal decisions are made to specific collaborations without the formal individual approval of the participating partner bodies.

3.05 **Corporate Change:** the Corporate Change sub-programme is broad-based and complex. It is governed as follows:-

- a full report will be made on the progress of the programme and its projects at least twice yearly to both Executive and Overview and

Scrutiny - once at the mid stage of the year and once as part of the annual budget setting process as part of our efficiency forecasting work. The first full report will be made in July 2011

- individual project reports will be made on the larger projects at key stages and at the point of decision-making prior to implementation
- where there are pre-existing Member governance arrangements twin reporting will be made e.g. the Procurement Board receives reports on the procurement projects
- Member briefing sessions and workshops will be held on the more complex and important projects as required or as requested

3.06 **Service Change:** the service change sub-programme involves a number of service reviews and is governed as follows:-

- each service review is reported to Executive and to Overview and Scrutiny at inception and scoping
- each service review will have staged reports on progress and final reports on decision-making prior to implementation
- service reviews will have specialist Overview and Scrutiny Task and Finish Groups as needed e.g. the review of public conveniences

3.07 The option is open to any Committee, Political Group or individual Member to receive an update on any part of the programme at any time on request

3.08 The Flintshire Future Programme is entirely compliant with Welsh Government policy on collaboration.

3.09 The emerging efficiency forecasts for each sub-programme will be included in the 'long-range' forecasts as part of the Medium Term Financial Plan (MTFP) and the 'short-range' and more precise forecasts for the next annual budget setting cycle.

4.00 RECOMMENDATIONS

4.01 The Executive is requested to endorse the developing governance arrangements for the Flintshire Futures Programme.

5.00 FINANCIAL IMPLICATIONS

5.01 The Flintshire Futures Programme is the principal programme for achieving efficiencies for 2011/12 onwards and is critically important.

6.00 ANTI POVERTY IMPACT

6.01 None directly arising from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly arising from this report.

8.00 EQUALITIES IMPACT

8.01 None directly arising from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly arising from this report.

10.00 CONSULTATION REQUIRED

10.01 The Flintshire Futures Programme has developed and matured over time and the governance arrangements have been influenced by Member and officer suggestions and the advice of external advisors including the Welsh Local Government Association peer review team and the Wales Audit Office.

11.00 CONSULTATION UNDERTAKEN

11.01 None directly arising from this report.

12.00 APPENDICES

12.01 Appendix 1 - Flintshire Future Projects

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None.

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Flintshire Futures Quadrants and Current Portfolio of Projects

<p style="text-align: center;"><u>CORPORATE CHANGE</u></p> <p>Ongoing Projects</p> <p>CUSTOMER ACCESS</p> <ul style="list-style-type: none"> • Channel Shift • Flintshire Connects <p>ASSETS</p> <ul style="list-style-type: none"> • Asset rationalisation • Agile • Facilities (Soft and Hard) <p>PROCUREMENT</p> <ul style="list-style-type: none"> • P2P • Exchange Wales • Transactional Costs <p>FINANCE</p> <ul style="list-style-type: none"> • Medium Term Financial Strategy • Methods of Payment • Corporate Debt Review • Fees and Charges Policy • Cross Directorate expenditure <p>WORKFORCE</p> <ul style="list-style-type: none"> • Costs of Employment (Terms and Conditions and Management Control) • Interims/Consultants/Agency • HRMIS (Self-service) Phase II <p>SYSTEMS</p> <ul style="list-style-type: none"> • Lean • Printers and Printing • Administration Review <p>New Projects</p> <ul style="list-style-type: none"> • Fleet/Transport <ul style="list-style-type: none"> ○ <i>Procurement</i> ○ <i>Maximising Assets</i> ○ <i>Direct/Leasing</i> ○ <i>Travel costs/routing</i> • Performance and Productivity 	<p style="text-align: center;"><u>REGIONAL COLLABORATION</u></p> <p>Programme Boards</p> <ul style="list-style-type: none"> • Education Board Programme • Health and Social Care Board Programme • Environment Board Programme • Support Services Board Programme <p>Potential and On-going Bi-lateral Projects with WCBC and DCC</p> <ul style="list-style-type: none"> • LSCB (WCBC) • Youth Justice (WCBC) • Children's Disability Services (WCBC) • Community Safety (WCBC) • Occupational Health (WCBC) • Learning and Development (WCBC) • Legal (DCC) • Procurement (DCC) • ICT (WCBC) <p>Other Projects</p> <ul style="list-style-type: none"> • Emergency Planning • Regional Procurement for Mailing Distribution
<p style="text-align: center;"><u>SERVICE CHANGE</u></p> <p>Community Services</p> <ul style="list-style-type: none"> • Transforming Social Services for Adults • Social Services Fees and Charges <p>Lifelong Learning</p> <ul style="list-style-type: none"> • Education Funding Formula Review • Inclusion Services <p>Environment</p> <ul style="list-style-type: none"> • Public Toilets • Business Centres • Public Car Parks/Civil Parking Enforcement <p>Corporate</p> <ul style="list-style-type: none"> • Clwyd Theatre Cymru • HR Service Review 	<p style="text-align: center;"><u>LOCAL COUNTY COLLABORATION</u></p> <ul style="list-style-type: none"> • Carbon Reduction (LSB) • Maximising Opportunities (LSB) • Training and Development • Voluntary Sector alternative provision

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **HEAD OF FINANCE AND CHIEF EXECUTIVE**
SUBJECT : **MEDIUM TERM FINANCIAL PLAN (MTFP) AND BUDGET**
 2012/13

1.00 PURPOSE OF REPORT

1.01 To provide (1) an update on the Medium Term Financial Plan (MTFP) and to assure members of progress and (2) an update on planning for the 2012/13 Budget.

2.00 BACKGROUND

2.01 The Medium Term Financial Strategy was formally adopted by Council on 29th June 2011. Arrangements are being made for its translation in to Welsh and publication on the Flintshire website alongside the Council Priorities and Improvement Plan.

2.02 The Medium Term Financial Strategy is a critical part of the Council's overall Governance Plan. It sets out the financial resourcing strategy by which the Council will deliver its vision and strategic objectives over the medium term. Its purpose is to enable the Council to plan ahead by identifying where new investment is required, where activity will increase or decrease and which new policies or targets (external or internal) will be set by the organisation.

2.03 Integral to the MTFS is the Medium Term Financial Plan (MTFP) which:-

1. Forecasts for a defined period available resources, financial pressures (which arise from conscious choice or uncontrollable demand) and opportunities for efficiencies/savings for both revenue services and the capital programme.
2. Provides an analysis of the 'gap' between estimated future funding and expenditure.
3. Identifies specific actions required to balance budgets and manage resources within the overall framework of the Medium Term Financial Strategy.

2.04 The Medium Term Financial Plan (MTFP) forecast in June identified a revenue shortfall of £13m over the three years 2012/13 to 2014/15 (£3.4m in 2012/13) before the inclusion of new pressures (choice or demand led) or the effect of new efficiencies. This forecast was identified as a starting position based on the following information:

1. Forward indications of Welsh Government funding in 2012/13 to 2013/14.

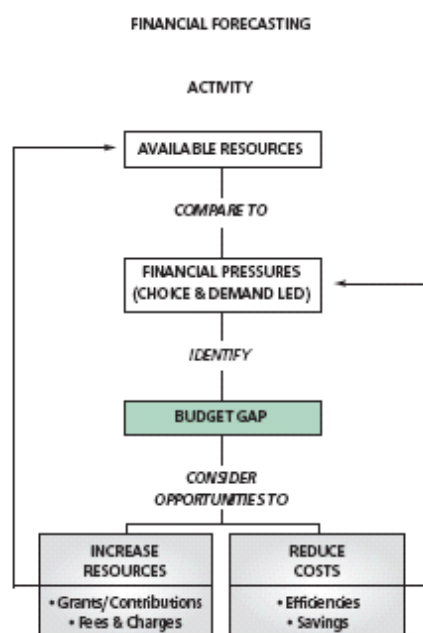
Date: 14/09/2011

2. Funding from Council Tax in accordance with the Council's policy of annual rises of 3% - 3.5%.
 3. The "roll forward" of the 2011/12 budget updated for the full year effects of items in 2012/13 and 2013/14 and inflation assumptions.
- 2.05 For the Capital Programme the June forecast identified £12.269m of resources available over the four years to 2014/15, before the inclusion of funding requirements for major priorities such as the schools modernisation programme and investment needs across the Council's assets and infrastructure portfolio.

3.00 REVENUE BUDGET

Forecasting Model

- 3.01 Over the summer months since the MTFS was approved, Directorates and Corporate Services have been undertaking detailed work to forecast:-
1. Further pressures to add into the MTFP and their values.
 2. Efficiencies, savings or income generation opportunities arising from projects within the Flintshire Futures Programme and from on-going 'good housekeeping' through budget management.
- 3.02 The forecasting model being used is as set out in the MTFS as shown below. Through use of this model, we are continually updating and refining:-
1. The potential budget gap arising from the shortfall between available resources (essentially Welsh Government Grant and income from Council Tax) and financial pressures.
 2. The opportunities to reduce costs (efficiencies or savings) or increase resources (from grants/contributions or fees and charges).



- 3.03 The forecasting work is carefully identifying the links to Council priorities - through Directorate and Corporate Service Plans and the source and detail behind each forecasted item.
- 3.04 For pressures, clear distinction is being made between those which are demand led, e.g. demographic shift and those which are a matter of choice for service change, enhancement or improvement including the effects of major corporate projects e.g. Single Status.
- 3.05 For efficiencies, clear distinction is being made between efficiencies (the same or better service for less cost), savings (reduction or cessation of service) and increased income.
- 3.06 A further source of important information to update the MTFP is the final outturn for 2010/11 (subject to audit) for revenue and capital, which were reported to Executive and Scrutiny in the July cycle of meetings and the first detailed revenue budget monitoring report of the current year (as at Month 3) which appears elsewhere on this agenda. The first detailed capital report of the current year will be reported in October.

Business Model

- 3.07 The on-going strategy to manage the budget gap is to seek to reduce internal operating costs and compress new pressures to minimise effects on customers and public services, through the following principles:-
- Reducing internal operating costs.
 - Minimising new pressures (being clear on which are a choice).
 - Maximising income generation opportunities.

- Being clear on hidden subsidies within the budget (where income does not cover costs).
 - Risk assessing the likelihood of inflation assumptions and potential new pressures.
- 3.08 The application of these principles to the forecasting work will be tested in relation to current and potential new areas of spend against the following criteria:-
- Is the expenditure core or non core to the delivery of Council service?
 - Does it support the achievement of Council priorities?
 - Is the expenditure a matter of choice for the Council?
 - Is value for money (VFM) being achieved (by reference to the VFM model in the MTFS)?
- 3.09 The work will be assisted and supported by the use of benchmarking and market data to compare Flintshire's position to other Councils and other service providers where applicable.

Pressures and Efficiencies

- 3.10 The initial concentration of work has been on pressures and minimising their impact. In addition, work has been ongoing to identify the value of savings or efficiencies to contribute to closing the budget 'gap' from the Flintshire Futures Programme as reported in the previous agenda item and also from efficiency opportunities being identified within Directorates as part of good budget management.
- 3.11 The work carried out for both pressures and efficiencies has involved extensive work within Directorates and Corporate Services and has been the subject of detailed internal challenge between officers to ensure the robustness of the forecasts prior to bringing them to Members for consideration.
- 3.12 At this stage in the budget process for 2012/13, total potential additional new pressures (including additional non standard inflation) of £7m have been identified. These pressures are being tested against the principles and criteria set out above. Early work indicates that the £7m includes at least £3m which will need to be included.
- 3.13 In relation to efficiencies, the work so far has identified £1.5m of additional efficiencies to those identified in 2011/12, but this excludes savings and income generation opportunities from the Fees and Charges and Cross Directorate Expenditure Review projects being carried out under the Flintshire Futures Programme which are yet to be quantified (see 3.18 and 3.19 below).

Flintshire Futures Programme

- 3.14 As identified in the Flintshire Futures report, which is also on this agenda, the Flintshire Futures Programme is structured to include a mixture of short (up to 12 months), medium (up to 3 years) and longer (up to 5 years) term projects.

Efficiencies and any "up front" investment or change costs are being built into the MTFP as figures continue to be calculated and firmed up

- 3.15 In considering opportunities to close the budget 'gap' in the coming budget round for 2012/13 the concentration is on the shorter term projects, many of which are in the Corporate Change group aimed at improving the way the Council works; improving customer service; delivering efficiencies and savings along with service reviews whose purpose is to maintain or improve services to the public at a reduced internal cost.
- 3.16 In working through the Flintshire Futures Programme there will be an examination of areas of expenditure and income across the whole organisation both corporately (through projects being lead by HR&OD and Finance - see below) and within service portfolios through service change and collaborative projects.
- 3.17 The Human Resources and Organisational Development led project "Costs of Employment" project was included in the 2011/12 budget with a target saving of £1m in the current year, rising to £2m in 2012/13 as a permanent reduction to the base budget.
- 3.18 Within the corporate group of projects the Finance workstream encompasses four projects which together examine all non direct employee expenditure (known as the cross directorate expenditure review) and income maximisation opportunities through fees and charges.
- 3.19 The expenditure review project will challenge spending across all services on particular core or operating budget heads to determine whether, for the future, those budgets are needed at their current levels or possibly even at all, taking account of current external funding levels and Council priorities. Both of these projects commenced in mid August and have completion dates of Autumn 2012 which will link into the 2012/13 budget timetable. Estimates of potential savings and income generation opportunities will emerge over the coming weeks as the work to analyse data is completed. At this stage, no account of the contribution that these two projects will make to the MTFP has been made.

4.00 MEDIUM TERM FINANCIAL PLAN - UPDATED FORECAST

- 4.01 The initial MTFP forecast reported to Members in May/June, is attached as Appendix 1 along with the assumptions it is based on. This showed an initial shortfall for 2012/13 of £3.378m.
- 4.02 On the basis of the work to date on the budget for 2012/13, and keeping with the same assumptions as before, this shortfall is reduced to £0.186m as a result of two items:-
1. The underspend in 2010/11 has enabled the early repayment of the £1.613m taken temporarily from reserves to fund one-off expenditure in the 2011/12 budget (as recommended to Executive in the 2011/12 Month 3 budget monitoring report). The effect is to remove a one-off pressure in the 2012/13 budget of £1.613m.

2. Potential efficiencies of £1.579m have been identified for consideration.

- 4.03 Therefore the 2012/13 shortfall before the inclusion of new pressures or items of additional inflation or further efficiencies, particularly from the Fees and Charges and Cross Directorate Expenditure projects is as follows:-

	2012/13 £m
Shortfall (as previously identified)	3.378
Less repayment of reserves in 2011/12	(1.613)
Less potential efficiencies identified to date	(1.579)
Shortfall (before new pressures and additional Inflation and further efficiencies)	0.186

- 4.04 As identified in 3.12 above, potential new pressures of between £3m - £7m have been identified. This will be added to by the commitment we have to include revenue funding for capital through borrowing (see 5.00 below) and any additional provision for impacts to the base budget from Single Status negotiations. This position highlights the need for the detailed analysis of current and new pressures against the business model to seek to reduce the shortfall for 2012/13 and beyond whilst the medium and longer term savings from Flintshire Futures projects come on stream.

5.00 CAPITAL PROGRAMME

- 5.01 Work has also been progressing on identifying capital expenditure needs across all services and, in particular, for school modernisation linked to potential funding from Welsh Government for 21st Schools. Meetings have taken place with all Departments during August and, in September, will be the subject of detailed consideration by the Corporate Management Team, in preparation for reporting to Members. This work will not only identify capital financing requirements but will inform the development of an 'unsupported borrowing' strategy for major capital items and firmly link the capital programme with the revenue budget.

6.00 WELSH GOVERNMENT BUDGET

- 6.01 Whilst the Welsh Government has yet to consider its budget position for 2012/13 at this point, briefings from Ministers and officials indicate that settlements for 2012/13 and 2013/14 are unlikely to change markedly from those announced with the 2011/12 budget. For Flintshire this means a reduction in Revenue Support Grant (RSG) of -0.4% in 2012/13 and an increase of +1.1% in 2013/14. These are the figures built into our Medium Term Financial Plan. The factors which could affect these figures are changes in the data or distribution formula which sits behind the RSG or the introduction of a "floor" to protect Councils from reductions in RSG which are

deemed to be too great. At this stage, we have no further information on capital funding.

- 6.02 The Welsh Government has recently announced its budget timetable for 2012/13. As a result we are now aware that Councils will receive settlement details as follows:-

Provisional Settlement	18 th October 2011
Final Settlement	6 th December 2011

- 6.03 This timetable means that the Council will receive its settlement details some 8 weeks or so earlier than was the case last year, which will assist the budget planning process.

7.00 MEMBER BRIEFING

- 7.01 It can be seen that a considerable amount of work has been and continues to be undertaken on the MTFP.

- 7.02 As we now move into the detailed budget process for 2012/13 it is essential that Members have the opportunity to fully participate in the process and to receive full and detailed briefings on all aspects of the budget over the autumn/winter leading to the Executive and Scrutiny meetings in late December, January and February including:-

- WG Settlements and Grants
- Details of Pressures, Efficiencies, Inflation
- Risks and Assumptions
- Assessment of Service Impacts
- Public Consultation

- 7.03 Arrangements are being made for a Member Session in mid-late October to which all Members will be invited to get the budget process underway. Details are being set and the meeting will be chaired by the Chair of the Council. This session will include consideration of the revenue budget and the capital programme as we continue to work to make the linkages between the two.

- 7.04 Important to the information to be provided to Members will not only be financial information but also information which sets out any service impacts of budget changes including equality impact assessments to enable decisions to be taken in an informed, fair and transparent way.

8.00 RECOMMENDATIONS

- 8.01 Members are recommended to :

1. Note and be assured by the work which has been undertaken and which is ongoing to update the MTFP and the early preparation for the 2012/13 revenue and capital programme budget round.

2. Note the information provided about the Welsh Government budget planning and the settlement timetable.
3. Note the intention to hold a budget session for all Members in mid-late October to commence Members detailed involvement in the 2012/13 budget round.

9.00 FINANCIAL IMPLICATIONS

9.01 As set out in the report.

10.00 ANTI-POVERTY IMPACT

10.01 None directly as a result of this report.

11.00 ENVIRONMENTAL IMPACT

11.01 None directly as a result of this report.

12.00 EQUALITIES IMPACT

12.01 None directly as a result of this report.

13.00 PERSONNEL IMPLICATIONS

13.01 None directly as a result of this report.

14.00 CONSULTATION REQUIRED

14.01 None at this stage.

15.00 CONSULTATION UNDERTAKEN

15.01 None at this stage.

16.00 APPENDICES

16.01 Appendix 1 - The initial MTFP forecast reported to Members in May/June.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Report to County Council 29th June - Medium Term Financial Strategy

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E-Mail: kerry_feather@flintshire.gov.uk

8. Medium Term Financial Plan (MTFP) - Initial Forecast

Initial Forecast

The Medium Term Financial Plan (MTFP) forecasts available resources, financial commitments/pressures and opportunities for efficiencies/savings for both revenue services and the capital programme. The first phase of the MTFP sets out the forward forecast of:-

- (a) Funding from Welsh Assembly in 2012/13 and 2013/14 in accordance with the latest forward indications.
- (b) Funding from Council Tax in accordance with the Council's policy of rises between 3% to 3.5%.
- (c) The "roll forward" of the 2011/12 budget updated for the full year effects of items in 2012/13 and 2013/14, and inflation assumptions.

At this stage, for revenue the forecasts are a **starting position** which identify the projected position **before** the inclusion of new pressures (which arise from choice or demand) and the financial impacts of efficiencies from the Flintshire Futures Programme and other efficiencies to be achieved in the day to day delivery of services being pursued across all Council services. All forecasts are made in line with the financial principles and forecasting methods set out in sections 6 and 7.

At this first stage, the revenue budget has an estimated funding gap of £3.378m in 2012/13, £3.392m in 2013/14 and £6.255 in 2014/15 – a total of £13.025m over 3 years.

The capital programme has available resources over the period of £12.269m.

Assumptions Made in the Current Medium Term Financial Plan

- The indicative settlements for 2012/13 and 2013/14 are based on the assumption that there would be no floor applied in these years. There is however currently some indication to suggest that this assumption is being revisited and options for maintaining a funding floor in 2012/13 and 2013/14 of between -0.5% and 0.0% are currently being explored.
- The indicative figures suggest that Flintshire will receive a reduction in funding of -0.4% in 2012/13 (reduction of £0.673m compared to 2011/12) and an increase of 1.1% in 2013/14 (increase of £2.019m compared to 2012/13). The 2013/14 indicative AEF is still £1.853m less than the final settlement figure for 2010/11. No indication has been received for funding levels for 2014/15; the MTFP assumes a 0% settlement.
- Council Tax – It has been assumed that the Council Tax Base will increase by 0.25% annually and that an annual increase of 3.00% on Band D will be applied.
- The current figures are inclusive of the relevant full year effects of decisions made in previous budgets. It is currently assumed that all pressures approved

in previous budgets will be required and similarly all approved efficiencies will be achieved, and on time.

- Inflation assumptions are summarised in the table below :

Expenditure Type	Rate Applied
Non-Teachers Pay	1% per annum from April 2012
Teachers Pay	1% per annum from September 2012
Price	2% per annum
Fees and Charges	2% per annum
Energy	Estimate of non-standard inflation – further work required with Energy Unit

The Revenue Financial Projection – as at April 2011

	2012/13 £'000	2013/14 £'000	2014/15 £'000
Funding			
Revenue Support Grant (RSG)	149,080	151,099	151,099
NNDR	35,203	35,203	35,203
Council Tax	56,730	58,578	60,486
SSA / Budget Requirement	241,013	244,880	246,788
Unhypothecated Grants	1,476	1,476	1,476
Specific Grants	35,149	35,149	35,149
Total Funding	277,638	281,505	283,412
Expenditure			
Base Budget	278,574	281,016	284,897
Inflation:			
Pay	1,291	1,563	1,578
Price	2,860	2,917	2,976
Price - NSI Energy	596	596	596
Fees & Charges	(401)	(409)	(417)
Other known items:			
Effect of Previous Years Budget Decisions	(1,926)	(863)	-
Base Level of Reserves - 2% Turnover	22	77	38
Total Expenditure	281,016	284,897	289,667
Funding Shortfall / (Available)	3,378	3,392	6,255

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **FINAL DRAFT OF THE SOCIAL SERVICES ANNUAL
PERFORMANCE REPORT**

1.00 PURPOSE OF REPORT

1.01 To present the final draft of the Social Services Annual Performance Overview Report

2.00 BACKGROUND

2.01 The Overview Report is part of the Welsh Government (WG) performance framework for Social Services. The report is the Director's statement on current performance and highlights good performance and areas for improvement.

3.00 CONSIDERATIONS

3.01 The final version of the Overview Report has been prepared following an in-depth review of current performance by service managers and performance officers and a period of consultation and challenge/

3.02 The Overview Report is a summary of the assessment of the Council's overall Social Services performance against a set of domains determined by the WG.

3.03 Behind the report sits a set of detailed templates and evidence that has been collected as part of the assessment.

3.04 The final step in the self-assessment is the production of service plans which set out the actions which need to take place to deliver on the improvement priorities identified in the assessment. Service plans have been prepared for Social Services for Children, Social Services for Adults and Development and Resources.

3.05 Few responses have been received from partners which may reflect the inclusive approach that was taken, e.g., involving health colleagues, services users and voluntary organisations in the assessment and collection of evidence. We will consider this further in our "lessons learnt" session.

3.06 A Member Workshop was held in May and this provided some useful feedback which has been incorporated in the report such as a commentary on progress against the 2010 key improvement priorities.

Date: 14/09/2011

- 3.07 An initial meeting has taken place with the CSSIW. They have expressed satisfaction with the report and requested additional supporting information such as the feedback from user satisfaction surveys.

4.00 RECOMMENDATIONS

- 4.01 Members note the achievements and key improvement priorities and endorse the report for submission to the CSSIW.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None arising directly from this report but some of the identified improvement priorities may have associated financial implications which will be separately detailed in service plans.

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 directly from this report though the report contains an assessment of current performance against the equalities agenda and has associated improvement priorities.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None arising directly from this report, but some of the identified improvement priorities may have associated personnel implications which will be separately detailed in the service plans

10.00 CONSULTATION REQUIRED

- 10.01 No further consultation is planned

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has taken place with key stakeholders including a Member Workshop

12.00 APPENDICES

- 12.01 Appendix 1 - Overview Report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

None

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Flintshire Social Services Annual Performance Report

2010 - 11

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1 Introduction

This is our current and second year assessment of the performance of our Social Services. It has been drawn together through a comprehensive and in-depth examination of performance involving all Social Services managers and with a corporate input.

The report is in two main sections:

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

An important outcome from the assessment of performance in all areas of our business is the identification of improvement actions which will be addressed in the relevant operational service plans, where resources permit. For the purpose of this report we have selected the improvement priorities for each area. In Section 4, we have identified the key improvement priorities that will be included in the Directorate Plan 2010-14 and the three Service Plans - Social Services for Adults, Social Services for Children and Development & Resources.

To start this report we have included a brief summary of how we did on our key improvement priorities identified in our 2010 Annual Performance Report which have in part influenced our improvement priorities for 2011 so there is continuity, alongside our new goals and aspirations for our services.

Colin Everett, Chief Executive
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 did we do on our 2010 key improvement priorities?

We consolidated our community equipment services for health and social care across NE Wales and the findings from the first customer feedback form shows a high level of satisfaction with the service (see section 3.7 for more details)

We are progressing the refocus of our services for older people, with an expanding and extended range of services for people with dementia and the roll out of the reablement approach (see section 3.6 for more details and the ongoing key improvement priority 7 for 2011)

We have worked in partnership with the BCU Health Board to ensure joined up service planning and delivery of health and social care services. With robust Governance arrangements agreed we are close to finalising the integration of our Mental Health (Community Mental Health Teams) and our Community Substance Misuse Team under a Section 33 Agreement (see section 4.7 and the ongoing key improvement priorities 8 & 9 for 2011)

We continue to work with the other North Wales Councils across Social Services to achieve savings through regional collaboration (see section 4.8 for more details and the ongoing key improvement priority 10 for 2011).

Whilst we have made efforts to improve our systems to reduce the time taken to deliver major and minor adaptations we are still not reaching our own targets. (see section 3.7 for more details and the ongoing key improvement priority 11 for 2011)

We have reviewed the mechanisms for managing the out-of –county care packages alongside health and education and have an action plan in place to achieve the required improvements and efficiencies (see section 3.2 and the ongoing key improvement priority 14 for 2011)

We still need to increase the number of placements provided by in-house foster carers (see section 3.2 and improvement priority for 2011)

The relocation of our in-county residential short break provision for children with disability will increase provision by 50% (see section 3.2 and 3.10)

We continue to develop evidence based performance management, and have identified a number of improvement priorities to take this forward in 2011, for example embedding our new PARIS business system; focussing on outcomes for service users and integrating our performance and planning functions across the directorate (see section 4.4 and 4.9 for details).

Across all areas we continue to strive towards outcome focussed assessment and care planning and have developed tools to assist, e.g., in Social Services for Children training is available and specialist advisors have been commissioned.

The analysis of service user and carer feedback consistently across all service areas to influence improvements continues to be part of an overall key improvement priority to develop and build on service user and carer involvement across our services (see section 4.1 for details and key improvement priority 18)

We have commenced a review of all our buildings to evaluate their current and future effectiveness and fitness for purpose, and have identified areas for immediate attention such as the short break provision for children with disabilities. (see section 4.8 for details)

We continue to work with human resources to address absence rates by identifying hotspots and setting reduction targets (see section 4.10)

Having now completed phase 1 of the implementation we are progressing with the replacement of our existing social care business systems with the PARIS business system. However owing to functionality issues completion of phase 2 will be delayed until January 2012 (see section 4.9)

We have achieved the required 1% savings and have plans in place for efficiency savings over the next three years. We will continue opportunities for efficiency savings, both locally and through collaboration with corporate and regional colleagues. We have embarked on a major project to transform Social Services for Adults which will deliver savings and better outcomes for service users. Staff from our service have been trained in LEAN and we will be looking to utilise their skills to the maximum (see section 4.8, 4.5 and key improvement priorities 4, 6, 10, 12, 13, & 14)

3 How Good Are The Services?

3.1 Public information and first contact

Building on the success of our existing information strategies in Social Services for Children and Social Services for Adults an ongoing improvement priority from 2010 is the joining up with Housing to produce one Community Services Public Information Strategy.

When people first approach Social Services they are signposted to one of our first points of contact, where they are provided with targeted information relevant to the person's needs.

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.

We offer a comprehensive range of bilingual leaflets that are also available in different formats such as Braille. Information about our services is available through the Council's website and is updated at least annually. Following a restructure in Social Services for Children in October 2010, the improvement priority we identified last year is now underway in that we are currently reviewing and revising all our information. We can also access translation and signing services when needed. We are proactive in giving out information for example a welcome pack to all looked after children and in Older People services a community care assessment information pack which contains a part for carers.

Feedback received from visitors to our Deeside Office identified that 100% of people thought the leaflet stand was useful to them.

We also work closely with other agencies such as the Voluntary Sector (particularly in Adult Services), who provide a range of information and services for people not requiring or meeting the threshold for Social Care. We have dedicated staff that work closely with the Housing Service to support people presenting as homeless.

In Social Services for Children it has proved effective to share our eligibility criteria with new staff and partner agencies, as shown by the fact that only 22% of referrals received up to quarter 3 of this year progressed to allocation for initial assessment. We are pleased with the robust systems we have in place to monitor the efficiency of our referral management processes and unmet need arising from delays in accessing services. In the same period, a decision on what action to take on all referrals received was taken in one day.

In Social Services for Adults, although efforts have been made to work more closely with acute hospitals, the ambulance service and the

police to improve the appropriateness of referrals, we recognise that further work is needed (ongoing improvement priority from 2010). We have processes in place to check that our Duty Team is working effectively namely by undertaking case file audits and the corporate mechanisms that are in place.

Improvement priorities

1. We will complete the Community Services Public Information Strategy
2. We will complete the revision of information leaflets and website to take account of the restructured teams in social services for children.
3. We will work with other agencies to improve the appropriateness of referrals for Social Services for Adults

3.2 Social Services for Children

Reflecting back on our improvement priorities for 2010 we are pleased to report that most children and young people requiring services are provided with a timely initial or core assessment and our current performance for quarter 3 is better than last year and far higher than the Welsh average. We have also managed to progressively reduce the waiting times for paediatric assessments for children with a disability this year. However, we still need to improve the timeliness of completing Assessment & Progress Records and work with Health professionals to improve the timely provision of Health Assessments for our looked after children. We also need to improve our methods of identifying young carers to ensure that they receive the support they need and we are working hard with colleagues in Social Services for Adults and other agencies to achieve this. However, up to quarter 3 of the current year, all of the young carers known to us have been provided with support by the Barnardos Young Carer Project or ourselves.

The quality of our assessments is mainly good and this is verified by internal audits. We utilise a range of specialists from within the council, partner agencies or commissioned services to contribute to the assessment process for children and young people with complex needs.

Our arrangements for the management and review of care plans are mainly good. As at quarter 3 of this year, all child protection cases are allocated to a qualified social worker and this is also so for 96.4% of looked after children and 75.5% of children in need cases. In all 3 of these areas we are performing above the Welsh average for last year. All looked after children are provided with a timely plan for permanence and all young people leaving care have a pathway plan and a personal advisor (identified as an improvement priority for 2010).

We still need to improve the timeliness of providing a care plans for looked after children at the start of their first placement, providing them with timely Personal Education Plans, undertaking statutory visits and reviewing their care plans within timescale.

The quality of our care planning and the support we provide for children, young people is mainly good. This is reflected in the feedback we receive from service users, our own quality assurance systems and the CSSIW inspection programme.

Grandparents wrote, "Thank you for your good work. XXX has really grown in confidence during the past months and is now a well-balanced and really happy young lad."

However, an ongoing improvement priority from 2010 is the need for us to make our assessments and care planning more outcome focussed and inclusive. To achieve this we have a range of in-house training available for social workers in addition to commissioning specialist advisors to support them.

We have a comprehensive range of in house and commissioned services and, with the exception of residential short breaks for children with a disability, the level of unmet need is low. All vacancies for qualified social workers have been filled.

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 provides a 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 verified in outcomes of regular CSSIW Inspections.

However, as measured by the national performance indicator (SCC004) we could improve our level of placement stability and increase the choice of foster care placements within the county. The need to procure residential and foster care placements from the independent sector for some children remains a significant financial challenge. An improvement priority for 2010, in partnership with Health and Education, was the need to review the mechanisms for managing these packages of care and as a result we now have an action plan in place to achieve the required improvements and efficiencies. In addition to this a new Section 20 Accommodation Panel will be established to ensure robust packages of intervention are in place to achieve early rehabilitation and avoid drift. Last year we also identified the improvement priority of increasing the availability of short breaks, in

response we have completed a feasibility study for expanding our in-county residential short break care service and plans are now in place to achieve this in 2012.

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, Family Meetings Service, Community Conferences and a pool of volunteer mentors to increase the continuity of support for children and families. The number of children looked after has now remained more or less static for the past 3 years.

Feedback from a mother on the support provided by a social worker -
"I feel xxxx has done a very good job in social work and has helped me and my family significantly".

We also provide a range of supports aimed at promoting independence and social inclusion. We encourage the use of direct payments to provide families who have children with a disability with more choice about how the supports 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. We have progressively reduced the waiting times for the provision of Disabled Facilities Grants, low cost adaptations and paediatric assessments this year.

Supported accommodation and lodgings are available for young people leaving care from commissioned services and former foster carers. All young people formally in care and now aged nineteen are in suitable accommodation and still in contact with our support services. A Care Leavers' Support Network provides peer support and also provides young people with the opportunity to inform and shape service delivery. Volunteer mentors are also available to help them develop their independent living, personal and social skills. A Skill Build programme for young people leaving care was piloted this year by the Council resulting in one young person securing a 3 year apprenticeship and another young person is now attending a fulltime horticultural course at college. The need to increase the number of these young people that attend education or training and finally gain employment remains as improvement priority for 2011.

The National Youth Advocacy Service is commissioned to independently support children in making their views known. A Pride of Flintshire Awards Ceremony is held annually to celebrate the achievements of looked after children and was attended this year by the Children's Commissioner.

Comment by Children's Commissioner – "...It was a real privilege to be a small part of the celebration. And what a celebration... more than anything these children and young people felt valued."

Improvement priorities:

1. We will work with colleagues in Health to improve the timeliness of health assessments (Corporate Improvement Target SCC/039).
2. We will improve the timeliness of completing Assessment and Progress Records for looked after children (Corporate Improvement Target SCC/028).
3. We will continue to make further improvements in the timeliness of initial assessments (Corporate Improvement Target SCC/042).
4. We will improve our methods for identifying and supporting young carers (Corporate Improvement Target SCC/030).
5. We will improve the timeliness of reviewing care plans for children in need and looked after children (Corporate Improvement Target SCC/016).
6. We will ensure that all looked after children commence their first placement with a care plan in place (Corporate Improvement Target SCC/001a).
7. We will work with colleagues in Education to improve the timeliness of providing looked after children with a Personal Education Plan (Corporate Improvement Target SCC/024).
8. We will improve the timeliness of undertaking statutory visits to looked after children (Corporate Improvement Target SCC/025).
9. We will make our assessments and care planning more outcome focused and inclusive.
10. We will increase the number of young people leaving care that are engaged in education, training and employment (Corporate Improvement Target SCC/033c).
11. We will improve placement stability for our looked after children and increase the availability of in-house foster care placements (Corporate Improvement Target SCC/0004).
12. We will reduce our dependency on the independent sector for providing placements for looked after children and improve the financial management and effectiveness of the commissioning process.

3.3 Safeguarding Children

At an operational level our arrangements for safeguarding children are good with room for improvement in some areas. All child protection

cases are allocated to qualified social workers and we decide what action is to be taken on all referrals within 24 hours. During the initial assessment process; 79.8% of all children including children in need are seen by a qualified social worker and this is far higher than the Welsh average. A Conference Buddy scheme is in place to appropriately support children and young people's involvement in Child Protection Conferences.

A community paediatrician stated "The chair was very encouraging enabling parent participation and the Conference Buddy provided a much needed perspective for the young person"

As at the end of year, our performance in the timeliness of holding child protection conferences was a little below that achieved for the previous year and we are working hard to improve upon this. However, we have improved the timeliness of our initial core group meetings that are set up to coordinate the actions required in child protection plans. We still need to improve the timeliness of reviewing the plans for children in need and this is an improvement target.

We have delivered on our improvement priority for 2010 in that we are now fully compliant with the recommendations of the Report on Victoria Climbié and there continues to be a good line of sight between the Head of Service and frontline practice who are also guided by a comprehensive set of child care procedures and standards for child protection conferences. The child care procedures manual has been amended with links to related Community Care magazine articles.

Partnership working is good and a multi-agency domestic violence panel continues to improve its effectiveness following an independent review. However, an ongoing improvement priority from last year is the need for us to work with colleagues in education to improve the safeguarding arrangements within schools.

At a strategic level, the Local Safeguarding Children's Board (LSCB) is making progress with an improvement action plan to meet the standards prescribed and address the risks identified from the application of the self assessment and improvement tool, which was undertaken last year.

Plans are in place to merge the Flintshire and Wrexham LSCBs in April 2011 to make gains from shared expertise and resources.

The Children and Young People Plan provides clear strategic objectives with regard to safeguarding and is underpinned by a range of service plans at an operational level.

Improvement priorities:

1. We will improve the timeliness of initial child protection conferences and reviews.
2. We will complete all of the actions in the LSCB Improvement Plan.
3. We will complete the merger of the Flintshire and Wrexham LSCBs.
4. We will work with colleagues in education to improve the safeguarding arrangements within schools.

3.4 Transition from Social Services for Children to Social Services for Adults

We have improved our data collection processes and have identified over 160 young people in transition from children's to adult services who are likely to meet FACS criteria over the next 5 years. We are working with these young people and their families to establish their needs and desired outcomes to support both individual and the strategic planning processes.

An improvement priority for 2010 was the development a Communication Plan to improve communication between young people and their families and professionals, which has been achieved. However we are aware that work is outstanding on the young persons "transition plan format".

We have used our strengthened partnership working arrangements to explore options for continuing to take transition forward in Flintshire and to progress the young persons "transition plan". It is our intention that the plan will be owned and controlled by the young person and their family and will be produced in a format to meet their needs. Outlines of statutory plans will be able to be completed from the transition plan. We are pleased to announce that we have agreement in principle to establish a Transition Service, joining together resources from Social Services for Children and Adult Services in a dedicated Transition Team, situated in one place with common line management. In the longer term we will be exploring options to include other agencies including the Local Education Authority and Health resources.

An ongoing improvement priority from 2010 is the establishment of links with the WAG 5 funded Key Worker projects in order to gain learning from them and we have recently volunteered Flintshire as part of the formal evaluation process, to act as a non involved baseline authority. The Key Worker approach has been heralded as best practice, in brief it is the allocation of a named worker to a young person and his/her family in preparation for transition. The role of the Key Worker is to work with the young person and his /her family to explore available options and make proposals for the achievement of individuals' aspirations; which also involves the coordination of those

agencies that will be needed to be involved. We will use this ongoing learning to inform the Transition Service project.

Although feedback from young people and their families is gathered on the transition process we need to improve how we do this and use this information to influence future developments.

We are committed to providing a quality service and have developed and embedded local Performance Indicators for the monthly Transition Panel.

Our Transition Information has been revised and we have issued a generic easy read leaflet for all young people with disabilities

Our two 'in house' provider services which focus on transition have between them supported 51 young people from April 2010 to January 2011 in a range of activities including transport training, support at college, independence skills, work experience and Job Club.

We are continuing to promote independence by encouraging the take up of Direct Payments (36 young people between the ages of 14 – 25). Personalised budgets are being expanded through Citizen Directed Support (CDS) and 3 young men who are about to leave residential college will move into their own home in the spring of 2011 using CDS. Our annual Transition Event goes from strength to strength and this year over 150 young people and their families were invited to attend this open market place style event with 40 plus stall holders.

Young people and carers

“Talking to the young people who have just gone through transition was really interesting and helpful”

“I liked it all - couldn't have been better”

“Lots of people to talk to “

“ I liked being able to have a go” (hands on activities)

Stall holders

“Welcomed opportunity to network “ – between statutory and voluntary sector agencies

“Really good event – glad to be part of it” – Flintshire Youth Information

“The music from ----- was a brilliant touch” - Careers Wales

“We have had interest from 10 possible new members” – Daffodils

“It was very good – nice to see lots of people there” – Advocacy Service

Improvement priorities:

1. We will implement the Transition Service Project Plan to establish a Social Care Transition Service.
2. The Transition Service will develop the young person’s transition plan (single plan) format which will cover all significant elements of the young person’s life.
3. We will ensure that our Transition Protocol and transition process guidance documents fit with Best Practice learning from the five WAG funded Key Worker pilots.
4. We will expand and improve the use of feedback on transition through a number of mechanisms including the development and embedding of a transition questionnaire, so that we can find out if people experience a smooth transition.

3.5 Older People Services

We have established a Care Management Task group to review two areas of our unified assessment documentation and work is now underway looking at the guidance we issue, our focus will be on outcome planning and positive risk management.

We continue to provide a responsive service; we know this because most people do not have to wait for our care services. Also, people in hospital are being supported and discharged with minimal delays.

We recognise that real challenges lie ahead in how we plan for service development and maintain safe services whilst making the required efficiencies. In the meantime we are pleased with the progress in increasing the focus on dementia within our services which includes a bespoke staff training programme, an ‘all dementia’ day centre (Croes Atti), further development of Living Well, Flintshire Sounds and the Service for Young People with dementia (SYPD). We are particularly proud of the SYPD, which has been developed initially in Flintshire and held up by BCUHB as a flagship initiative to be developed across North Wales. We already have plans to extend the available accommodation for older people with the development on the Mold Extra Care scheme which will also include specific apartments designed and equipped for people with dementia. The Mold Extra Care scheme is based on the concept of our award winning Shotton Extra Care Housing Scheme (Llys Eleanor) which at its essence is offering a more contemporary housing option which aims to maintain independence for as long as possible. Our Extra Care Scheme initiatives are part of an ongoing plan

to develop more appropriate housing for older people in Flintshire, which provides options for them to remain within their localities receiving the support they need to be independent.

An ongoing improvement priority from 2010 is to undertake an important piece of work which will see us review all our Older People services as we need to develop a structure that is fit for future purpose this will see a greater focus on promoting independence and further embedding the reablement approach. We want to build on the successful embedding of reablement in homecare by encouraging our care management teams to embrace the ethos.

We support our workforce by providing regular training which is ahead of the national qualification targets for 'in-house' direct care we know this from the number of regular staff support and appraisals undertaken. We have also used 'lessons learnt' from complaints received to not only address issues for the individual but to shape the content of the training we provide. For the period from April 2010 to September 2010 in Older People services we received and addressed 11 complaints (2 not upheld) and have 29 recorded compliments for this same period.

'Staff are friendly, courteous and a real credit to the Council'

'Very efficient and caring unit, the entire staff deserve the highest praise'

'your support and understanding is exceptional'

'I cannot find enough words of gratitude to thank you wonderful girls'

'Your help has been exemplary and every request been dealt with quickly and efficiently'.

Sample of compliments from across the service during the period April to September 2010

We continue to work well locally with our voluntary sector partners such as the Flintshire Alzheimer's Society, NEWCIS and Age Concern North East Wales in finding new and innovative ways to be responsive to the needs of our service users and carers. We really value our local multidisciplinary working arrangements in Flintshire but with the BCUHB organisational restructure coupled with changing health priorities we are experiencing a change to our working arrangements which will have an impact on social care. However, we are encouraged by our involvement in the locality working groups with BCUHB.

There are a number of pieces of work where we are taking a regional approach with different partners, these include telecare, 'Dignity in Care', residential and domiciliary contracts and with other North Wales Local authorities a project looking at unit costs.

We know we routinely offer carers assessments and have increased our services to carers of people with chronic conditions which includes dementia. Between April and December 2010 January 193 carers have benefited directly from the carers fund, which we use creatively to support carers in their caring role.

Examples of how carer's grants have been used include predominantly gardening, short breaks / holidays, beauty therapies, decorating, educational activities, electrical equipment for leisure and household, leisure membership and hobbies.

We know we are good at listening to service users and carers but we still 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 develop an older people's service that is fit for future purpose and focuses on the things that are important.

The Strategy for Older people in Flintshire continues to promote the mainstreaming and engagement agenda, and in order to achieve this has retained the roles of both Forum Development Worker and Older People's Strategy Co-ordinator. However it has been identified that the current structure in place to support the implementation of the Strategy is not fully fit for purpose. A restructure is required with the purpose of dispersing and gathering information from older people through current Forum arrangements, from wider community groups and individuals.

Improvement priorities:

1. We will develop a model and structure of Older People's Services that is fit for the future:
2. We will redesign our existing in- house provision so that we can provide more specialist services to implement the reablement / recovery / promoting independence agenda, which will include developing more flexible and person centered services for people with dementia.
3. We will continue to work 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.
4. We will improve the way we involve service users in the planning of our Services.

5. We will restructure the Older People's Partnership Network and the 50+ advisory group to more effectively disperse and gather information and empower older people living in the County.

3.6 Services for People with Learning Disabilities

We are confident that our approach of having Health and Social Services co-located only serves to strengthen our delivery of services to adults with Learning Disabilities in Flintshire. With the implementation of our new secure business system, Paris, we are now able us to give NHS staff access to shared electronic records. Every service user has a named Care Co-ordinator who ensures that the service the individual receives is seamless and co-ordinated with all needs and risks being identified and addressed. We continue to work towards achieving assessments within timescales.

We are pleased with the progress we are making with our system of reviews. Our reviewing officers are increasingly using person centred tools to support the service user to plan for and take an active part in their own review. In ensuring that our services are person- centred, efficient and effective we are committed to the ongoing improvement of our systems and processes and the development of a robust commissioning strategy (ongoing priority from 2010)

All our service documentation is available in an easy read format and we know this is particularly valued by our service users, however we do need to ensure that easy read documentation is being used consistently by all our staff and this continues to be an ongoing improvement priority from 2010. We always ensure that we offer an advocate to a service user when he or she has no family or friend to provide advice and support.

We recognise that an important part of the assessment and care planning process is negotiating funding between ourselves and the NHS and believe that this can at times be a protracted process which needs to be more inclusive. The financial climate in Health also presents as a challenge for any joint funding arrangements.

We have developed a broad portfolio of in-house and commissioned services to meet individuals' assessed needs and agreed outcomes. Our focus most recently has been on a person's day time activity and/or potential for employment, social roles, adult education and housing needs. In addition to building in the capacity needed within our service we are conscious of the need to link decision making and plans to outcomes.

We know that some of our more traditional services remain popular particularly with our older service users and carers but many younger service users and carers do not see these as appropriate to meet their needs. We do need to continue with decommissioning of our 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. We are currently reviewing our Day Opportunities Service to ensure that it is best able to meet the needs of service users in the future. Our 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 are fully committed to people taking control of their own care and support arrangements and as such continue to actively promote the use of Direct Payments, Independent Living Fund and Citizen Directed Support (CDS). The CDS pilot is now being expanded across the service, affording people the opportunity to take control of how they achieve agreed outcomes.

Direct Payments (47 users), Independent Living Fund (79 users) and Citizen Directed Support (CDS) (8 users and increase of 3 in the last 12 months)

We are commissioning a number of housing developments to meet the increased demand of young people coming through transition. It is important to us that 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; such placements are costly to the Local Authority and not ideal for maintaining community networks. At times our Supported Living services can be challenged in matching new with existing service users which can lead to voids or inappropriate placements. We are addressing the need to plan and match people with accommodation through our Housing Partnership group, and our colleagues in Housing now work closely with us.

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 evaluation team and the provider translate recommendations into action plans which have a considerable impact on the improvement of our 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.

On a regional level, we are pleased to be 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:

1. We will ensure that we link decision making and plans to outcomes as part of adopting a more robust approach to commissioning.
2. We will continue to roll out the regional collaboration and commissioning of services.
3. We will improve our systems and processes within care management.
4. We will provide supervision and monitor practice to ensure that all staff are consistently using the easy read format documentation.
5. We will increase the number of people using CDS as a way of providing flexible services controlled by the service user (Corporate Improvement Target IA1.1L4).
6. We will implement the Day Opportunities review recommendations to take the service forward into the future.

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

We provide a holistic assessment which places the person firmly at the centre of the process. Our case file audits show that we are improving on assessment and care plans which was identified as an improvement priority for 2010, we have done this by including the views of service users and carers and by focussing on early intervention, thereby helping people to regain and /or maintain independence skills. Another improvement priority for 2010 in relation to care planning was to increase our performance and capacity to undertake reviews our decision to recruit a designated reviewing officer to our service has served to improve our performance.

An improvement priority from 2010 that remains is to ensure that people are offered service options that promote independence as alternatives to more traditional services and respite. One such option is by offering people the opportunity to take control and make their own arrangements to meet their assessed needs, however complex, through the use of Direct Payments or by being a part of the Citizen Directed Support (personalised budgets) pilot. An improvement priority for 2010 was to increase the number of people who have chosen the Direct Payment route for their services we are pleased to report that this currently stands at 56 and we want to see this increase. We are also pleased to have been selected as a pilot site for Citizen Directed Support as this has served to facilitate our learning and expertise.

We also support service users to take more control over their lives by promoting the use of disability equipment, services and systems which support independence and social inclusion.

Generally, people who are eligible for our services do not have to wait, though where demand is high, as is the case for occupational therapy and visual impairment services, waiting list protocols are in place to ensure people are treated fairly. We are proud of the effectiveness of our joint working between our Occupational Therapy Services and Housing which has resulted in the longest time from referral to completion of an adaptation being reduced. We believe this to be a significant when there is an ongoing increase in demand with referrals now reaching 200 per calendar month compared to 150 per month in 2008. However, the ongoing challenge we face in relation to waiting times for occupational therapy assessments remains, which results in a delay in the time take to deliver major and minor adaptations to aid independence. The feedback from service users tells us this is the biggest area of concern as such this will remain an as ongoing key improvement priority (11) for 2011.

We are pleased to report that North East Wales Community Equipment Service (NEWCES) combined with a new national procurement initiative continues to go from strength to strength. The customer feedback questionnaire introduced in November 2010 has been extremely well responded to and the first quarter report shows a high degree of satisfaction with the service.

86% of people using NEWCES stated they were satisfied.
90% felt they were treated very well.

The NEWCES board viewed the report very positively and as a result the service user representative has suggested that his contact details can be included to give people the opportunity to speak to someone independent of services if they wish.

We provide a very effective individually tailored Transition Support Service to young people with a disability transferring from Children's Services to Adult Services. The role of the Support Service is to help young people to discover activities and opportunities for their future, this year 36 young people were supported to access 102 activities. We recognise that we do need to develop suitable short break services for young disabled people as we have very little local provision; this remains as an improvement priority from 2010.

We have agreement in principle to establish a transition service, joining together resources from Children's Services and Adult Services (PDSI & LD) in a dedicated transition team. The team will be situated in one place with a common line management which will help us to ensure

that we are working to one single seamless plan for the young person. We continue to build on improving services to support more people in the community through special accommodation and the Promoting Independence Service. The focus of such services is to replace the traditional Day Care service with meaningful occupation that facilitates the achievement of personal outcomes in community settings.

We have excellent working relationships with our partners and voluntary sector agencies and have joint planning groups for people with physical disabilities and people with visual impairments. The Deaf and Hard of Hearing community have now made changes to their Forum arrangement, which has considerably strengthened the group. The Forum, as a user organisation invites and facilitates any discussion/consultation with organisations making the Planning group function for this community unnecessary. People who use our services tell us that the thing they value most about our service is how we help them to make improvements to their quality of life. We recognise that we do need to get better at involving service users in the planning, development and delivery of our services, which includes the recruitment of our staff.

We are adept at commissioning, contracting and locating services, using a network of existing resources through other agencies to deliver services. We continue to 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. We have done this by replacing the specialist social worker with a community support officer employed through NWDA. The community support officer 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. Both our Hearing Impairment and Visual Impairment services extend to children and older people.

We have a very positive joint working relationship with the Housing Homelessness team to improve outcomes for vulnerable people who do not easily fit into services. A project worker is now employed to support people in a range of settings to improve their quality of life. We continue to work regionally to implement the All Wales Autistic Spectrum Disorder Strategic Action plan and have submitted a bid to Welsh Assembly Government for a local development worker. We are currently in the process of undertaking a Welsh Language Audit with Human Resources (HR). It is our intention to commence a full service Equality Impact Assessment in 2012.

Improvement priorities:

1. We will involve Service users in the recruitment of customer facing staff to ensure they have a say in who supports them.
2. We will increase the take up of Direct Payments and give people the opportunity to use the Citizen Directed Support option by ensure that information about the schemes is provided and understood.
3. We will continue to explore options for creative short break services.
4. Work with others to increase options available to support employment, work experience, re-training and alternatives to traditional day services.
5. We will continue to focus on reducing waiting times for occupational therapy assessments.
6. We will continue to focus on ensuring that care plans are regularly reviewed (Corporate Improvement Target SCA/018).

3.8 Mental Health and Substance Misuse Services

A comprehensive review of the Care Programme Approach (CPA) is now underway across Wales. This is being undertaken jointly by the Delivery Support Unit of the Welsh Assembly Government and the National Leadership and Innovation Agency for Health Care. Although we will not have local feedback on how we are doing until the review has been completed we understand from informal feedback so far that the quality of CPA implementation in our teams is deemed to be positive.

An ongoing improvement priority for us is to ensure that our care plans are holistic and *recovery* orientated ensuring that we also look at a person's employment, social roles, occupation and housing needs and that service users are actively involved in shaping all aspects of their care plans.

90% of care plans have been signed by service users. When plans are not signed it is usually because the service user has declined

There has been a real drive to embrace the Recovery Approach by the provision of training for all mental health staff and service users. In total 20 service users have attended the Wellness and Recovery Action Planning (WRAP) course and 5 have been successful in securing a place on the 5 day programme to train to become WRAP trainers themselves along with 11 staff.

".. it opened up a new way of thinking and gave me hope"

“... helped me to open up and made me think how I could take control of my life and put myself in the driving seat”

“WRAP has helped me in my process of recovery and my aim is to use my experience to help others...”

Quotes from a Service user and future WRAP trainer
[Mindful Winter 2010]

An improvement priority for 2010 was the implementation of the new all Wales specialist assessment and care planning documentation for substance misuse services (WIISMAT) in our Community Drug and Alcohol Team however this has been delayed until 2011 pending an evaluation of the documentation by the Welsh Assembly Government.

An improvement priority for 2010 was to improve the support we provide to carers, including young carers. We know we are routinely undertaking carers' assessments. Between January and November 2010, 13 carers have benefited directly from the carers fund, which we use creatively to support carers in their caring role. A further 61 carers were also supported through Hafal.

Examples of the way the carers fund was used in 2010 includes an annual zoo pass, laptop computer and an electronic pigeon counter.

We recognise that we could be doing more to identify and support young carers and as part of our new multi-agency Young Carers Strategy will be rolling out a revised professional pack for staff, which was produced with Flintshire young carers. We are also working with young carers and partner organisations, namely Health, Education, Children services and Barnardos to develop a Young Carers Strategy which aims to coordinate our activities in supporting young carers in Flintshire. Representatives from our service will be helping those young carers who are hosting an all Wales awareness raising event in February, which will also see the launch of the consultation stage for our strategy. We also need to better identify and support carers' of people with substance misuse problems, who are generally partners and whom many may also have their own problems.

In partnership with health and voluntary sector partners, we continue to develop new innovative ways to help people recover their mental health and/or reduce dependency on substances and lead the lives they choose. All joint working is underpinned by the principle of enabling recovery and social inclusion. We are particularly pleased to report on the progress of four exciting initiatives during 2010. We are setting up a volunteering/ mentoring project, for people with mental health or substance misuse problems, which will be hosted by Mind and will

become operational in 2011. We are making steps towards developing our first Social Firm in Mental Health services. Also our work service has teamed up with the rural regeneration unit to offer a thriving bagged fruit and vegetable service at County Hall. We are proud that it is the largest co-op of its kind in Flintshire, with over 200 customers ordering £300 plus of produce each week. Our successful mental health service newsletter “*Mindful*” has witnessed increasing service user involvement, in its production, article contributions and distribution.

Overall people don't have to wait to access our services. We did report last year that some people were needing to wait for the First Access Service and that this would be an improvement priority for 2010; but with appointments to vacant posts and a new way of delivering this service with G.P's, we are optimistic that waiting times will be reduced during this forthcoming year. Also a key perceived benefit of delivering mental health services in GP practices is that it normalises the experience for the service user and reduces stigma. Despite meeting key performance targets, we do recognise that we still 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 and our Community Mental Health Teams and Community Drug and Alcohol Team have been integrated operationally for many years. However, our most important partners are our service users and carers and we are pleased to report that we have a growing number of interested and involved service users and carers, as a result of the success of the Involve Project.

101 Mental Health Service Users, 22 Substance Misuse Service Users and 32 Mental Health Carers are registered on the Involve Database as of November 2010

We have increased service user involvement in all our planning groups, our recruitment processes and in our delivery of training. We need to improve the involvement of service users in the evaluation processes of our services and also ensure that those who do give up their time to get involved receive regular feedback.

Improvement priorities:

1. We will further embed the recovery approach in all our practice which includes care planning.
2. We will ensure effective and robust implementation of WIISMAT
3. We will roll out the revised Young Carers professional pack across our service and evaluate its impact

4. We will identify and support carers' of people with substance misuse problems.
5. We will establish robust Volunteering and Peer mentoring opportunities for people with mental health and substance misuse problems enabling them to be active members of the community.
6. We will implement a revised service delivery plan for First Access to reduce waiting times, create greater efficiency and work more closely with primary care.
7. We will continue 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.
8. We will develop evaluation processes which involve service users.
9. We will improve the feedback process to service users following involvement.

3.9 Protection of Vulnerable Adults

We have an established system within our Adult Duty Team and our Out of hours Emergency Duty Team (EDT) which always provides a prompt and effective response to allegations of neglect or abuse. The system is underpinned by a supportive relationship between our first-line managers and the Adult Protection Coordinator.

At a strategic level we work in partnership with other agencies through the Area Adult Protection Committee (AAPC) and we are undertaking a specific piece of work with Wrexham County Borough Council Social Services for Adults to explore the feasibility of merging our two Adult Protection Committees.

We continue to be pleased with our decision to place the vulnerable adult social worker with housing colleagues in the Homelessness Team as it has resulted in stronger partnership. More recently in response to increased demand on the team a support worker has been appointed funded by the Supporting People Grant.

We continue to build on the effective training programme we delivered last year and we have opened up our training to all our partner agencies who are involved in the Protection of Vulnerable. Our investment in Protection of Vulnerable Adults (POVA) multi – agency training is supported by the correlation between the number trained in adult services and the number of allegations reported, as a result of this heightened awareness.

We have robust commissioning and contracting arrangements in place across Social Services for Adults which includes a significant monitoring component on the quality of service provision and promotion of good practice. An ongoing area of good practice is the close

alignment of our contract monitoring and adult protection service, which ensures appropriate arrangements are in place with independent providers and our in-house services.

Systems are in place to report all Protection of Vulnerable Adult activity across all service areas on a monthly basis through the Approved Provider Panel, which is chaired by the Head of Social Services for Adults. We have improved our quality assurance system by introducing the practice of undertaking regular adult protection case file audits.

The Complaints process and the Whistle blowing policy provide well published and effective routes for service users to express their views and for staff to raise concerns.

We continue to respond to the findings of the 2009 inspection of our service which concluded that “The authority is committed to delivering adult protection arrangements which provide effective safeguarding and positive outcomes”.

The inconsistencies which were identified during the inspection have and continue to be our improvement priorities. These include improved guidance and forms for implementation of the Mental Capacity Act 2005, which were developed in consultation with representatives from all sections of Social Services for Adults. At a National level we have contributed to the development of the “All Wales Adult Protection Policies and Procedures” which will be published in 2011.

Improvement priorities:

1. We will work with partners to improve strategic planning through the Area Adult Protection Committee.
2. We will continue to work with Social Services for Adults in Wrexham to explore the possibility of the two authorities’ Adult protection Committees merging
3. We will prepare to implement the new Wales Adult Protection Procedures in April 2011
4. We will raise awareness of the Mental Capacity Act (MCA) 2005 through policies, procedures and training.

3.10 Support for Carers

Our multi-agency Carers’ Planning Group has developed a carers’ commissioning strategy, which sets out how we will use our available resources to meet the needs of carers in Flintshire. As such we have very strong partnerships with the voluntary sector and statutory bodies which has resulted in the goals and targets identified in our joint commissioning strategy being achieved.

Together with partners we have developed robust systems in Flintshire to ensure that carers receive accurate, appropriate and timely information. One example is the successful distribution of our '*Carers Time to Care*' Information Pack, in 2009/2010 1270 packs were distributed by Flintshire County Council and 4342 packs were distributed by the voluntary sector to carers, carers professionals and organisations. Newsletters are distributed on a quarterly basis by North East Wales Carers Information Service (NEWCIS) with a 20% increase on figures from last year. However, Carers and colleagues have recently told us that we need to maintain our focus on promoting what support and services are available.

The number of carers supported in December 2010 (as recorded by North East Wales Carers Information Service NEWCIS) was 2,837 which is an increase of 21% on last year.

The newly expanded young carers' strategy subgroup is a collaborative partnership between those key agencies that come into contact with young carers in Flintshire - Barnardos, schools, school nurses, leisure and social services. The focus of the subgroup is to coordinate and develop the activities of all partners in empowering and supporting young carers in Flintshire. The subgroup is in the process of developing a Young Carers' Strategy which will seek to improve the ways we identify, assess and meet the needs of all young carers and their families. The consultation stage of the strategy was launched at the young carers' celebration event which was 'by, for and about' young carers.

"I think people should know the effects of being a young carer and the problems we face".

"Now I know I'm not the only one out there and going to young carers has helped me make new friends and have some time for me".

quotes from two Young Carers in Flintshire

Across Social Services for Adults we continue to maintain our focus on ensuring that all carers are offered and provided with a carer's assessment and carer services (ongoing improvement priority from 2010). We know that carers do not always take up the initial offer of an assessment, so we are using the review process as a further opportunity to offer an assessment. We are aware that both Social Services for Adults and Social Services for Children are not effectively identifying and assessing the needs of young carers. To address this we are developing our joint assessment protocol and will promote and roll this out as part of our young carers' awareness raising professional pack to all teams during 2011.

As a result of our strategy we are pleased that we continue to develop carer services in Flintshire that are wide-ranging, flexible, responsive and innovative. One priority for us has been around carers and employment and we are proud that the post funded to support carers to access employment has gone from strength to strength, with 25 carers having been supported to return to employment, volunteering or life long learning. We have also received recognition from carers that as an employer the Council has demonstrated a commitment to support carers. In partnership with others we are delivering on our improvement priority in 2010 to improve contingency planning for times of crisis. We know we are responding quickly to carers in a crisis and a new post funded by the Continuing Health Care Grant has resulted in NEWCIS supporting 46 carers between April and July 2010 who are at the heavy end of caring for people with terminal or chronic conditions. These carers were found to be isolated with no help or support; as a result stronger working partnerships have been forged between Social Workers, Community Nurses, Voluntary Sector and the Private Sector. Carers have told us that they value the support from all our commissioned services, especially those that facilitate contact with other carers.

“This new service is an extremely valuable addition to services. I am certain that the support and advice (both physical and psychological) that NEWCIS provides, ultimately helps to reduce further illness, hospital admissions and other incidences from occurring”

quote from a carer

The Short Break service, in Social Services for Children, provides short break foster care for children with disabilities and their families and a two bed residential service is also commissioned through Action for Children Cymru to provide short breaks for those children with more complex needs. Owing to an increase in demand for breaks we are relocating our residential provision to another site which will enable expansion once the financial situation improves.

Other services commissioned as part of our strategy to support parent carers of children with disabilities includes Daffodils which provides support to enable access to leisure and other mainstream activities and the Action for Children Summer play scheme. Social Services for Children continue to promote the use of direct payments as a way for parent carers to have more choice and control over their support. The Volunteer Mentor Service also continues to grow.

In our recently agreed Health, Social Care and Well Being Strategy, one of our key outcomes is that ‘Carers have options and influence over their lives’. We believe that we do listen to carers in Flintshire and respond as evidenced by the success of our Carers Strategy, but we

can always do this better. We will be looking to increase the membership of carers on our Carers' Strategy Group in recognition of them as key partners in the delivery of our services in tandem with the development of our new Carers' Strategy for 2012 -2015.

Improvement priorities:

1. The promotion of available carer support and services will continue to be a key feature in our Carers' Strategy.
2. We will promote the identification of young carers (Corporate Improvement Target SCC/030).
3. We will increase the uptake of young carers assessments within both Children and Adult Services.
4. We will complete our Young Carers Strategy which will feature the Young Carers' Protocol; we will roll out the latter as part of our revised young carers' professional pack.
5. We will increase the number of carers that are offered an assessment and provided with services (Corporate Improvement Target SCA/018).
6. We will promote the outcome "Carers have options and influence over their lives" through Health, Social Care and Well Being Strategy.
7. We will increase the membership of carers on our Carers' Strategy Group as part of the development of our new Carers' Strategy for 2012-2015.

4 How Good is the Supporting Infrastructure?

4.1 Involving Users and Carers

Social Services for Children and Adults are strongly committed to involving service users and carers in all aspects of service delivery from staff recruitment to designing and evaluating services.

At a directorate level a 'Towards Involvement' Strategy and Toolkit is in place to guide practice and the National Standards for Children and Young People's participation are used to inform our processes. Also, in Social Services for Children, involvement is driven at a strategic level by the Children & Young People's Partnership Participation Strategy and Action Plan.

During 2010, we have contributed to the development of national standards for involving service users and carers via the national Getting Engaged work programme led by the Social Services Improvement Agency and will be looking to adapt and adopt the national standards over the next year.

Our directorate serves a diverse range of people and a "one size fits all" approach to involvement would not work, so we try to be creative in the ways that we involve service users. For example, we have used questionnaires for Direct Payments, suggestion boxes in mental health services, informal coffee mornings for carers and some formal consultation events. In Social Services for Children we have two participation groups, a Children's Services Forum where young people can speak directly to Councillors, 'Speak Out' consultation events which are followed by a rewarding activity and a range of questionnaires targeted at specific client groups. In particular we have completed a questionnaire specifically targeted at the parents of looked after children.

"100% of Direct Payments users stated that they are confident with the direct payments scheme. An increase of 1.8% on last year's findings. This follows a positive year on year trend spanning the past 5 years."

Within Social Services for Adults, we have long established multi-agency planning groups for each of the service areas, which actively involve service users and carers. From the planning groups there are a range of subgroups and 'task and finish' groups with service user and carer representation. For example, we have a volunteering and mentoring project group in mental health, a sensory impairment benchmarking group and a physical disability local standards group. Our in-house service providers and teams have also established service user groups, which meet to discuss and provide feedback on service related issues.

We are particularly proud of our activities in Learning Disability Services, where our well established Quality Review Network involves service users and carers to evaluate services, make recommendations for improvement and then monitor the subsequent action plans. Our mental health involve project goes from strength to strength with an increasing database of interested service users and carers. In November 2010, there were 155 registered on the database.

In Social Services for Children there are a range of mechanisms in place to collect and report on the views of the children and families who use our services and those that we commission. We adopt a listening and learning approach to the feedback, compliments and complaints we receive and develop improvement action plans that are regularly reviewed at senior management meetings. However, we still need to develop more creative methods for eliciting the views of children with a disability and children in need, an ongoing improvement priority from 2010.

A Speaking Out for Children in Care Group (SCC) and Care Leavers' Support Network (CLSN) are in place and used effectively to review and improve services. We have consulted with these groups in the development of the Health, Social Care & Wellbeing Strategy, the Homelessness Strategy, a Shelter Cymru national report for the Children's Commissioner for Wales and the Welsh Assembly consultation on Child Poverty. At an operational level the groups have helped to develop or improve a number of information leaflets for children and young people and a young person's 'kite mark' system has been set up during 2010 so that the groups approve all information leaflets. Young people sit on the Task Group responsible for arranging the annual Pride of Flintshire Awards that celebrates the efforts and achievements of looked after children and are also involved in co-hosting the event.

Comments from young people involved in these processes include: "We looked at the Child Protection leaflets, weren't happy with it, so we changed it" and "It's good being involved in planning future services"

Looked after children and care leavers are also represented on the Children's Services Forum that monitors implementation of the Corporate Parenting Strategy. Young people have also been involved in the recruitment and selection of staff.

In Social Services for Adults we often use surveys as a way to find out what people think about our services, we would like to formalise this process, but do not have the resources at present to implement a regular and robust system of mail-out and analysis.

"I am very satisfied with my carers I think your service is excellent. I have been in your care for 11 years, thank you ever so much."

"For some reason staff are changed and I think it would be helpful to understand why"

Service Users from Older People Services responding to Homecare survey.

"You have helped me to realise that there was a life without alcohol and that I am an important part of the community"

Service User from Drug and Alcohol Services responding to ACRF challenge 2011

"I like the job I'm, doing and have met lots of new people – Service User from Learning Disability Services - Day Opportunities

"Continuously in pain but with your help I am very grateful that things have been made easy for me." Service User respondent to Occupational Therapy Survey 2010- 2011

We recognise that we need to get better at feeding back 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 and in mental health services we use the our Mental Health Newsletter Mindful to feedback findings.

On an individual level, case file audits in Adult services have identified that we involve service users and their carers fully in the assessment, care planning and review process and in Social Services for Children this is happening in most cases. 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. An ongoing improvement priority from 2010 is the recognition in Social Services for Adults that we need to be more systematic in the way we collate, analyse and use this information. In particular we need to get better at formally recording unmet need during the care management process and feeding this into our service planning process. In recognition of the many examples of good practice that exist across the different parts of Social Services for Adults and Children we need to share learning as a way to assist all areas in delivering on agreed standards adapted from the Getting Engaged Work programme.

Improvement priorities:

1. We will be adapting and adopting the national standards from the Getting Engaged work programme.
2. We will develop more creative methods for eliciting the views of children with a disability and children in need to inform the review and planning of services.
3. We will feed back the results of involvement to service users and carers.
4. Social Services for Adults will analyse service user and carer feedback especially unmet need consistently across all service areas in order to influence outcomes.
5. Social Services for Children will ensure that service users are involved in the statutory assessment, care planning and review process.
6. We will share learning between different service areas.

4.2 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 in November 2010.

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 senior managers are aware of the approved system of delegation, including arrangements whilst the Director post remains vacant.

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:

1. We will appoint a Director of Community Services.
2. We will continue to encourage managers to make greater use of the project management system.

4.3 Corporate and Political Support

Flintshire County Council aims to be a modern public body which has the philosophy of operating as a social business which:-

- Is lean, modern, efficient and effective
- Is designed, organised and operates to meet the needs of communities and the customer
- Works with its partners to achieve the highest possible standards of public service for the well-being of Flintshire as a County

The culture of the organisation is set by this philosophy and is supported by the behaviours which have been adopted as:-

- Showing strategic leadership both of the organisation and our partnerships
- Continuously challenging, reviewing, changing and modernising the way we do things
- Being as lean and un-bureaucratic as possible
- Using new technology to its maximum advantage
- Using flexible working to its maximum advantage

These behaviours are supported by a clear sense of direction and purpose as laid down by the County Vision and subsequently the Council's Priorities.

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 have a strategic overview and corporate ownership and responsibility for social services issues, though there has been less of focus in the past twelve months in the absence of a Director of Community Services. The cover arrangements with the three heads of service have proved satisfactory in the interim and all requirements have been covered. A protocol is in place to cover the relationship between Social Services and Lifelong Learning and this will be reviewed as part of the national inspection of the role of the Statutory Director of Social Services. The Executive Member is actively involved in all matters in Social Services.

We receive appropriate support from corporate services and have opportunities to influence the corporate agenda. Examples include the development and implementation of the Paris project and Mold Extra Care Scheme.

We have worked with the Social and Health Overview and Scrutiny Committee to develop a greater understanding and knowledge of Social Services. We prepare quarterly performance reports that provide 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 the major adaptations programme.

Improvement priorities:

1. We will appoint a Director of Community Services.
2. We will publish the Council Governance plan which will provide a written statement of the corporate framework which supports service delivery and the achievement of the council's priorities and objectives.
3. We will review the joint protocol between Social Services and Lifelong Learning as part of the national inspection of the role of the Statutory Director of Social Services.

4.4 Performance Management & Quality Assurance

The Council considers business planning and review as fundamental for:

- Setting direction and purpose
- Setting specific performance targets
- Providing internal accountability and regulation
- Accounting to the Government

A consistent modern approach has been developed to ensure 'fit' and cohesiveness amongst all these operational parts:-

- Service planning at Head of Service level and directorate planning arrangements for the three public service directorates

- Categorisation and review of performance targets
- Consistent approach to target setting methodology and action planning
- Setting and monitoring the Outcome Agreement with Welsh Assembly Government (WAG)
- Development of the model for presentation and review of the Strategic Assessment of Risks and Challenges
- Setting plans to continue to deliver our services in times of business interruption such as severe weather
- Co-ordinating internal and external regulation

All key improvement targets are agreed with the relevant Scrutiny Committee and the 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 measurement mechanisms deployed across Social Services and these are supported by management information systems that enable us to report on all national and locally developed indicators and improvement targets. However, the quality of reported performance data has been questionable this year in some areas of the business as a result of the introduction of the new business system. We expect these problems to reduce significantly as staff become more familiar with the methods for inputting information into the new system.

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 in recent years.

We have a Directorate Plan, Service Plans and operational action plans, all of which have clearly identified improvement priorities. Our performance management framework ensures that plans are reviewed on a regular basis and progress is reported to councillors and fed back to practitioners. We continue to improve the monitoring, review and reporting of progress made in undertaking improvement actions to ensure they contribute to the achievement of targets.

We have service delivery standards in place in most service areas. All our contracts with independent providers clearly specify the outcomes sought for service users and we monitor and review contracts on a regular basis.

Senior Managers undertake regular sample case file audits and feedback the results to team managers and staff. Changes to the existing mechanism have been made to more accurately evidence outcomes, using the ACRF domains. However, further development of the analysis of this data is required. We use a listening and learning approach to analyse service user feedback and complaints and

develop improvement action plans. An ongoing improvement priority from 2010 is to develop this analysis to concentrate more on outcomes for service users. We also recognise a need to increase the ways of gaining service user feedback in order to effectively measure the impact of service delivery.

A review of the Performance and Planning functions within adults and children's services has commenced with the aim of improving the efficiency and integration of these functions across the Directorate.

Flintshire County Council is currently training 36 employees in Lean methodology with the aim of achieving improvements in systems across the organisation. It is too early to evidence positive impact within Social Services.

Improvement priorities:

1. We will continue to improve the quality of information recorded on the new client information system
2. We will embed performance management processes at an operational level.
3. We will develop the file audit process to improve the measurement of the outcomes achieved for service users.
4. We will continue to develop our methods of gaining of service user feedback to more effectively measure the impact of service delivery.
5. We will develop a more efficient and integrated performance and improvement planning function to support adults and children's services.
6. We will apply Lean Principles to specific service areas and measure the benefits.

4.5 Commissioning and Contracting

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

Within Social Services for Adults and Children, our service plans are closely developed with our key partners including Service Users and Carers. These plans focus on improvement actions and we recognise the need to develop longer term commissioning plans for Social Services for Adults and Social Services for Children in line with the WAG Commissioning Guidance. Our intention is to produce a commissioning plan which factors in the timeline for our Health and Social Care and Well Being Strategy (HSCWBS) and the Children and Young People's Plan (CYPP) so that we can utilise current needs analysis information and include both strategies' outcomes. Our Social Services for Adults' Commissioning Plan will feature quite strongly the many facets of our ambitious Transformation of Social Services for

Adults programme, which is about delivering better outcomes for service users and making efficiency savings.

Historically the shared outcomes identified within HSCWBS have had some impact on Social Care Commissioning but this position is changing as focus turns to support the preventative and independence promoting agenda, locally and regional with our health partners. We have identified locality boundaries with the NHS and we will explore options for more integrated working between the Council and the BCU HB.

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 approaches, locally and regionally. We are undertaking a major re-alignment in older people's services following the success of developments which are intended to encourage Flintshire residents to regain and retain their independence for as long as possible.

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 services have new contracts with service specifications with outcomes built in that specify the standards expected of the service and set indicators by which these services will be measured. These indicators are changing from an output to an outcome focus. We assist providers to improve where they are not meeting our requirements.

In Social Services for Adults, we have created a partnership arrangement 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 the outcomes for individuals.

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. The development of the CYPP 2011-14 has actively engaged children and young people and all stakeholders, is outcome focussed and will influence commissioning plans for the future including Social Services for Children.

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. However, we do need to increase the choice of foster care placements within Flintshire, as the need to procure residential and foster care placements from the independent sector for some children remains a significant financial challenge.

Wherever possible, we are commissioning in partnership with the other councils in North Wales through the Regional Programme Board. Work has commenced to achieve better value for high cost low volume placements for people with learning disabilities and we intend to consolidate and extend this work through the establishment of a regional commissioning hub. We are also exploring options for closer regional collaboration in the commissioning of Supporting People services.

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 which extends until 2012. This has been developed from first principles, namely 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. As with all new services and procedures all our strategies are subject to an Equality Impact Assessment.

Improvement priorities:

1. We will implement the WAG Commissioning Framework Guidance and Good Practice across all service areas.
2. We will embark on our Transformation of Social Services for Adults programme.
3. We will develop our Head of Service Plans as commissioning plans over a three year period in line with the HSCWBS and the CYPP.
4. We will work closely with BCU HB to achieve the potential gains from locality working.
5. We will reduce our dependency on the independent sector for providing placements for looked after children and improve the financial management and effectiveness of the commissioning process.
6. We will to work with partners to establish a regional commissioning hub.
7. We will to work with partners to undertake an options appraisal for closer regional collaboration in the commissioning of Supporting People services.

4.6 Equality and Diversity

The Council's Directorate and service plans consider, endorse and plan their approach to support and improve the organisation's principles and policies of equalities and Welsh language from a customer, workforce and language perspective.

The council's various equality schemes support the promotion of equality and the addressing of discrimination and harassment to improve the lives of our local individuals and communities:

- our community and workforce are diverse and come from a range of backgrounds and cultures
- many people face different barriers to services and employment

As a major public sector service provider and employer we have a responsibility to address these barriers and deliver quality goods, services and works that meet these diverse needs whilst being treated fairly and with dignity and respect. Equality is an integral part of providing customer focussed services and is an essential element of becoming an "Employer of Choice".

As a service that strives to be responsive we need to ensure equality of access to all people who are eligible and we do this by undertaking equality impact assessments (EIAs) on our services and any new policies or projects.

EIAs help us to identify improvement actions and these are then included in our service and improvement plans. Examples of actions we have taken from recent EIAs have included the provision of specialist training such as spirituality and transgender as requested by our staff.

Last year we reported on the fact that we had been successfully selected as a Welsh Local Government Agency Equality Improvement pilot Site. Our aim as a pilot was to identify a process to set local equality targets. The approach we took was to undertake whole service EIAs, which involved gathering information from different sources namely staff, service users, our equality monitoring data about the people who use our service and research.

An improvement priority in 2010 was to establish a Directorate Equality Group to ensure that we are responsive to new legislation and requirements and that we as a directorate benefit from sharing expertise. The group is now established and has agreed a schedule for the completion of whole service EIAs with all service managers; this will run along side the completion of EIAs for any new policies and procedures. We need to ensure that we have a robust system in place to undertake and review the EIAs and that the relevant staff have the understanding and skills to undertake the task. To date we have

completed EIAs for Mental Health Services, Substance Misuse Services and Children Services.

It is important that all our staff have an understanding of equality and diversity issues and until recently and a priority for 2010 was to ensure that staff attended the corporate training course. However, because of low uptake we have sought a different approach and our own workforce development team will deliver a rolling monthly programme starting in February 2011, we already have 35 staff registered to attend.

We do have some information about the equality make up of approximately 70% of our workforce, but we really need 100% to be able to make any judgements on how representative our workforce is compared to the general population of Flintshire, this was an improvement priority for 2010. We are hopeful that the new HR database will give us this data and to support this we have teamed up with HR to pilot a Welsh skills audit in our Physical Disability and Sensory Impairment and Mental Health support services. The aim of the audit is to gain a better understanding of any shortages, which can then be tackled through actions such as training and refresher courses. The Welsh language skills audit will contribute to the Directorate Equalities assessment of our compliance with the Welsh language scheme which we will be revisiting over the coming the year.

Improvement priorities:

1. We will ensure that there is a robust system in place to undertake and review EIAs.
2. We will ensure that the relevant staff have the skills and confidence to undertake EIAs.
3. We will undertake an assessment of the Directorate's compliance with the Council's Welsh Language Scheme.

4.7 Planning and Partnerships

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

- Economic Prosperity
- Safe and Supportive Communities
- Living Sustainably
- Health and Well-Being
- Learning & Skills for Life

All five themes link with what we do in Social Services, with a particular focus given to health improvement, learning and skills and safe and supportive communities.

Together with partners, we have developed our 2011 -2014 Health, Social Care and Well-being Strategy (HSCWBS) and a Children and Young People's Strategy (CYPP). We are strongly committed to getting the HSCWBS and CYPP right for Flintshire and have therefore been rigorous in the development of both, having undertaken comprehensive needs assessments, engaging a wide range of stakeholders and service users and adopting a Results Based Accountability approach which focuses on outcomes.

The governance framework as endorsed by the Local Service Board is used consistently across our key partnerships, helping us to understand risks and undertake self assessments of our arrangements. The partnerships referred to above are engaged with the governance framework approach.

We have established links between Social Services for Children operational plans and the existing CYPP, and have improved the links between the range of service plans in Social Services for Adults and the HSCWBS. We do know that the greatest HSCWBS achievements have occurred when certain conditions have been in place namely: clarity on what we want to change, clarity on what each partner organisation can offer and all partners' demonstrating a commitment to ongoing and proactive involvement. Some of our achievements have included investing in smoking prevention and cessation in schools and youth service settings, increased recognition of the needs of carers and the development of improved services for older people with mental health needs in the West of Flintshire. It therefore follows that our HSCWBS for 2011 – 2014 acknowledges what has worked and intends to build on the existing effective local mechanisms.

Our Directorate Plan and Service Plans are closely linked to the Council's corporate plans and objectives. Our plans reference the corporate risk assessments and improvement agreements. Our strategic and operational plans also include financial data as well as service data. We have a joint Service Plan for our Mental Health and Substance Misuse Service with Betsi Cadwaladr University Health Board to reflect the integration of our teams and the fact that we are about to formalise such arrangements under Section 33.

We recognise our service users and carers as key partners and we are proud of the level of involvement in all our planning processes. However we do accept that we need to engage with greater numbers of people in the process and we are always exploring ways to achieve this. This will remain an ongoing improvement priority for 2011.

We value the full range of multi agency working that we have in place in Flintshire which include single service developments such as our social firm group in mental health services through to our cross-cutting Flintshire wide Carers Strategy group. We continue to work closely with the Supporting People Team, who provide a range of preventative and low – level support services to people that do not meet our eligibility

criteria. In Social Services for Children, plans are underway to merge the Flintshire and Wrexham Children's Integrated Disability Service.

Whilst we strive to work in partnership to use limited resources it remains a challenge to commit to the demands of our biggest partner, Betsi Cadwaladr University Health Board (BCUHB). With the BCUHB organisational restructure coupled with changing health priorities we are experiencing a change to our working arrangements which will have an impact on how we can influence the direction of the travel. However, we are encouraged by our involvement in the locality working groups with BCUHB.

Improvement priorities:

1. We will continue to explore ways of capturing feedback from more service users and carers to influence operational and strategic planning.
2. We will complete the merger of the Flintshire and Wrexham Children's Integrated Disability Services.
3. We will establish more robust working arrangements with the Betsi Cadwaladr University Health Board to promote Locality Working.

4.8 Financial Stability & Resources

The Council has established a Medium Term Financial Strategy (MTFS) to achieve the change and efficiency objectives of the Flintshire Futures Programme. A key element of the strategy is to forecast the impact of demographic change, e.g., the increasing demand for domiciliary care. The Council has welcomed the paper "Sustainable Social Services for Wales" and supports the general direction of travel proposed by the Welsh Government. However, the implied growth in services needs to be fully funded as efficiencies found through more efficient working and collaboration will simply maintain the current position in a time of anticipated increasing service demands arising from demographic change.

In 2010-11, we have had significant budget pressures in out of county placements for children and domiciliary care for adults. With the Lifelong Learning Directorate, we have established a cross-directorate group to manage the out-of-county placements overspend and the overspend is decreasing. In SSA, we have reviewed all care packages and made reductions where possible.

In-year, we have made 1% savings and developed plans for savings of up to 10% over the next three years. We are actively working with corporate colleagues through the Flintshire Futures programme to find Council wide efficiency savings. A major project in 2011-12 will be "Transforming Social Services for Adults" which will deliver savings of £500K. in 2012-13. We have also managed grant reductions such as

the cessation of the Joint Working Special Grant within existing resources.

We are also working with other councils across North Wales through the North Wales Social Services Improvement Collaborative and the Social Services Regional Programme Board to achieve savings through regional cooperation. Collaboration projects include adoption services, domiciliary care and placements for people with a learning disability or mental health issues.

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 new community living services for people with a learning disability.

An ongoing improvement priority from 2010 is to undertake 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. We have identified areas for immediate attention, e.g., the respite care unit for children with disabilities (Arosfa). We are active participants in the Corporate Asset Management Group.

Improvement priorities:

1. We will implement the MTFs to achieve the change and efficiency objectives of the Flintshire Futures Programme.
2. We will continue to identify opportunities for efficiency savings, both within Social Services and with partners.
3. We will work with the WG and regional partners to deliver the aspirations of “Sustainable Social Services for Wales” within available resources.
4. We will deliver the planned 10% savings in 2011-14.
5. We will continue our active participation in the regional collaboration work.

4.9 Information Systems and Management

We have now completed phase 1 of implementation of a new business system (PARIS). We have experienced some functionality problems and the need to resolve these and ensure that the new system fits with Social Services operational systems will delay the completion of phase 2 of the implementation programme until January 2012.

Our existing systems, together with some locally developed solutions enable the provision of most of the data required to support the performance management of services. An improvement priority for 2010 was to improve managers direct access to operational and

performance reports. Service and Team Managers are now 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. The implementation of the finance module within PARIS in 2012 should also provide the ability to identify unit costs and this will improve the link between service and financial planning at an operational level.

We have effective systems in place to validate client and performance information and address data anomalies. As expected, embedding the use of the new system at an operational level has resulted in more data quality issues as staff learn how to use the new system. However we expect to resolve these data input problems in the forthcoming 12 months.

In mental health and substance misuse services, the business systems are the responsibility of the NHS. With difficulty, we are able to access performance information that is held in NHS databases and spreadsheets. We hope to address these issues as part of the integration of mental health services.

Our systems and processes are compliant with the Data Protection Act 1998 and the implementation of PARIS has improved 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. The Corporate IT department has a backup system in place to ensure information is protected against loss.

Improvement priorities:

1. We will implement PARIS phase 2 (version 4.4) by January 2012.
2. We will improve the quality of data input on PARIS in relevant service areas.

4.10 Workforce Management and Development

The Council has a People Plan incorporating the following themes - Customers, Communication, Change, Capacity, Consolidation and Collaboration. These have been incorporated into the Community Services Directorate Plan with associated action plans. The Council is undertaking a review of all its HR policies and we have fully communicated the revised procedures to staff in Social Services.

The Council is in the process of implementing a single status agreement and results of the job evaluation process are anticipated in 2012. Social Services managers will be actively involved in effecting a successful single status agreement that addresses equal pay issues across all services and this remains as an improvement priority for

2011. As part of this work, the Council is also exploring models of organisational development and change.

We have processes and systems in place to manage recruitment. However, we continue to experience significant delays in filling some posts, and this remains as an improvement priority from 2011. Where we do have vacancies, we are able to cover most posts effectively with agency workers. However, there are continuing problems with the Council's new agency system (Matrix) and we are working with Human Resources to resolve these.

Our managers complete annual training needs forms utilising the information from appraisals and the Workforce Development Manager, in discussion with managers 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.

In partnership with Deeside College, the Council has developed a management development programme which has been attended by managers in Social Services.

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 we held three staff conferences in 2010, which were well-attended. Our staff are supported through team meetings and regular supervision.

All our staff should receive an annual appraisal. We have introduced a new database to record when appraisals are completed, as such delivering on an improvement priority for 2010.

We acknowledge that our absence rates need to decrease and we have been working with colleagues in human resources to identify hotspots and to set reduction targets, this remains as an improvement priority for 2011.

Improvement priorities:

1. We will work with colleagues across the Council to manage the implementation of a successful single status agreement.
2. We will work with Human Resources to reduce delays in recruitment and to explore the problems with the managed agency system.
3. We will continue to take action to reduce staff absence.

5 Key Improvement Priorities

The following are our key improvement priorities:

1. We will implement the Commissioning Framework Guidance and Good Practice across all Service areas.
2. Following on from being successfully selected as a WLGA Equality Improvement Framework pilot site we are introducing a robust system across the directorate to undertake Equality Impact Assessments.
3. We will implement the new all Wales adult protection procedures and continue to work with Wrexham SSA to explore the feasibility of merging adult protection committees.
4. We will continue opportunities for efficiency savings, both locally and through collaboration with corporate and regional colleagues
5. We will closely monitor staff absence and set targets for reduction.
6. We will continue to redesign our services to promote the reablement / recovery/ promoting independence agenda.
7. We will develop a model and structure of Older People's Services that is fit for the future which includes developing more flexible and person centred services for people with dementia and the develop the second extra care scheme with a dementia unit
8. We will work in partnership with the BCU Health Board to ensure joined up service planning and delivery of health and social care services.
9. We will integrate with the BCU Health Board (via Section 33 agreements) for Community Mental Health Teams and Community Substance Misuse Teams
10. We will contribute to the North Wales Collaboration across Social Services for Adults, in particular :
 - a. High cost, low volume placements
 - b. Domiciliary Care
 - c. Regional Residential contract
11. We will minimise the time take to deliver major and minor adaptations (Corporate Improvement Targets SCC/006/009).
12. We will apply Lean Principles to specific service areas and measure the benefits.
13. We will reduce our dependency on the independent sector for providing placements for looked after children and improve the financial management and effectiveness of the commissioning process.
14. We will improve the mechanisms for commissioning and managing the of out-of-county care packages alongside colleagues in Health and Education.

15. We will improve our methods for identifying and supporting young carers
16. Work with colleagues in education to improve the safeguarding arrangements within schools.
17. We will develop a Transition Team for young disabled people moving into Social Services for Adults
18. We will build on Service User and Carer involvement across both Adult and Children's Services.

Our 18 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: 9

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **FLINTSHIRE'S CARERS STRATEGY COMMISSIONING**
 INTENTIONS 2012-2015

1.00 PURPOSE OF REPORT

1.01 To seek approval from Executive for Social Services Carers Strategy Commissioning intentions for 2012 - 2015 and explain the underpinning rationale.

2.00 BACKGROUND

2.01 This is our third Commissioning Strategy for Carers which has been led by our multi-agency Carers Strategy Group. In developing this strategy our intention was to build on the success of our previous strategies and ensure that it is responsive to our current context; our financial backdrop and the Transformation of Social Services for Adults. In addition to capitalising on any levers for change such as the New Carers Measure and the fact that 'carers have options and influence over their lives ' which is a priority outcome for our new Health, Social Care and Well being Strategy .

2.02 We adhered closely to the Welsh Government Commissioning Guidance Framework checklist to ensure that our commissioning intentions to deliver on our agreed local outcomes for carers and young carers were based on sound rationale.

3.00 CONSIDERATIONS

3.01 Our commissioning intentions have stemmed from consideration of:

- Legislation, Research , Guidance and Requirements
- National and Local Performance Indicators
- Findings from our Equality Impact Assessment undertaken on our joint Carers Commissioning Strategy 2009- 2012
- Consultation with all stakeholders including Carers
- Demographic analysis of carers and the people who need care
- Forecasting the challenges
- Economic context
- Progress on our Commissioning Strategy 2009 - 2012
- Mapping current support service to carers
- Monitoring existing projects. services funded via Commissioning Strategy 2009-2010

Date: 14/09/2011

4.00 RECOMMENDATIONS

4.01 For the rationale underpinning the following commissioning intentions (refer to appendix 1). Note, not all the recommendations will require finance, but are more about changing or improving the way we work with focus on greater collaboration between agencies and community capacity building.

4.02 Recommendations for 2012- 2015

1. Implementation of New Carers Measure - by the development and implementation of a regional Carers information strategy with BCUHB as the lead
2. Family Support Service - Substance Misuse
3. Carers Assessments and Reviews
4. Evaluate Young Carers Pilot project
5. Extend Carer Consultation Network focus on parents/ carers of someone with Autism
6. Coordinated Carer Awareness Training for staff, and reinvorate and re-launch carers needs assessment training.
7. Implementation of the Young Carers Strategy - introduction of the priviledge ID card scheme and the review and roll out of the Young Carers professional pack, to ensure that young carers are appropriately identified, offered and provided with assessments
8. Focussed range of training to meet requirements for Carers including Young Carers
9. Exploration of mechanisms for carers to link into existing mainstream community groups and services
10. Existing Social Services training opportunities to be inclusive of staff, service users and carers and flexible in delivery
11. Co-produce 'preparation for an emergency' information sheet.
12. A collaborative initiative to provide emergency/ short notice replacement care
13. Explore direct payments for carers
14. Support for carers of people who may become continuing health care patients.
15. Continue to commission the carers emergency card scheme and extend this to young carers
16. Exploration of mechanisms to link into existing mainstream community groups and services
17. Develop support services to help carers access outside interests

4.03 - Process for commissioning

- Potential providers will be invited to an open meeting to discuss the strategy and process.
- expressions of interest will be sought
- Selection of providers identified by an agreed panel
- Contracts and service specifications agreed, with the intention that these will be in place from April 2012

5.00 FINANCIAL IMPLICATIONS

5.01 Within existing allocation - contracts are awarded to a value of £434,813

6.00 ANTI POVERTY IMPACT

6.01 There are elements in the strategy that seek to help carers overcome financial barriers such as information about benefit entitlement and initiatives to support carers in returning to or maintaining employment.

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 The existence of the strategy seeks to address the inequalities carers face as a group. This current strategy has also been responsive to the findings of an Equality Impact Assessment undertaken on our 2nd Strategy, which has influenced commissioning intentions, for example focus support to families and carers of people with substance misuse problems.

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 Already undertaken in the development of the strategy

11.00 CONSULTATION UNDERTAKEN

11.01 In the development of the Strategy:
Flintshire Carers and Carers Groups
Carer Support Agencies (Voluntary Sector)
Health
Social Services Staff (Children and Adults)

11.02 Commissioning Intentions presented to Social Services (Children and Adults) Senior Management Teams for ratification.

12.00 APPENDICES

12.01 Summary of our Carers Strategy Commissioning Intentions for 2012- 2015

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Full Carers Commissioning Strategy Report 2012 - 2015

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Summary of our Carers Strategy commissioning intentions for 2012-2015.

1. Introduction:

This is our third Commissioning Strategy for Carers which has been led by our multi-agency Carers Strategy Group. In developing our Commissioning Strategy for Carers 2012-2015 we wanted to build on the success of our previous strategies and ensure that it responsive to our current context; our financial backdrop and the Transformation of SSA. In addition to capitalising on any levers for changes such as the New Carers Measure and the fact that **'carers have options and influence over their lives'** is a priority outcome for our new Health, Social Care and Well Being Strategy (HSCWB), which should serve to raise the profile of carers in Flintshire and to clearly cement accountability in the wider arena.

2. Methodology

We have used the new Welsh Government Commissioning Guidance Framework Checklist to ensure that we have a robust carers commissioning strategy, which includes use of the Daffodil Cymru website for projection of need.

Our Commissioning intentions have therefore stemmed from consideration of:

- Legislation, Research, Guidance and Requirements
- Findings from our Equality Impact Assessment undertaken on our Joint Commissioning Carers Strategy 2009 – 2012
- Consultation with Carers in 2011
- Consultation with key partners 2011
- Consultation with SSA staff 2011
- Identified 'unmet' need from carers assessments
- Demographic analysis of carers
- Demographic analysis of people who need care
- Forecasting the challenges
- Economic context
- Mapping current support/ services to carers in Flintshire
- Monitoring existing projects/services funded via Commissioning Strategy 2010 - 2011
- Progress on Strategy Action Plan 2009- 2012

3. Outcomes for Carers

The commissioning strategy for carers has identified the following as outcomes for carers:

- **Carers have options and influence over their lives¹**

¹ Outcome 9 – Health, Social Care and Well-being Strategy (HSCWB) 2011 - 2014

- **Carers are acknowledged, recognised by professionals and fully informed.**
- **Carers are skilled to undertake the caring role**
- **Carers have access to a range of quality, flexible, imaginative and responsive support, including in times of crisis/emergency.**
- **Carers are treated as individuals with needs in their own right, specifically around their needs to access employment and / or life long learning, as appropriate.**

We also have 5 outcomes for Young Carers, which have been agreed by them in the development of the Young Carers Strategy, which are:

- Young carers and professionals are fully informed and have access to training
- Young carers are recognised and their own health and well-being is taken into account
- Young carers have access to quality services, including emotional support and time off from caring
- Young carers and their families have confidence in money management and opportunities to maximize economic well being.
- Young carers have a voice.

4. Commissioning Intentions – key projects / areas of activity

- Implementation of New Carers Measure – by the development and implementation of a regional carers information strategy with BCUHB as the lead
- Family Support Service – Substance Misuse
- Carers Assessments and Reviews
- Evaluate Young Adult Carers Pilot project
- Extend Carer Consultation Network focus on parents/ carers of someone with Autism
- Coordinated Carer Awareness Training
- Implementation of the Young Carers Strategy - introduction of the privilege ID card scheme and the review and roll out of the Young Carers professional Pack.
- Focussed range of training to meet requirements for carers including Young Carers
- Exploration of mechanisms to link into existing mainstream community groups and services.
- Existing Social Services training opportunities to be inclusive of staff, Service Users and carers and flexible in delivery.
- Promotion of training opportunities
- Co-produce ‘preparation for an emergency’ directive
- Young Carers Emergency Card
- A collaborative initiative to provide emergency/ short notice replacement care

- Direct Payments for carers
- Support for Carers of People who may become Continuing Health Care patients
- Continue to commission the Carers Emergency Card scheme
- Exploration of mechanisms to link into existing mainstream community groups and services.
- Reinvigorate and Re- Launch Carers Needs Assessment Training
- Develop support services to help carers access outside interests.

5. Rationale for Commissioning Intentions

This section sets out the conclusions we have reached in developing our strategy, in other words our commissioning intentions in relation to delivering on our 4 key local outcomes for carers which if we get it right will mean that **carers in Flintshire will have options and influence over their lives.**

Outcome

Carers are acknowledged, recognised by professionals and fully informed.

Rationale

Carers including Young carers in Flintshire have a right to be acknowledged, recognised by professionals and kept fully informed. The new Carers measure will place a duty on the NHS and Local Authorities to ensure this happens by the requiring the development of a joint strategy that sets out how they will work in partnership to ensure that carers are: 1) provided with information and advice and 2) that they are engaged in decisions about the provision of services to them or the person they care for. The decision to develop a Young Carers Strategy stems from the need to raise the profile of young carers across all the different agencies, in recognition that we all have a responsibility to identify and support.

We know in Flintshire that professionals are identifying and supporting more carers but we also know from demographic forecasting that the number is set to increase. We need to continue to ensure that all carers including parent carers and young carers are offered a carers assessment in their own right. We do have a number of successful mechanisms and initiatives in place to ensure that carers are identified and receive timely information e.g. over 1299 carers are now registered as such with their G.P. There are gaps in our efforts in terms of not reaching certain groups of carers as identified from our equality impact assessment, namely carers of people with substance misuse problems and young adult carers. More work is also needed with other groups such as those going through transitions for example parents of a disabled child moving into adult services and parents and carers of someone on the autistic spectrum.

Carers have told us that more work is needed in our hospitals to ensure that carers' expertise is acknowledged especially at the point of discharge, which is supported by the actions outstanding in our last action plan such as the development of joint protocols with Health. Across all professionals in different settings we recognise the need for a coordinated and robust approach to

identifying and informing carers which needs to start with a programme of carer awareness training. Much of this work will now be addressed through the implementation of the new Carers Measure.

With the transformation of our Social Services for Adults (TSSA) it is vital that we involve and inform carers all the way, as the whole approach to service delivery is set to change as focus turns to reablement.

Key projects/ areas of activity:

- Implementation of the Young Carers Strategy, introduction of the privilege ID card scheme and the review and roll out of the Young Carers professional Pack.
- Implementation of New Carers Measure – by the development and implementation of a regional carers information strategy with BCUHB as the lead
- Family Support Service – Substance Misuse
- Carers Assessments and Reviews
- Evaluate Young Adult Carers Pilot project
- Extend Carer Consultation Network focus on parents/ carers of someone with Autism
- Coordinated Carer Awareness Training

How will we know if carers are better off?

% of young carers known to social services who have been offered an assessment (Local PI)

% of carers with increased skills and knowledge

% of carers saying they were helped

% of carers of adult service users who were offered an assessment or review in their own right during the year (SCA/018a)

% of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service (SCA/018c)

% of young carers known to social services who were assessed (SCC/030a)

% of young carers known to social services who were provided with a service (SCC/030b)

Outcome

Carers are skilled to undertake the caring role

Rationale

Carers have told us that they value the range of training opportunities that are on offer such as medication training and manual handling. We know we have also been responsive to the training needs that carers have identified and will continue in this vein, for example while consulting for this strategy assertiveness, access to aids and relevant training was identified.

We also recognise that with the new approaches in Social Services and Health service delivery that it is only right to include our key partners (carers)

in any relevant training opportunities, namely reablement and recovery (Mental Health & Substance Misuse)

We know a particular challenge for us is the increasing numbers of older people especially in the over 85 age category that will have dementia, so we will be looking to develop training opportunities around dementia and other long term conditions.

However, carers have told us that we need to get better at promoting any training opportunities, we will improve the way we do this and again this links in with the implementation of the new Carers Measure.

Key projects/ areas of activity

- Focussed range of training to meet requirements for Carers including Young Carers
- Existing Social Services training opportunities to be inclusive of staff, Service Users and carers and flexible in delivery.
- Promotion of training opportunities

How do we know if carers are better off?

% of carers with increased skills and knowledge

Outcome

Carers have access to a range of quality, flexible, imaginative and responsive support, including in times of crisis/emergency

Rationale

Carers have a right to choose the support which meets their needs to live and care in the way they choose, looking after themselves and their family. Within the constraints of our available funding we believe that we do offer a good choice of support and it is important that those services valued by carers are continued such as our break services, carers grant scheme and the emergency card. We know that as agencies that support carers we need to collaborate to find innovative and efficient solutions to what carers are telling us they need and that all our services are co-produced with carers. For example we need to offer replacement care opportunities that are more flexible in time/ length of notice so that carers can attend their own health appointments. This will become of an increasing need, as we know from demographics that the number of people aged 65 and over and caring for more than 50 hours a week is set to increase, and many of them will have to deal with their own health issues owing to getting older.

We need to capitalise on community capacity by working to promote inclusion within mainstream services, community groups and leisure clubs etc which are of interest to the cared for and by their participation will provide carers with a break. Our Carers Strategy Group will be looking to establish how best to proceed with this and what links need to be established as part of a future work programme.

More work needs to be done in looking at Direct Payments for carers and parent carers, direct payments at their very essence open up opportunities for flexible and imaginative support.

Carers have told us that they value the emergency card and recognise the importance of preparing for emergencies. Carers have suggested producing in preparation for an emergency a directive / sheet to serve as a quick handover to those who will need to take on the caring role. This is certainly something that we would want to co-produce with carers.

Key projects/ areas of activity

- Co-produce 'preparation for an emergency' directive
- A collaborative initiative to provide emergency/ short notice replacement care
- Direct Payments for carers
- **Young Carers Emergency Card**
- Support for Carers of People who may become Continuing Health Care patients
- Continue to commission the Carers Emergency Card scheme
- **Exploration of mechanisms to link into existing mainstream community groups and services.**

How do we know if carers are better off?

% of carers saying they were helped

Outcome

Carers are treated as individuals with needs in their own right, specifically around their needs to access employment and / or life long learning, as appropriate.

Rationale

Delivering on this outcome will be a key indicator of whether carers in Flintshire are having options and influence over their lives.

Carers have the right to lead a life of their own which is away from caring and it is important that we support them to make choices to stay in, or return to work. Carers have identified the barriers to accessing employment and learning opportunities as loss of carers allowance, identifying alternative care which is flexible and of a sufficient duration i.e. home sitting which they can trust.

The Carers Equal Opportunities Act 2004 placed a duty on local councils to consider a carers outside interests (work, study and leisure) when carrying out an assessment. More work is needed to ensure that when we undertake carers assessments that outside interests are being considered, we also need to get better at recording unmet needs and using this information to inform

future actions of how best we can support people. Our plan is to reinvigorate and re-launch our current carers needs assessment training, which of late has seen a low uptake. We want to be confident that those undertaking assessments are also aware of what support is available to support carers to access outside interests. Such as the successful post we commissioned as part of our 2009- 2012 strategy to support carers to access employment which has seen 25 carers in a year supported to return to work, volunteering or lifelong learning. Much more work is needed if the option of having outside interests is to be a reality for more carers in Flintshire starting with the identification of alternative care arrangements which the carer can trust and the person they care for is agreeable to.

Key projects/ areas of activity

- Reinvigorate and Re- Launch Carers Needs Assessment Training
- Develop support services to help carers access outside interests.
- Young Carers Strategy

How do we know if carers are better off?

% of carers saying they were helped

% of carers who made changes to their lives in a named specific area

% of carers of adult service users who were offered an assessment or review in their own right during the year (SCA/018a)

% of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service (SCA/018c)

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVIEW OF DISCRETIONARY RATE RELIEF POLICY**

1.00 PURPOSE OF REPORT

1.01 To propose continuation of the current policy of Discretionary Rate Relief from 1st April 2012 and its application to existing and new applicants subject to satisfying eligibility criteria, following consultation with Executive Members.

2.00 BACKGROUND

2.01 Although the Discretionary Rate Relief scheme is approved and endorsed annually by Executive, the principles and associated costs of the policy have not been considered in detail since April 2000. The existing policy is outlined in section 3.00 of this report.

2.02 At a meeting of the Executive on the 14th December 2010, members supported the policy review but recognised the legal requirement for the Council to give one year's notice of any impending changes to the scheme. Any changes to the current policy can only take effect from April 2012.

2.03 In March 2011, appropriate letters were issued to all ratepayers in receipt of Discretionary Rate Relief to provide notification of the Council's plans to review the policy during 2011-12 and to provide advanced notice that new applications may be necessary in line with the provisions of any adopted policy from 2012-13 onwards.

3.00 CONSIDERATIONS

3.01 Providing that organisations continue meet the criteria of the scheme, Discretionary Rate Relief for Charitable and Non Profit Making bodies is currently awarded on a continual basis, following the annual policy approval at Executive.

3.02 The current scheme provides Discretionary Rate Relief totalling £211,000 to 212 organisations, at a total cost to local taxpayers of £84,000 with the Welsh Government making up the remaining contribution of £127,000. Levels of rate relief are currently determined by the following categories :-

A Premises that are used for charitable purposes by organisations specifically registered with the Charity Commission.

(20% discretionary 'top up' relief is awarded, with the exception of shops operated by national organisations, who receive 80% Mandatory Relief

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only) - 93 organisations currently benefit from discretionary 'top-up' rate relief at a total cost to Flintshire taxpayers of £59,000 - of these 22 are defined as 'charitable shops' at a cost of £15,000 per annum.

- B Premises that are used by non-profit making organisations that are treated as charities, for the reason that they bear the same characteristics as those organisations that are registered charities. This category consists of Community Centres, Institutes and Village Hall, other than those occupied by Precepting Authorities.

(20% 'top up' relief is awarded) 45 organisations currently benefit from discretionary 'top-up' rate relief at a cost to Flintshire taxpayers of £13,000 per annum.

- C Premises occupied by sporting clubs, societies or other organisations used for the purpose of non profit making and used for the purpose of recreational, social welfare etc.

(100% Discretionary Relief is awarded with the exception of golf clubs, which are awarded 50% Discretionary Relief) 74 organisations currently benefit from discretionary rate relief at a cost to Flintshire taxpayers of £12,000 per annum.

- D Premises not covered by any of the above categories, occupied by non-profit making organisations but are used for the benefit of the community and who are assessed on an individual basis based on their merits.

(Up to 100% Discretionary Rate Relief can be awarded) No rate relief awards are currently granted under this category.

- 3.03 For Mandatory Rate Relief, section 43 of the Local Government Finance Act 1988 makes provision for the awarding of rate relief amounting to 80% of the annual rates due if a ratepayer is a registered charity and the premises are used wholly or mainly for charitable purposes. The cost of awarding Mandatory Relief is met entirely by the Welsh Government.

- 3.04 For Discretionary Rate Relief, section 47 of the Local Government Finance Act 1988 enables the Council to grant additional 'top-up' relief of anything up to the remaining 20% for those cases that qualify for Mandatory Rate Relief. The cost of awarding discretionary 'top-up' relief (for categories A and B above) is funded 75% by local taxpayers and 25% by the Welsh Government.

- 3.05 Discretionary Rate Relief of up to 100% may also be granted to voluntary organisations that are established as not for profit and their main objectives are charitable, philanthropic, religious or concerned with education, social welfare, science, literature, fine arts or recreation. The cost of awarding discretionary relief (for category C above) is funded 10% by local taxpayers and 90% by the Welsh Government.

4.00 POLICY REVIEW

4.01 In considering the Discretionary Rate Relief Policy, Executive Members have recognised the importance of rate relief to charities and voluntary sector organisations in both rural and urban areas and wish to continue to provide support to such organisations and the valuable work which they undertake within the community.

4.02 In agreeing to continue with the current policy, Members have taken into account:-

- The cost to the Council of providing discretionary rate relief.
- The identification of organisations and charities which currently benefit from relief.
- The potential for adverse impact on organisations as a result of a change in policy.
- The need to ensure eligibility criteria against the policy are met by existing and new applicants for relief.

5.00 RECOMMENDATIONS

5.01 Executive are recommended to approve:-

- (a) Continuation of the current policy of Discretionary Rate Relief with effect from 1st April 2012.
- (b) That existing and new applicants receive relief in accordance with the policy subject to satisfying the eligibility criteria.
- (c) That the outcome of the review is notified to ratepayers.

6.00 FINANCIAL IMPLICATIONS

6.01 The current scheme provides Discretionary Rate Relief totalling £211,000 to 212 organisations, at a total cost to local taxpayers of £84,000 with the Welsh Government making up the remaining contribution of £127,000.

7.00 ANTI-POVERTY IMPACT

7.01 None

8.00 ENVIRONMENTAL IMPACT

8.01 None

9.00 EQUALITIES IMPACT

9.01 None

10.00 PERSONNEL IMPLICATIONS

10.01 None

11.00 CONSULTATION REQUIRED

11.01 None.

12.00 CONSULTATION UNDERTAKEN

12.01 A number of written representations from the charitable and voluntary sector have been received since the policy review was announced.

13.00 APPENDICES

13.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Local Government Finance Act 1988 (specifically sections 43 and 47)

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **WELSH-MEDIUM EDUCATION STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To inform Members of the statutory requirement to produce a draft Welsh in Education strategic plan for Flintshire Local Authority by December, 2011

2.00 BACKGROUND

2.01 The Welsh-medium Education Strategy was published by the Welsh Government in April, 2010 and sets out the national strategic direction for Welsh-medium education.

2.02 Central to the national planning system is the Welsh in Education Strategic Plan (WESP) which will be prepared by each local authority and submitted to the Department for Education and Skills (DfES). The new plan will be the successor to the current Welsh Education Scheme. The Framework for the WESP was published in July 2011, with a timetable for completion by December 2011.

2.03 WESPs will be required to demonstrate the progress made by local authorities against the national targets set out in the Welsh-medium Education Strategy.

2.04 The targets include the following: -

- more seven-year old children being taught through the medium of Welsh as a percentage of the Year 2 cohort;
- more learners continuing to improve their language skills on transfer from primary school to secondary school;
- more learners studying for qualifications through the medium of Welsh;
- more learners aged 16-19 studying Welsh and subjects through the medium of Welsh; and
- more learners with improved skills in Welsh.

2.05 Each Welsh in Education Strategic Plan will contain four main sections: -

Section 1: Vision and Aim for Welsh-medium education

Section 2: The Action Plan

Section 3: Commentary and further notes

Date: 14/09/2011

Section 4: Appendices inclusive of detailed data

2.06 Within Section 2 (The Action Plan) the Local Authority is expected to outline its strategy in meeting the following seven outcomes: -

Outcome 1: More seven-year old children being taught through the medium of Welsh.

Outcome 2: More learners continuing to improve their language skills on transfer from primary to secondary school.

Outcome 3: More learners aged 14-16 studying for qualifications through the medium of Welsh.

Outcome 4: More learners aged 16-19 studying subjects through the medium of Welsh.

Outcome 5: More learners with higher-level Welsh-language skills.

Outcome 6: Improved provision for learners with additional learning needs.

Outcome 7: Workforce planning and support for continuing professional development.

3.00 CONSIDERATIONS

3.01 The timetable for establishing the framework for preparing, submitting and monitoring of the Welsh in Education Strategic Plans is as follows: -

Action	Responsibility	Timetable
LAs to submit their first Welsh in Education Strategic Plans	LAs	December 2011
DfES to provide feedback to LAs about their plans	DfES	February-March 2012
Plans in operation	LAs	1 April 2012
DfES officers to hold monitoring meetings with each LA	DfES/LAs	Annually
LAs to submit their updated Plans	LAs	April 2013

3.02 In order to plan and deliver the strategic plan for Flintshire a Welsh Education Forum will be formulated involving representation for the following: -

- Mudiad Ysgol Meithrin
- Children and Young People's Partnership
- Athrawon Bro
- Headteacher Representatives (from each phase)
- School Improvement Officers
- Head of Development and Resources
- Menter Iaith
- Rhag (Parent Representative)
- Head of Schools Services
- School Governor Representative
- Trade Union Representative
- FE Representative

4.00 RECOMMENDATIONS

- 4.01 Members are requested to note the statutory requirement for the production and delivery of Welsh in Education Strategic Plan (WESP) for Flintshire.
- 4.02 Members to receive and approve a draft Welsh in Education Strategic Plan (WESP) in December 2011.

5.00 FINANCIAL IMPLICATIONS

- 5.01 From April 2012, a three-year augmented Welsh in Education Grant (WEG) incorporating the former grant administered by the Welsh Language Board to support the Athrawon Bro Service will be established to support the objectives of the planned WESPs. This will be administered by DfES and will be separate from the School Effectiveness Grant.

6.00 ANTI POVERTY IMPACT

- 6.01 None arising directly from this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None arising directly from this report.

8.00 EQUALITIES IMPACT

- 8.01 None arising directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None arising directly from this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation will be required with key stakeholders via the Welsh Education Forum.

11.00 CONSULTATION UNDERTAKEN

11.01 None undertaken.

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 : **20 SEPTEMBER 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **QUARTER 1 PERFORMANCE REVIEW 2011/12**

1.00 PURPOSE OF REPORT

- 1.01 To note and consider the 2011/12 Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. (The reports cover the Quarter 1 period, April to June 2011).
- 1.02 To note the update of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 1.03 To note the progress made against the Improvement Target Action Plans contained within the performance reports.

2.00 BACKGROUND

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

3.00 CONSIDERATIONS

- 3.01 Quarterly performance reports are prepared by Heads of Service within the three Directorates and by Corporate Heads of Service.
- 3.02 Copies of the detailed Quarter 1 (April to June 2011) performance reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview and Scrutiny Committee agendas.
- 3.03 Appendix 1 of the report contains a schedule of all the Improvement Targets which are reported on a quarterly basis.
- 3.04 Analysis of performance against the Improvement Targets is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -
- RED equates to a position or forecast position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.
 - AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.
 - GREEN equates to a position or forecast position of positive trend on performance, meeting target and achieving action milestones.

Date: 14/09/2011

Improvement Targets

3.05 Analysis could be undertaken for 33 of the 34 Improvement Targets reported quarterly, which showed the following: -

- 9 (27%) had achieved a green RAG status
- 15 (45%) had achieved an amber RAG status
- 9 (27%) had achieved a red RAG status

REM3 has been removed from the schedule as this could not be analysed due to data not being available for quarterly analysis.

3.06 The nine indicators which showed a red RAG status are as follows: -

Ref.	Description	Outturn	Target
PLA/003bi	The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions	57.14%	75%
HLS/010cL	Average number of calendar days taken to complete non-urgent repairs	58.28 days	35 days
HLS/013L	The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	2.87%	2%
HLS/014L	Average number of calendar days taken to let lettable units of permanent accommodation during the financial year	76.17 days	42 days
HPMM7 (Local PI)	Percentage of gas safety checks completed (cumulative)	87.14%	99%
SCC/001b	For those children looked after whose 2nd review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	66.67%	100%
SCC/028	The percentage of children looked after who had a fully completed and updated assessment and action record at their third review	50%	70%
SCC/030a	The percentage of young carers known to Social Services who were assessed	33.33%	80%
SCC/030b	The percentage of young carers known to Social Services who were provided with a service	33.33%	80%

3.07 The key points of note in relation to the aforementioned PIs are: -

- Of the nine Improvement Targets where the RAG status is Red five showed a decline in trend i.e. worse performance than that achieved in the previous quarter.
- A relatively high number of planning appeals were decided during the quarter and whilst performance falls short of the target it is significantly better than that achieved in the previous quarter. This is an area of concern and as a result the

Planning Protocol Working Group are reviewing case studies which analyse the process and the basis of the decision.

- The issue of 'backlog' continues to affect performance in relation to non-urgent housing repairs, however it should be noted that performance has improved on the previous quarter.
- For the PIs measuring rent lost due to lettable units being empty and days taken to let lettable units of accommodation, performance had improved for the days taken to let the accommodation whereas performance had declined slightly on rent lost.
- The percentage of gas safety checks completed (87.14%) has failed to achieve target and is significantly poorer performance than that achieved in the previous quarter (98.05%). However, it should be noted that all properties have been visited and those properties that do not have a current Landlords Certificate are at various stages of the no access process.
- A downturn has been seen in relation to the percentage of children with a plan for permanence at the due date of the second review. The performance for this PI was 100% for the previous six quarters. The downturn experienced this quarter was due to the children concerned being in court proceedings where the decision of a Judge was awaited.
- Performance in respect of SCC/028 has significantly improved on that achieved in the previous quarter (18.18%). The assessment and Progress Record is outstanding for a family group of three siblings. The Social Worker is aware and an Independent Reviewing Officer recommendation has been circulated to ensure the work is completed.
- Performance for both SCC/030a & b has downturned on that achieved for the previous quarter (75% for both). A meeting has been held with Barnardos Young Carers and as a result identification of children with a caring role has been improved at the point of referral. These indicators do not take into account that most young carers decline assessments by Social Services. All children identified in Q1 were offered a young carers assessment; four declined but wished to be referred onto Barnardos directly. At the end of 2009/10 a discrete assessment for young carers and a local PI has been introduced to measure how effective the Authority is at offering these assessments. Both children that agreed to an assessment were offered a service.

Strategic Assessment of Risks and Challenges

- 3.08 Each quarterly performance report contains an update of the relevant strategic risks and challenges. This update has been provided by the lead responsible officer and is available for comment and review.
- 3.09 Analysis of the Quarter 1 SARC shows that out of the 52 risks currently identified one (1.9%) is high (red) compared to two at the end of 2010/11. This can be explained by good progress being made on the mitigating actions for CD23 - Procurement of Independent Sector placements for looked after children thus decreasing the RAG status to medium (amber). 3 (5.7%) risks have decreased from

medium (amber) to low (green). Further detail on the high (red) risk can be found at 3.10. A revised SARC summary position of the present Red, Amber and Green status for all of the reported strategic risks and challenges is provided at Appendix 2.

3.10 The single high (red) risk is:-

- CD20 School Buildings/School Modernisation

The condition, suitability and sufficiency of education assets, backlog of known repair and maintenance works. Historical mismatch of asset management plan to capital programme and changing demographics impact on supply of school places and suitability of education assets. Despite significant increases in the repair and maintenance budget, a significant backlog will remain for the foreseeable future. Pressure on the repair and maintenance budget will increase with the reduction in spending due to the economic climate. Actions to mitigate the risks are progressing, however this is a long term risk and will take many years to mitigate, therefore the risk status has been evaluated as high (red). School modernisation/organisation is subject to consideration of the consultation process and timeline by the Council's Executive as agreed by the County Council in August.

3.11 Further work will continue in Quarter 2 on the current periodic Risk Review, which has been undertaken to ensure that any developments or issues are reflected in the risks. This could mean a deletion, merger, significant or general update of the risk plus consideration of additional SARC risks which may be required. This work will be reported on in the Quarter 2 report and the SARC document produced using the updated information.

4.00 RECOMMENDATIONS

4.01 That Executive consider the 2011/12 Quarter 1 Performance Reports and recommend any specific issues which may require management action and/or referral to the appropriate Overview and Scrutiny Committees for consideration.

4.02 To note the quarter end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.

4.03 To note the progress made against the Improvement Target Action Plans contained within the performance reports.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equalities implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

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

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

12.01 Appendix 1 - Schedule of Improvement Target Data

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

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
HUMAN RESOURCES						
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Amber	2.44	2.30	Additional reports on the overall reasons for absence are available. These reports together with the current suite of attendance reports, support the Attendance Management Strategy. Further scrutiny and challenge of absence reasons such as Other allow the Organisation to get a fuller picture of why individual's are absent.	Helen Stapleton
CUSTOMER SERVICES						
CUSM1	Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	Amber	73.06	80.00	Overall performance has increased by 6.96% compared to the last quarter of 2010/11. There has been good progress made by directorates with a 10.20% increase in performance by Community Services, 22.58% by Corporate Services and 2.52% by Environment. A small drop in performance of 3.14% has been identified within the Lifelong Learning directorate.	Denise Naylor
FINANCE						
DWP1	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims	Amber	23.42	22	In Q1, performance got off to a slow start with the average days to process a new claim taking 23.4 days compared to a target of 22. This was impacted by the extra bank holiday in April. There has been a continuous improvement in performance each month and in June we were processing new claims in 20.5 days.	Gareth Evans
DWP2	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events	Amber	10.16	10	Q1 performance for the time taken to process changes of events is marginally behind our target - 10.2 days compared to a target of 10 days. Similar to new claims, this performance was impacted by the 4 bank holidays in the quarter and performance in June was a very encouraging 8.7 days on average.	Gareth Evans
PLANNING						
PLA/003bi	The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions	Red	57.14	75.00	The relatively high number of appeals decided in Q1 (14) continues the trend from Q4 (16), although the performance against this indicator is significantly better in Q1 (57.1% upholding the authority's decision as opposed to 43.75 % in Q4). Although the Q1 performance reflects that of the overall performance within 2010/11 it still falls short of the target of 75%. This is clearly a cause for concern in that each appeal determination which fails to uphold the local planning authority's decision challenges the basis for that decision and this aspect is being examined through regular reporting to Planning Protocol Working Group, which includes a detailed analysis of the process and the basis of the decision on certain case studies (involving both committee and delegated determinations of planning applications). The target relating to this category was raised to 75 % in 2008, following the performance return of 81 % in 2007/08. This is significantly higher than the last published figures for the national average which in 2009/10 was 68.07%, and it may be considered that this target now needs to be reviewed in view of the fact that performance is influenced by a number of diverse factors.	Andrew Farrow

Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
PLA/004b	The percentage of minor planning applications determined during the quarter within 8 weeks	Amber	51.43	65.00	The Q1 performance in relation to the determination of minor applications (51.4%) has fallen back in relation to the improvements recorded in Q4 of 2010/11 (64.3%) and also fails to meet the year end performance figure (57.5%). This sector has previously been identified as having the greatest potential for improving overall performance, hence the raising of the target to 65% in 2010/11 (from the previous 60%) and the failure to register an improvement is disappointing, particularly in view of the detailed analysis of the speed of decisions undertaken within the preceding quarters. Apart from the increased emphasis on negotiating quality which is difficult to quantify, there are a number of reasons why decisions on the minor applications go beyond the 8 weeks. These include the number of applications needing to be reported to the Committee meetings for reasons which include the need for Section 106 Agreements to cover affordability of housing (under Policies HSG 3 and HSG 5).	Glyn P Jones
PLA005	The percentage of enforcement complaints resolved during the quarter within 12 weeks of receipt	Amber	67.67	73.00	Following a slip in the performance in Q4 (2010/11- 36.31%), the Q1 performance in relation to cases closed within 12 weeks (67.7 %). This is encouraging, picking up on the trend for improvements registered for the earlier quarters in 2010/11. This still falls short of the target of 73% but reflects the fact that the pool of old cases (previously referred to as 'backlog') has been removed through closure or, in the case of long running and complex cases, their identification within the caseload of individual officers, but, significantly, the number of cases closed within Q1 continues to exceed the number of new cases recorded.	Mark Jones
HOMELESSNESS						
HH/002	Average number working days between h/less presentation & discharge of duty for households found to be statutorily homeless	Green	88.79	220.00	During this quarter, 14 households were successfully allocated secure accommodation from the local authority's housing stock.	Gill Conway
HH/016	The average number of days all homeless families with children spent in B&B accommodation	Green	5.11	7.00	During this quarter 9 families were accommodated in B&B's for a total of 46 days. 4 of these families came through the out of hour's service and subsequently returned home. Of the remaining 5 families, 2 secured alternative suitable accommodation in the private rented sector, 2 were accommodated in the Supported Housing Project and the 1 family returned home after being accommodated due to an emergency.	Gill Conway
HH/017b	The average number of days that all homeless households spent in: Other forms of temporary accommodation	Green	204.73	250.00	As previously reported this figure will fluctuate as it will depend on the number of homeless households who move on from temporary accommodation in to secure tenancies. This quarter we have seen 11 families secure alternative suitable accommodation in discharge of the councils statutory duty.	Gill Conway

Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
HOUSING						
HLS/010bl	Average number of calendar days taken to complete urgent repairs	Green	8.43	9.00	It is pleasing to note that performance in this area has exceeded the target for this indicator. The overall improvement in performance by Housing Asset Management is attributable to the increased budget to tackle the long standing backlog of repairs, improved management procedures and the recent lean process reviews carried out across the whole of building maintenance.	Clare Budden
HLS/010cl	Average number of calendar days taken to complete non-urgent repairs	Red	58.28	35.00	It is pleasing to note that performance in this quarter shows some improvement when compared to Quarter 1 last year. Progress in improving performance in this category has been slow; this is due to the number of backlog repairs that have been completed, which has a detrimental effect on overall performance. As the backlog reduces overall performance in this area will improve. With the additional funding approved by members, it is anticipated that the backlog of repairs will be eliminated by the end of this financial year, thus making the Improvement target achievable.	Clare Budden
HLS/013L	The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	Red	2.87	2.00	It is disappointing to note a slight decrease in performance for quarter 1. However, there is an improvement on the quarter 1 figures for both 09/10 and 10/11 and in-line with previous years performance, it is anticipated that performance will continue to improve each quarter.	Brett Sadler
HLS/014L	The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	Red	76.17	42.00	The overall figure for the turnover of 'day to day' voids has reduced by two days for this quarter. This is higher than the target of 42 days. However the Easter holidays and 3 bank holidays falling within this quarter reduced capacity slightly. The lettings figure is still some way off the target of 7 days and this quarter has still been effected by "not pre-allocating". This should not have any impact in the next quarter. Overall, the number of days spent repairing empty homes also reduced by 2 days. The number of days waiting for work to commence increased by 6 days, this can be directly attributed to the number of working days lost over the holiday periods in April and May and the knock on effect of this into June.	Clare Budden
HPMM7 (Local PI)	Percentage of gas safety checks completed cumulative	Red	87.14	99.00	It is disappointing to note that Gas Servicing has failed to achieve the improvement target of 99%, however, all properties have been visited and those properties that do not have a current Landlords Certificate are at various stages of the no access process and failure to gain access will result in access being gained via court action.	Mike Bernard

Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
ADAPTATIONS						
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used	Amber	155.50	88.00	This PI includes minor private sector adaptations for adults and children. Time taken on adult occupational therapy waiting lists is reflected and waiting times continue to have an impact on performance, however average time spent waiting for an OT assessment has improved considerably and is now just over a month. This will have a positive impact in the immediate future. However the Occupational Therapy Team continues to receive increasing numbers of referrals which may impact on performance in a time of fixed resources. Care & Repair is now starting to undertake minor adaptations and this should also improve performance. Over the past twelve months adaptations up to the value of £1000 have been undertaken as minor adaptations whereas, prior to this the maximum value of a minor adaptation was £500. This change was introduced to improve the service user experience by allowing more adaptations to be made without using the more complex DFG process, however it has contributed to the increase in time taken to complete minor adaptations as the higher value adaptations tend to take longer.	Maureen Mullaney
PSR/009a	(Children & Young People) The average number of calendar days taken to deliver a Disabled Facilities Grant	Green	280.5	350	CIDS POT are currently completing all DFG's well under the target set of 350 days. All cases to date have been completed in an average of 281 days. The increased managerial oversight of these cases and the CIDS Team Managers attendance at the DFG Operational Group has had a positive impact on service delivery.	Carol Salmon
PSR/009b	(Adults) The average number of calendar days taken to deliver a Disabled Facilities Grant	Amber	426.66	350.00	Time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have a major impact on performance, however average time spent waiting for an OT assessment has improved considerably over the year and is now just over a month. This reduction in waiting will have a positive impact on this PI in the immediate future, as will the actions identified in the DFG member workshop. However the Occupational Therapy Team continues to receive increasing numbers of referrals which may impact on performance in a time of fixed resources.	Maureen Mullaney

Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
SOCIAL CARE FOR ADULTS						
SCA/007	The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	Amber	79.72	80.00	Performance is much improved on quarter 1 of 2010/2011, now that recording issues on the Paris system have been resolved. In this quarter priority has been given to reviewing all individuals in receipt of short term care. Vacancy savings have been taken out of this area. Data is not available for substance misuse service users.	Maureen Mullaney
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Amber	85.48	87.00	Performance has improved steadily now that recording issues on the Paris system have been resolved. More complete data is now available for carers of mental health service users.	Maureen Mullaney
SCA/018c	The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	Green	58.85	52.00	Only services provided directly to carers are counted in this PI. Additional services provided to service users, such as respite or day care, are not included even though they result from the carer's assessment. This is in accordance with LGDU guidance. Although the number of carers who received a service fell in quarter 1 it still exceeded our target for 2011/2012. This is a snapshot of performance in quarter 1 of the year and performance should improve quarter on quarter throughout the year.	Maureen Mullaney
IA1.1L4	Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	Amber	149.00	170.00	This PI no longer includes direct payments for children. An infrastructure is now in place to support a larger number of DP users. A staff training programme to promote the take-up of DPs has been implemented	Jo Taylor

Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
SOCIAL CARE FOR CHILDREN						
SCC/001b	For those children looked after whose 2nd review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Red	66.67	100.00	The children were in court proceedings, awaiting the decision of the judge.	Carol Salmon
SCC/016	The percentage of reviews carried out within the statutory timetable	Green	83.54	70.00	This is significantly above the target set and our year end outturn. The flagging system for notifying social workers of the due dates for forthcoming reviews has enabled them to prioritise their workload and meet the required timescales more effectively.	Carol Salmon
SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	Green	80.00	80.00	One young person's PEP was completed within timescales by the social worker but was not returned by the school until after the deadline.	Carol Salmon
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	Amber	83.13	93.00	There is a dip in performance this quarter, due to visits in the longterm team not always being completed within timescales. The team manager will be increasing supervision of this aspect of the team's work with a view to improving compliance over the next 3 months.	Carol Salmon
SCC/028	The percentage of children looked after who had a fully completed and updated assessment and action record at their third review	Red	50.00	70.00	The Assessment and Progress Record is outstanding for a family group of 3 siblings; the social worker is aware, and an Independent Reviewing Officer recommendation has been circulated to ensure that this work is completed.	Carol Salmon
SCC/030a	The percentage of young carers known to Social Services who were assessed.	Red	33.33	80.00	Following a meeting held with Bamarodos Young Carers, we have improved our identification of children with a caring role at point of referral. All children identified in Q1 were offered an assessment; 4 declined and accepted to be referred onto Bamarodos.	Carol Salmon
SCC/030b	The percentage of young carers known to Social Services who were provided with a service	Red	33.33	80.00	Following a meeting held with Bamarodos Young Carers, we have improved our identification of children with a caring role at point of referral. All children identified in Q4 were offered an assessment; 3 declined.	Carol Salmon
SCC/033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	Green	100.00	75.00	Achieved. 2 out the 3 young people are currently serving a custodial sentence their education and employment needs are under review.	Carol Salmon
SCC/039	The percentage of health assessments for looked after children due in the year that have been undertaken	Amber	59.6	75.00	Our monitoring has improved and a flagging system is now in place. Our evidence shows that the majority of health assessments are requested within timescales, but that the appointment is not always provided within timescales, due to capacity within Health, or due to teenagers who decline Health Assessments.	Carol Salmon

Key	Title	RAG Status	Q1 Outturn	Target	Comment	Owner
SCC/042a	The percentage of initial assessments completed within 7 working days	Amber	88.57	89.00	The timeliness of providing initial assessments continues to improve. The target has been met, and performance is slightly better than last year's outturn. Some assessments take longer than 7 days, due to the extensive series of checks that need to be done to inform the assessment.	Carol Salmon
SCC/042b	The average time taken to complete initial assessments that took longer than 7 days to complete	Amber	13.33	11.00	The timeliness of providing initial assessments continues to improve. The target has been met, and performance is slightly better than last year's outturn. Some assessments take longer than 7 days, due to the extensive series of checks that need to be done to inform the assessment.	Carol Salmon

Strategic Assessment of Risks & Challenges' RAG Summary (Refresh)

Risk Title		2010-2011				Predictive Green/Amber
		Q1	Q3	Q4	Q1	
Risk Reference	Community Leadership	June 10	Dec 10	Mar 11	June 11	Predictive Green/Amber
CL03	Voluntary Sector Compact and Grants Review	G	G	G	G	MAR 2010
CL04	Affordable Housing	A	A	A	A	TBC
CL05	Social Care For Older People	A	A	A	A	TBC
CL07	Relationship with Local Health Board & Public & Primary Healthcare	A	A	A	A	TBC
CL08	Climate Change & Flood Risk Management		A	A	A	TBC
CL09	Economic Regeneration		A	A	A	TBC
CL10	Decline of Town Centres		G	G	G	SEP 2010
CL11	Integrated and Public Transport Infrastructure (External)	A	G	G	A	DEC 2012
CL12	Skills Needs of Employers		G	A	A	APR 2012
CL14	North Wales Regional Waste Treatment Partnership		A	A	A	2016/17
CL15	Clwyd Theatr Cymru (CTC)	NA	NA	A	A	TBC
Risk Reference	Council Delivery	June 10	Dec 10	Mar 11	June 11	Predictive Green/Amber
CD02	Streetscene	A	A	A	A	DEC 2011
CD03	Transition from UDP to LDP	A	A	A	A	TBC
CD04	Planning Protocol	A	A	A	G	MAY 2011
CD05	Highways Infrastructure	A	A	A	A	TBC
CD06	Transport Arrangement For Service Users	A	A	A	A	TBC
CD07	Depot Provision	A	A	A	A	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Renewal Area	A	A	A	A	TBC
CD10	Leisure - Future Provision	A	A	A	A	TBC
CD12a	Housing Strategy	A	A	A	A	SEP 2011
CD12b	Housing Management	A	A	A	A	DEC 2011
CD12c	Housing Repairs and Maintenance Services	A	A	A	A	APR 2011
CD12d	Homelessness	A	A	A	A	TBC
CD12e	Sheltered Housing	A	A	A	A	MAR 2012
CD14	Housing Ballot	A	A	A	A	JUN 2011
CD19	Gypsies and Travellers	R	R	A	A	TBC
CD20	School Buildings/School modernisation	R	R	R	R	APR 2018
CD22	School Effectiveness Framework and School Improvement Service	A	A	G	G	MAR 2011
CD23	Procurement of Independent Sector placements for looked after children	A	R	R	A	TBC
CD24	Social Care Recruitment and Retention of Staff	A	A	A	G	TBC
CD26	Disabled Facilities Grants	A	A	A	A	MAR 2012
CD27a	Waste Management Targets	A	A	A	A	2016/17
CD27c	Waste Management Operations	A	A	A	A	2016/17
CD27d	Waste Management (AD Waste)	A	G	G	G	SEP 2010
CD34	Severe Winter Weather		A	A	A	TBC
CD35	Grant Funding		R	A	A	TBC
CD37	Food Waste Treatment project		A	A	A	2015/16
Risk Reference	Council Governance	June 10	Dec 10	Mar 11		Predictive Green/Amber
CG04	Risk Management	A	A	G	G	APR 2011
CG05	Asset Management	G	A	A	A	2015/16
CG06	Medium Term Financial Strategy	A	A	A	A	TBC
CG07	Financial Management and Control	A		A	A	TBC
CG08	ICT Strategy	G	A	A	A	TBC
CG09	Information Governance	A	A	A	A	TBC
CG10	Human Resources and Management	A	A	A	A	TBC
CG11	Single Status and Terms and Conditions of Employment	G	A	A	A	TBC
CG12	County Hall Campus Management	A	G			SEP 2010
CG13	Customer Focus	G	G	A	G	JUN 2011
CG14	Code of Corporate Governance	A	G	DG	DG	JUN 2011
CG18	Procurement	G	A	A	A	TBC
CG19	Business Continuity (including Winter Disruption)	A	A	A	G	APR 2011
CG20	Business Performance of Semi Commercial Functions	R	A	A	A	TBC
CG21	Government Spending Review		R	A	A	TBC

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **GREEN DRAGON ENVIRONMENTAL MANAGEMENT**
 SYSTEM

1.00 PURPOSE OF REPORT

1.01 To endorse the deferral of the accreditation of Green Dragon Environmental Management Standard until 2012.

2.00 BACKGROUND

2.01 The Green Dragon Standard is a stepped approach to recognising effective environmental management. The Standard recognises a management system which is relevant to the specific needs of the Council and rewards actions taken to achieve environmental improvements.

2.02 The scope for Green Dragon Environmental Management Standard includes all council operational buildings with the exception of schools.

2.03 There are five levels of the standard, with each contributing towards ISO 14001. The Council currently has accreditation of Green Dragon Environmental Management Standard at Level 3, awarded in October 2010.

2.04 The accreditation and audit is carried out annually by external audits and consists of a number of site visits to

- Scrutinise the system to ensure compliance with Flintshire County Council Policy and Environmental legislation.
- Conduct an overview in relation to efficiencies.
- Scrutinise the council sites against requirements for each level, including measuring and reporting of carbon emission.

2.05 The final report, from the audit in October 2010 included comments that the management system was robust and commended the Council on its corporate approach.

3.00 CONSIDERATIONS

3.01 The site scope of the management system is based upon the activities and functions of each site. This is currently undergoing change with depot reorganisation and asset rationalisation. Services are moving to different sites - such as waste services moving to Alltami, requiring works to be undertaken to meet the standard. Similarly,

Date: 14/09/2011

Queensferry depot is not fully decommissioned, and would still need to be included as an auditable site.

3.02 To continue to include sites which are in the process of closing would be an unrealistic effort. It is proposed that effort is maintained on the sites such as Alltami depot which are due to undergo major change in activity and thus environmental considerations.

3.03 The environmental standards and good practice that currently exists would be retained, and shared across all sites, and accreditation would be applied for when the depot relocation is finalised in 2012.

4.00 RECOMMENDATIONS

4.01 That Executive endorses the deferral of the Green Dragon Environmental Management Standard until 2012.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no financial impacts to this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no known anti-poverty impacts to this report.

7.00 ENVIRONMENTAL IMPACT

7.01 This report identifies how Green Dragon Environmental Management Standard supports good environmental practice and pollution prevention, and upholds Council's Environment Policy.

8.00 EQUALITIES IMPACT

8.01 There are no known equalities impacts to this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no known personnel implications to this report.

10.00 CONSULTATION REQUIRED

10.01 There are no consultation requirements.

11.00 CONSULTATION UNDERTAKEN

11.01 There is an officer working group that supports the Green Dragon Environmental Management Standard.

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: 14

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **CHIEF EXECUTIVE AND HEAD OF FINANCE**
SUBJECT : **BUSINESS PERFORMANCE OF SEMI COMMERCIAL**
 FUNCTIONS

1.00 PURPOSE OF REPORT

- 1.01 To endorse the financial and productivity outputs of the Council's Semi - Commercial Functions for 2010/11.
- 1.02 To endorse the future reporting arrangements for Semi-Commercial Functions.

2.00 BACKGROUND

- 2.01 Flintshire has a number of substantial contracting services which were introduced to comply with the former Compulsory Competitive Tendering legislation. These historical semi-commercial arrangements have to a large extent remained without the formal tendering process in place. There is still a need, however, to demonstrate that the activities are delivered in a way that is fit for purpose, efficient and financially viable.
- 2.02 The Business Performance of Semi Commercial Functions is contained within the Council's Strategic Assessment of Risks and Challenges (SARC) with a risk status of Amber (Medium).
- 2.03 Previous reports have been submitted to Executive and Overview and Scrutiny Committees following up on the recommendations made by PriceWaterhouseCoopers in their September 2008 report.

3.00 CONSIDERATIONS

- 3.01 Financial data.

The table below shows a summary of the financial performance of all services that were included in the original PWC report. Since the PWC report further agreement has been reached with our external auditors which of our operations are to be reported separately within the Statement of Accounts. Those that are no longer deemed to be trading accounts for financial reporting purposes are grouped together. The (surplus) / deficit figures are shown net of budget contribution as per latest audit advice.

Date: 14/09/2011

	2008/09		2009/10		2010/11	
	Turnover	(Surplus)/ Deficit	Turnover	(Surplus)/ Deficit	Turnover	(Surplus)/ Deficit
	£000	£000	£000	£000	£000	£000
Trading Operations still reported separately in Statement of Accounts:						
Building Maintenance	7,388	483	8,127	(81)	9,229	(580)
Refuse Collection	5,371	(173)	5,581	(210)	5,934	(300)
Operations no longer deemed to be trading accounts:						
Environmental maintenance	4,124	550	1,162	74	861	47
Highways maintenance	6,540	96	5,674	(11)	4,920	43
Building Cleaning	988	18	1,121	(29)	1,139	(98)
Design and Print	1,089	133	923	111	840	125
Leisure Management	3,864	396	3,906	301	3,999	174
Schools & welfare catering	3,384	159	3,501	186	3,767	314
Other catering	732	28	782	30	778	31
Fleet Maintenance	2,980	54	2,839	106	3,229	35
Overall Total	36,460	1,744	33,616	477	34,696	(209)

A report to the Housing Overview and Scrutiny Committee on 26th May 2011 gained approval in principle to ending the current client / contractor accounting split for the Housing Repair Service and Building Maintenance Trading Account. Work is now ongoing to replace it with a more appropriate modern framework for performance management.

The following notes on significant variances were included in the 2010/11 Statement of Accounts:

- The building maintenance surplus of £580k reflects a significant improvement on the 2009/10 surplus figure of £81k, which is due mainly to increased productivity and improved organisational efficiency following restructuring.
- The improved refuse collection surplus of £300k reflects additional income on internal contract arising from further expansion of recycling services.

3.02 Performance and Productivity Data

Data is available for four of the Contractor Functions through the Association of Public Service Excellence (APSE) benchmarking club using their Direction of Travel report - a 5 year trend analysis for 2005-2010, namely:

- Education Catering
- Building Cleaning

- Building Maintenance
- Sports and Leisure Facility Management (1 year only 2009-2010)

The data is appended at Appendix 1.

Other data is available but encompasses the service areas of Environmental Maintenance, Refuse Collection, Fleet Maintenance and Highways Maintenance. It is not appropriate to comment on productivity and effectiveness until the Streetscene service review outcomes being implemented are fully operational.

Design and Print has been the subject of separate review. The proposals of the review were presented to Members of the Corporate Resources Overview and Scrutiny Committee on 16th May 2011. Further work is required around the pending financial implications of each of the proposals before recommendation to Executive.

3.03 Education Catering

On the data submitted to APSE, Flintshire have consistently performed well, being under average cost for the total cost per meals indicator; this includes staff, food provisions, premises, equipment, transport, supplies and services, excludes subsidy, capital charges and central recharges, such as payroll, finance and IT support costs.

A further area of good performance has been noted in staff absence with Flintshire seeing its performance improve from above average in 2006-2007 to below average in 2007-2010.

Free meal uptake in secondary and primary schools is above average and paid meal uptake is below average in primary schools and average in secondary schools.

Improvement is required in the lunchtime meals served per staff hour in primary and special schools, being placed last in the family group, however this could be explained by the number of small kitchens which could impact on productivity and therefore economies of scale.

3.04 Building Cleaning

Flintshire is above average for the cost per square metre for all areas cleaned and records poor performance in this area.

The cost of overall service per FTE frontline employee is also above average having risen from below average in 2007-2008. Better performance in staff absence and starters and leavers as a percentage of total operational staff is noted. Material and equipment costs are below average, but the total square metres cleaned per FTE employee shows poor performance. This indicator is not multiplied by frequency of cleaning but by the actual physical floor area, so a comparison with frequency would be useful to see the type of service offered in other authorities.

3.05 Building Maintenance

Flintshire are above average for time taken to complete a routine repair and for all housing repairs completed within government set time limits, however productivity is shown to be good with Flintshire performing well in the day to day housing jobs completed and all housing jobs completed per full time operational employee. It would be useful to be able to compare this data with indicators on value for job.

3.06 Sports and Leisure Facility Management

Sports and Leisure Facility Management have used APSE as a benchmarking partner for the first time in a number of years. The performance indicators are per facility and not the service as a whole. The Leisure Centres are compared with family group members meaning similar centres are compared on size and facilities offered, making it easier to see performance of individual facilities.

Each of the six facilities are shown in Appendix 1.

Future Reporting Arrangements

3.07 The reporting of Semi-Commercial Functions in summary format as in this report dates back to the response to the report from PWC in 2008. In the intervening period, performance reporting arrangements within the Council have been improved and are now reported through a variety of routes including Quarterly Performance Reports and the Strategic Assessment of Risks and Challenges. Financial performance is reported as part of regular budget monitoring reports and through the Statement of Accounts.

3.08 These reporting routes provide the opportunity for more detailed reporting and member scrutiny on individual subject areas than can be achieved in a summary report. As such it is recommended that productivity and financial performance continue to be reported through the now established routes and that there be no further updates in this format to avoid duplication.

4.00 RECOMMENDATIONS

4.01 That Executive endorse the financial and productivity outputs of the Council's Semi - Commercial Functions for 2010/11.

4.02 That Executive endorse that the productivity and financial performance continues to be reported through the now established routes as set out in 3.07 and that there be no further updates in this format to avoid duplication.

5.00 FINANCIAL IMPLICATIONS

5.01 As noted in the report.

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific Environmental impacts, however the review of Environmental Services will by its nature have impacts.

8.00 EQUALITIES IMPACT

8.01 There are no specific equality implications identified within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications identified within this report however further consideration will be required as part of the review work.

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 None required.

12.00 APPENDICES

12.01 Productivity Semi Commercial Functions Appendix 1.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

APSE Performance Data

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Education Catering
Appendix 1

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Price of a primary school meal (junior)	PI 01b	65	£1.98	£1.71	£1.20	£1.80	no data
Free meal uptake (primary schools) all authorities	PI 04c	19	94.98%	82.35%	72.66%	81.24%	10
schools) authorities with no extended free school meal criteria	PI 06a	14	89.36%	70.19%	56.35%	74.94%	3
Total cost per lunchtime meal (excluding cec)*	PI 11	20	£3.51	£2.41	£1.81	£2.06	no data
Primary school lunchtime meals served per staff hour	PI 13	19	11.81	8.48	4.87	6.20	17
Subsidy per lunchtime meal (all meals)	PI 31a	20	£2.73	£1.34	0.63	1.04	
Primary and special school lunchtime meals served per staff hour	PI 15a	17	11.67	8.69	6.15	6.15	17
Staff Absence (front line staff)	PI 29	12	9.76%	5.08%	2.54%	3.89%	4
Staff Absence (all staff)	PI 30	15	9.93%	5.11%	2.62%	3.74%	4

*Note CEC: Central establishment charges including payroll, finance, IT support, capital charges, central recharges

Building Cleaning

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Cost per square metre for all areas cleaned (excluding cec)	PI 01	26	£16.86	£12.47	£8.63	£16.86	26
Total square metres (excluding outdoor areas) cleaned per FTE employee	PI 16	24	2099.98	1482.34	1011.42	1266.60	19
Staff Absence - front line staff	PI 20a	24	8.80%	5.34%	2.70%	3.79%	5
Cost of overall service per FTE frontline employee	PI 03	24	£23,452	£15,706	£12,494	£17,547	21
Materials and equipment cost as a percentage of total cost	PI 29	26	6.90%	3.56%	1.53%	3.26%	no data

Building Maintenance

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Gas servicing (financial year)	PI 04	19	100.00%	97.84%	87.72%	97.88%	14
Average time taken to complete a routine repair	PI 24	18	33	13	6	29	17
Percentage of all housing repairs completed within government time limits	PI 25c	9	99.90%	92.52%	54.09%	54.09%	9
Day to day housing jobs completed per full time operational employee	PI 12a	17	317	208	103	215	8
All Housing jobs completed per full time operational employee	PI 12c	17	420	311	143	357	6

Sports and Leisure facility Management

Flint Pavillion

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Subsidy per visit including CEC (includes non participatory usage but excludes free school use)	PI 01a	16	£3.96	£1.96	£0.03	£3.20	15
Customer Spend per head	PI 04	20	£3.77	£2.69	£1.64	£2.56	3
Headline indicator for net cost per head of population	PI 12	16	£10.63	£4.70	£0.08	£3.85	8
Net cost per household within catchment area (including CEC)	PI 15	16	£16.74	£6.79	£0.23	£14.26	14
Usage per opening hour	PI 31	23	180.88	73.51	31.91	41.19	17

Sports and Leisure facility Management

Holywell Leisure centre

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Subsidy per visit including CEC (includes non participatory usage but excludes free school use)	PI 01a	14	£2.73	£1.21	-£0.06	£2.73	14
Customer Spend per head	PI 04	20	£3.64	£2.57	£1.69	£1.77	19
Headline indicator for net cost per head of population	PI 12	14	£4.41	£1.81	-£0.09	£4.17	13
Net cost per household within catchment area (including CEC)	PI 15	13	£24.74	£6.33	£0.51	£15.57	12
Usage per opening hour	PI 31	20	188.47	92.19	43.83	44.38	19

Sports and Leisure facility Management

Deeside Leisure Centre

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Subsidy per visit including CEC (includes non participatory usage but excludes free school use)	PI 01a	14	£2.62	£1.19	-£0.70	£1.60	9
Customer Spend per head	PI 04	22	£7.92	£2.54	£0.76	£3.45	6
Headline indicator for net cost per head of population	PI 12	14	£5.18	£1.40	-£1.18	£4.37	13
Net cost per household within catchment area (including CEC)	PI 15	14	£6.09	£1.50	-£0.51	£0.43	6
Usage per opening hour	PI 31	21	101.45	50.18	20.91	no data	no data

Sports and Leisure facility Management

Connah's Quay Swimming Pool

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Subsidy per visit including CEC (includes non participatory usage but excludes free school use)	PI 01a	10	£3.54	£2.02	-£0.80	£3.19	9
Customer Spend per head	PI 04	16	£4.91	£2.75	£1.56	£1.97	12
Headline indicator for net cost per head of population	PI 12	10	£4.18	£2.16	-£0.27	£2.53	6
Net cost per household within catchment area (including CEC)	PI 15	10	£7.40	£2.68	-£1.50	£5.49	9
Usage per opening hour	PI 31	16	73.48	44.5	23.31	25.24	15

**Sports and Leisure facility
Management**

Mold Lesiure Centre

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Subsidy per visit including CEC (includes non participatory usage but excludes free school use)	PI 01a	7	£1.46	£0.79	-£0.09	£1.15	5
Customer Spend per head	PI 04	9	£2.55	£2.27	£1.57	£2.55	1
Headline indicator for net cost per head of population	PI 12	7	£5.98	£1.94	-£0.05	£1.47	4
Net cost per household within catchment area (including CEC)	PI 15	7	£10.84	£4.01	-£0.16	£4.58	5
Usage per opening hour	PI 31	9	112.85	76.25	56.64	56.64	9

**Sports and Leisure facility
Management**

Buckley Lesiure Centre

Performance Indicator	Ref	Number in Group	Highest in Group	Average in Group	Lowest in Group	FCC output/score	Standing in Group
Subsidy per visit including CEC (includes non participatory usage but excludes free school use)	PI 01a	8	£2.77	£1.64	£0.13	£2.13	6
Customer Spend per head	PI 04	18	£5.77	£2.39	£1.05	£1.65	14
Headline indicator for net cost per head of population	PI 12	9	£10.07	£2.65	£0.24	£2.58	6
Net cost per household within catchment area (including CEC)	PI 15	9	£16.97	£6.37	£0.60	£6.92	6
Usage per opening hour	PI 31	18	125.26	48.22	7.82	35.07	13

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2011/12 (MONTH 3)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2011/12.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.08	Risks and Assumptions
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Community Services - Variances Summary
Appendix 2	Environment - Variances Summary
Appendix 3	Lifelong Learning - Variances Summary
Appendix 4	Corporate Services - Variances Summary
Appendix 5	Central & Corporate Finance - Variances Summary
Appendix 6	Council Fund Unearmarked Reserves Summary
Appendix 7	Housing Revenue Account - Variances Summary
Appendix 8	Council Fund - Achievement of Efficiencies

2.00 EXECUTIVE SUMMARY

2.01 Members are requested to note the projected year end position as estimated at Month 3 which is :

- Council Fund - Net overspend of £0.223m
- Housing Revenue Account - Net overspend of £0.153m

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.223m.

Date: 14/09/2011

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 2	Month 3	Month 2	Month 3	Month 2	Month 3
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	57.374	57.420	-	(0.152)	-	0.141	-	(0.293)
Environment	32.262	32.564	-	(0.141)	-	(0.141)	-	-
Lifelong Learning	109.110	109.110	-	0.960	-	1.056	-	(0.096)
Corporate Services	16.436	16.937	-	(0.048)	-	(0.048)	-	-
Total Directorates	215.182	216.031	-	0.619	-	1.008	-	(0.389)
Central and Corporate Finance	26.190	25.341	-	(0.396)	-	(0.396)	-	-
Total	241.372	241.372	-	0.223	-	0.612	-	(0.389)

3.02 The Original Budget column reflects the budget approved by Council on the 1st March 2011. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules. The Revised Budget now reflects that the £1.182m carried forward into 2011/12 from the original Flintshire Futures Ringfenced Reserve of £1.952m set up in 2010/11 has been fully allocated as indicated in the 2010/11 Outturn Report.

3.03 The significant in-year projected variances to date are detailed in Appendices 1 - 5 (Council Fund), and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.

3.04 The net overspend of £0.223m is made up of £0.619m on services offset by a contribution of £0.396m from Corporate Services. It is the intention of Management to contain the currently projected variation within the overall agreed budget.

3.05 The Out of County Placement budget (ring-fenced) is currently projected to underspend by £0.243m (by £0.147m and £0.096m within Community Services and Lifelong Learning respectively). This projection is based on existing placements up until March 2012 and also reflects some reductions in payments to providers following renegotiation of contracts. The projected outturn also reflects the approval of a £1.255m budget pressure during the 2011/12 budget process. The task and finish group are continuing their work with regard to improving processes, benchmarking and the North Wales project focusing on high cost placements. This budget will continue to be monitored very closely due to the volatility of the risks and assumptions (see 3.06).

PROGRAMME OF EFFICIENCIES

3.06 The 2011/12 budget contained £8.920m of specific efficiencies. Appendix 8 shows the progress made against the achievement of each of these efficiencies which is summarised in the table below. Efficiencies amounting to £6.982m (78%) have either already been achieved or are projected to be achieved in full at this stage. The impact

on the projected outturn of this analysis has been included in the overall Month 3 projection

Status of Efficiency	£M	%age
ALREADY ACHIEVED	3.021	34
EXPECTED TO BE ACHIEVED IN FULL	3.961	44
ACHIEVABLE IN PART	1.574	18
NOT ACHIEVABLE	0.364	4
Total	8.920	100

- 3.07 Work is currently being undertaken relating to the efficiencies of £0.364m (4%) that have been categorised as not achievable in 2011/12 and the efficiencies of £1.574m (17%) that are only achievable in part in 2011/12 to assess whether they will either be achieved in 2012/13 or included as pressures in the 2012/13 budget proposals.

RISKS / ASSUMPTIONS

- 3.08 The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

1. Community Services

- Social Services for Adults
 - Projections based on current client numbers / care packages
 - Demand led services susceptible to changes outside the Directorate's control e.g. severity of winter, flu epidemics
 - Local Health Board income cannot be guaranteed at the levels assumed
- Development & Resources
 - Domiciliary and Property client income is dependent on individual client circumstances
 - Wider economic recession may have an impact
- Social Services for Children - Out of County Placements
 - Length of current placements uncertain - court led timeframes
 - Number of new placements difficult to predict - needs led
 - High cost of any new placements can have an adverse impact on outturn
 - Uncertainty of income level from Local Health Board
- Social Services for Children - Family Placement

- o Service dependent on sufficient numbers of carers being attracted and retained
- Other Residential - Care for Children with Disabilities
 - o Timing of new service at Arosfa becoming operational - delays would impact on the projected outturn position

2. Lifelong Learning

- Out of County Placements
 - o Uncertainty of lengths of current placements
 - o Difficult to predict number of new placements
 - o High cost of any new placements can have an adverse impact on outturn
 - o Varying income levels from Local Health Board
- Youth & Community Services
 - o There is urgent repair work required at Mynydd Isa Community Centre to replace the heating system. The estimated cost for this is not included in the projected outturn as there is a bid in place to secure capital funding.
- Primary and Secondary Non-Delegated budgets
 - o Negotiations with Primary Schools will commence in September regarding the maternity payments. The outcome of these discussions will be reported in future monitoring reports.
 - o Service Level Agreements with schools have recently been received in full and the effect on non-delegated budgets are currently being analysed.
- Facilities Service - Schools Catering
 - o Further industrial action effecting schools would result in further loss of income for the School Catering Service.

4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

NON STANDARD INFLATION

- 4.01 Included in the budget is an amount of £0.060m in respect of fuel costs, £0.037m in respect of energy for street lighting and £0.450m in respect of energy costs. These budgets are being monitored closely and the funds will be released when a full

assessment of the need has been completed. The current projected outturn assumes that these amounts will be required in full.

CENTRAL CONTINGENCIES

- 4.02 The budget for 2011/12 included base budget provision of £0.337m in respect of increased employers pension contribution and £0.150m relating to the review of relief staff. These amounts are currently held centrally pending further detailed work which will be reported on in the Month 4 report. A further one-off contingency of £2.159m was also included in the 2011/12 budget relating to one-off exit costs associated with service modernisation. The projected use of this one-off contingency will be reported at Month 4 following a full assessment of the amount and timing of the exit costs associated with the major service reviews such as Streetscene. Actual exit costs for schools will also be known at Month 4. At this stage, pending the completion of the detailed analysis, the current projected outturn assumes that these amounts will be required in full.

5.00 UNEARMARKED RESERVES

- 5.01 The 2010/11 final outturn reported to Executive on 19th July showed unearmarked reserves at 31st March 2011 (above the base level of £5.476m) of £2.099m (subject to audit). As reported in July this was £1.808m more than the £0.291m anticipated when the 2011/12 budget was set due to management action to address previously projected overspends and windfall income. As agreed as part of the July report the utilisation of the unearmarked reserves has been considered within the medium term financial planning work, taking into account the need to repay in 2012/13 the £1.613m taken temporarily from reserves to balance the 2011/12 budget. It is now recommended that the amount of £1.613m is repaid in 2011/12 from the additional unearmarked reserves. A report to provide members with an update on the Medium Term Financial Plan (MTFP) and work to date on the Budget for 2012/13 is also included on this agenda.
- 5.02 Appendix 6 details the movements to date on unearmarked reserves and the level of contingency sum available. As a result of the movements currently projected, the net amount currently available in the Contingency Reserve is £1.876m. This will reduce to £0.263m should the recommendation in 5.01 be approved. The Contingency Reserve is held to meet :
- (a) Organisational re-design and modernisation of services
 - (b) Invest to Save initiatives
 - (c) Additional costs on ringfenced and / or volatile budgets

6.00 HOUSING REVENUE ACCOUNT

- 6.01 On 15th February 2011, the Council approved a Housing Revenue Account (HRA) budget for 2011/12 of £25.262m. The budget provided for a closing balance of £1.251m, which at 5.2 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.
- 6.02 The 2010/11 final outturn reported to Executive on 19th July 2011 showed a closing balance at the end of 2010/11 of £1.487m (subject to audit) which was £0.236m higher than when the 2011/12 budget was set. This had the effect of increasing the closing balance for 2011/12 by the same amount.
- 6.03 The overall projected overspend of £0.153m represents a decrease of £0.123m on the initial position at Month 2. The HRA shows a closing balance at Period 3 of £0.967m which at 3.8 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.
- 6.04 Of the reduction in the overspend relating to the HRA, £0.059m relates to savings on salaries, as there are still a number of vacancies to fill after the Housing Estates restructure has been implemented. Also, £0.040m on central charges and insurance as projections have been revised downwards based on last years final outturn.
- 6.05 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

Risks Assumptions (HRA)

- 6.06 The in year over / (under) spends shown in Appendix 8 reflect the following risks and assumptions :-
- The average cost of repairing a vacant property is £500 per property more than 2010/11 and turnover of vacant properties has increased in Quarter 1 this year compared to last year. Should this continue it will mean a further pressure on repairs to vacant properties.
 - We are currently projecting that vacant property income losses will be at 2 % of rental income by the end of September 2011. If the average cost and numbers of vacant properties continues to increase this target will become difficult to achieve.
 - If the weather conditions are as severe as the winter last year, there will be a further pressure on call outs and emergency repairs.
- 6.07 The 2011/12 HRA budget provides for a total revenue contribution of £3.235m towards the funding of capital expenditure (CERA). As a result of the need to meet increased revenue expenditure on vacant properties, it is recommended that £0.450m be reallocated from the budgeted sum for CERA to the revenue repairs and maintenance budget in order to fund the additional expenditure needed on vacant properties. The impact of approval of this recommendation on the HRA closing balance would be neutral.

7.00 RECOMMENDATIONS

7.01 Members are recommended to:-

- a) Note the overall report.
- b) Approve the repayment in 2011/12 of £1.613m temporarily taken from reserves. (para 5.01)
- c) Note the Council Fund Contingency Sum available as at 31st March 2012. (Section 5).
- d) Approve the virement of £0.450m from the HRA budget for CERA to the revenue repair and maintenance budget to fund additional expenditure on vacant properties. (para 6.07)
- e) Note the projected final level of balances on the Housing Revenue Account. (para 6.03)

8.00 FINANCIAL IMPLICATIONS

8.01 The financial implications are as set out in Sections 3.00 - 6.00 of the report.

9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT

9.01 None.

10.00 PERSONNEL IMPLICATIONS

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

- 12.01 Council Fund Variances - Appendices 1 - 5
Council Fund - Movements on unearmarked reserves - Appendix 6
Housing Revenue Account Variances - Appendix 7
Council Fund - Achievement of Efficiencies - Appendix 8

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

Month 3 Monitoring Papers

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COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Day Services for Older People)	1.286	1.142	(0.144)		<ul style="list-style-type: none"> Mostly due to savings from vacant posts: Day Services Manager post (£0.037m), a number of vacancies within Transport (£0.051m), and a number of other posts. 	<ul style="list-style-type: none"> Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.
Domiciliary Support (Services for Older People)	7.582	7.723	0.141		<ul style="list-style-type: none"> Increase in complexity of need and number of clients supported to live at home. This is resulting in an Increase in the amount of support to clients in need of double manning and complex care which has a significant impact on cost. 	<ul style="list-style-type: none"> Continual review of individual care packages will contribute to reducing the overspend. Trend analysis continues to be used to improve projections of service demand. Task and finish group is ongoing to consolidate data to assess the impact of measures, including the introduction of a maximum weekly charge by the Wales Government, on future projections.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Living Well (Services for Older People)	0.118	0.064	(0.054)		<ul style="list-style-type: none"> Reduced staffing levels due to maternity leave and vacancy have also resulted in corresponding saving on staff transport costs 	<ul style="list-style-type: none"> The current service provision is being reviewed and may result in changes to the service provision.
Residential Services (Services for Older People)	8.390	8.841	0.451		<ul style="list-style-type: none"> The cost of covering for staff leave within this statutory service, (e.g. annual or sick leave), continues to be an issue resulting in a net overspend on staff costs. The impact of unachievable corporate energy efficiency savings (£0.010m) , as well as internal & catering cleaning costs above inflation, (£0.143m) are contributing to the projected overspend position. 	<ul style="list-style-type: none"> Use is being made of temporary capacity, as it arises in other areas, to reduce the need for agency staff. Whilst this is not expected to resolve the issue fully it is already having a positive impact in reducing agency costs. Actions in place to review all expenditure in this area. Further work is being undertaken to review free nursing income and its associated expenditure.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> • Purchased residential care is shown as slightly under-spending (£0.006m), however, this includes an additional week of payments due to 2011/12 being a 53 week year (impact approximately £0.145m). • A net shortfall of income (£0.041m) is projected mainly due to a shortfall of £0.240m on free nursing income due to the budget being inflated whilst income from Health has remained at the same level. This has been offset by additional £0.150m client income and £0.051m LHB income. 	

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Services for Older People)	2.979	2.796	(0.183)		<ul style="list-style-type: none"> The projected underspend is due to a number of vacant posts (£0.179m) offset by small overspends in other areas. 	<ul style="list-style-type: none"> The service is being reviewed as part of Transforming Adult Services.
Domiciliary Support (Physical Disability and Sensory Impairment)	1.521	1.614	0.093		<ul style="list-style-type: none"> The projected overspend in this service is due to an overspend on the direct payments budget (£0.092m). Part of this is due to increased hourly rates not matched by an increased budget (estimated to be between £0.010m and £0.015m) with the balance made up of new clients and changes to existing care packages. 	<ul style="list-style-type: none"> A review is being undertaken to determine whether clients that would, if not for direct payments, have been charged to the residential budget are included; a budget virement will follow if appropriate. All care packages are being reviewed to ensure that they remain appropriate; this may, in some cases, lead to a reduction in payments.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Minor Adaptations (Physical Disability and Sensory Impairment)	0.098	0.165	0.067		<ul style="list-style-type: none"> The projected outturn reflects continued high demand for the service and takes account of agreed capitalisation of some spend (£0.060m) and CHC income (£0.015m). 	<ul style="list-style-type: none"> Continue to keep under review.
Residential Services (Physical Disability and Sensory Impairment)	0.952	0.869	(0.083)		<ul style="list-style-type: none"> The projected underspend is within the independent sector care provision (£0.111m) and is due to one service user leaving the service, and another funded through CHC. This is offset due to under achievement of income (£0.027m) within free nursing. 	<ul style="list-style-type: none"> A review is being undertaken to determine whether clients that would, if not for direct payments, have been charged to the Residential Services budget are being charged to the Domiciliary Support Service budget; a budget virement will follow if appropriate.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Physical Disability and Sensory Impairment)	1.509	1.641	0.132		<ul style="list-style-type: none"> This mainly relates to additional staff and agency costs required to meet an increase in the waiting list for OT assessment and support (£0.109m). 	<ul style="list-style-type: none"> A review is being undertaken with the aim of reducing the need for agency staff.
Community Living (Learning Disability Services)	9.421	9.178	(0.243)		<ul style="list-style-type: none"> A significant part of the projected under-spend (£0.147m) is due to five vacancies within Professional Support. Other projected underspends are within Independent Sector Purchased Care (£0.118m) reflecting agreed CHC funding and the cessation of one residential placement. Within Care Management a small underspend is projected (£0.019m) after taking into account all known costs. 	<ul style="list-style-type: none"> Continue work on the identification of new clients to move into supported living service. Continual review of care to existing clients. Continued monitoring and negotiation with Health of CHC packages. In dispute with Health on funding of some care packages.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					These underspends are offset by overspends within Supported Living Houses, Short Term Care and Caravan (£0.131m) offset by an under-spend in the Bryn Neuadd resettlement (£0.041m). The balance is made up of various smaller under-spends across the Service.	
Work Opportunities (Learning Disability Services)	1.883	1.854	(0.029)		<ul style="list-style-type: none"> Vacancy savings (£0.096m) offset by a projected shortfall in income of (£0.060m). 	<ul style="list-style-type: none"> Continue to monitor.
Day Services (Learning Disability Services)	0.963	0.935	(0.028)		<ul style="list-style-type: none"> Projected underspend on employee costs together with a reduction in the use of independent sector relief staff (£0.045m) offset by overspends in other areas but mostly client transport. 	<ul style="list-style-type: none"> Continue to monitor.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.324	0.170	(0.154)		<ul style="list-style-type: none"> Projections reflect current client packages for 2011/12. 	<ul style="list-style-type: none"> Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Business Services Income & (Development & Resources)	(1.425)	(1.528)	(0.103)		<ul style="list-style-type: none"> This is due to six weeks of income at the old, higher, rate being received in 2011/12 due to the timing of debtor invoices. 	<ul style="list-style-type: none"> This income is one-off.
Management & Support (Development & Resources)	0.580	0.545	(0.035)		<ul style="list-style-type: none"> Mostly due to the Director's post remaining vacant until the 18th July. 	<ul style="list-style-type: none"> Not recurring.
Vacancy Management (Development & Resources)	(0.100)	0.000	0.100		<ul style="list-style-type: none"> This is exceeded by vacancy savings within the Directorate. 	<ul style="list-style-type: none"> Budget virement will be undertaken prior to period 4 monitoring to zero this variance but consequently reducing staff cost savings in other areas.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.775	2.051	0.276		<ul style="list-style-type: none"> The projected overspend is mainly as a result of an increase in the number of foster care places within the service. The overspend includes the estimated effect of the additional week included in 2011/12 	<ul style="list-style-type: none"> This reflects a positive outcome which should in time reduce expenditure in other budgets. An invest to save initiative should have a positive impact during 2011/12 although it is too early to quantify this yet.
Professional Support (Children's Services)	5.272	5.321	0.049		<ul style="list-style-type: none"> The projected overspend is mainly due to the projected full year cost of agency staff. 	<ul style="list-style-type: none"> Work is being undertaken to review the use of agency staff.
Out of County Pooled Budget (Children's Services)	4.057	3.910	(0.147)		<ul style="list-style-type: none"> Revised projection based on updated information on existing placements up until March 2012. This reflects initial reductions in payments to providers following re-negotiation of contracts. 	<ul style="list-style-type: none"> The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and meetings have taken place. External consultants have been commissioned to

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Homelessness (General) (Housing Services)	0.454	0.386	(0.068)		<ul style="list-style-type: none"> £0.049m vacancy savings, new structure anticipated to be in place by January 2012. An additional £0.020m contribution from Supporting People for the sheltered Housing improvement project 	<p>assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.</p> <ul style="list-style-type: none"> Approval of the proposed new structure.

COMMUNITY SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Renovation Grants (Housing Services)	(0.125)	(0.210)	(0.085)		<ul style="list-style-type: none"> £0.085m vacancy savings, new structure anticipated to be in place by Dec. £0.030m Additional income anticipated from fee attracting capital works. £0.026m projected additional spend on travel and legal fees. 	<ul style="list-style-type: none"> Approval of the proposed new structure.
Resident Wardens (Housing Services)	1.257	1.181	(0.076)		<ul style="list-style-type: none"> £0.076m full year vacancy savings, new structure anticipated to be in place in 2012/13. 	<ul style="list-style-type: none"> Approval of the proposed new structure.
Other variances (aggregate)	8.649	8.620	(0.029)		<ul style="list-style-type: none"> Various minor variances including 	<ul style="list-style-type: none"> Continue to review but not expected to be recurrent.
Total :	57.420	57.268	(0.152)			

ENVIRONMENT

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Industrial Units	(1.623)	(1.471)	0.152		<ul style="list-style-type: none"> x Shortfall of £0.213m from Industrial Estate Rental Income. The latest tenant listing report shows that over 17.5% of our industrial properties are currently vacant. x Repairs & Maintenance projected to exceed budget by £0.044m. x Salary savings of (£0.110m) mitigate some of the above shortfalls. 	Maximise occupancy levels throughout industrial units.
Administrative Buildings	1.098	1.196	0.098		<ul style="list-style-type: none"> x Increasing Utility costs leading to £0.085m overspend. 	Directorate wide budget pressure bid submitted to cover increasing Energy costs.
Property Asset	0.826	0.754	(0.072)		<ul style="list-style-type: none"> x Vacancy Savings 	
Regulatory Services	0.309	0.234	(0.075)		<ul style="list-style-type: none"> x Over recovery on Streetworks income 	
Transportation	1.590	1.472	(0.118)		<ul style="list-style-type: none"> x Savings on Bus Operator payments for Bus Subsidies. 	

ENVIRONMENT

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Waste Disposal	4.905	4.679	(0.226)		<ul style="list-style-type: none"> Savings due to the diversion of landfill waste to recycling and food waste, thus reducing landfill cost and taxes. 	
Waste Collection – Trading Account	(0.340)	(0.234)	0.106		<ul style="list-style-type: none"> Reduced levels of income due to the impact of Managed Weekly Collections. This has reduced the frequency of waste collections from weekly to fortnightly. 	Impact of Managed Weekly Collections to be closely monitored and variance to be met from underpend on Waste Disposal Costs.
Fleet Services	(0.071)	(0.026)	0.045		<ul style="list-style-type: none"> Above inflationary increases in materials not being reflected in income recharges made to clients 	Ensuring all external markets are considered to maximise collaborative working for Fleet Services
Management Support & Performance	1.551	1.473	(0.078)		<ul style="list-style-type: none"> Vacancy savings ahead of service review 	
Other variances (aggregate)	24.319	24.346	0.027		<ul style="list-style-type: none"> A number of variances of no more than £0.035m individually. 	
Total :	32.564	32.423	(0.141)	0.000		

LIFELONG LEARNING

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County (Special – ringfenced budget)	3.090	2.994	(0.096)		<ul style="list-style-type: none"> Revised projection based on updated information on existing placements up until March 2012. This reflects initial reductions in payments to providers following re-negotiation of contracts. 	<ul style="list-style-type: none"> The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and meetings have taken place. External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.

LIFELONG LEARNING

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Services	3.391	3.573	0.182		<ul style="list-style-type: none"> • Within Leisure Services, Deeside Leisure Centre will suffer a loss of income due to closures caused by redevelopment of £0.061m. • A large number of efficiencies were made in Leisure through Flintshire Futures and most of the expected savings are likely to be achieved. The one efficiency that will not be made during 2011-12 relates to the original staff re-organisation plan being delayed for 12 months for full review. This has caused many of the posts in the original plan to be appointed on 12 month temporary posts whilst the new organisational chart is being created. The on-going effects of this are still cascading their way through the service but the most recent calculations show this is estimated to cause a £0.122m overspend in 2011/12. • The Energy Unit has advised that Gas price increases of up to 35% are to be expected this year. This affects all services that have premises, particularly Leisure. This is being monitored throughout the year as invoices are paid, thus far the costs are up 11% compared to last year which equates to £0.020m. This is currently within the provision of Non Standard Inflation currently held centrally. 	<ul style="list-style-type: none"> • Staffing restructure plan is currently being devised. • Further work is ongoing in liaison with the Energy Efficiency Unit.

LIFELONG LEARNING

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Inclusion Services	5.810	6.112	0.302		<ul style="list-style-type: none"> The Inclusion Service has received grant streams in the region of £0.302m in previous years which have mitigated their overspend. These are no longer available from 2011/12 onwards. Therefore, based on current and past expenditure patterns this is currently projected to be the overspend for the Service. The major cause of the overspend is on ASWs providing pupil support in schools. 	<ul style="list-style-type: none"> Major work is currently being undertaken to realign the service.
Youth and Community	1.228	1.324	0.096		<ul style="list-style-type: none"> Implementing only staffing changes in relation to the approved Youth Service Strategy in 2011/12 leaves a budget shortfall in relation to accommodation. The Accommodation Review has been rescheduled for 2012/13. The Workwise/Wheels to Work project is in the final stages of being wound up. No further costs are expected. There are 22 motorcycles which are due to be auctioned off. Depending on the income realised from these, the net effect is likely to be a one off cost to the service of £0.030m. 	<ul style="list-style-type: none"> Cymorth funding is being explored in its transitional year to fund any overspend.

LIFELONG LEARNING

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Pupil / Student Transport	6.388	6.621	0.233		<ul style="list-style-type: none"> It is currently expected that the School Transport service will overspend on College Transport by approximately £0.233m as there is insufficient budget to cover the additional costs of increased numbers of students attending college courses, particularly at the start of the academic year when student numbers are at their highest. 	<ul style="list-style-type: none"> Progress Policy Review and consultation on Post 16 entitlement. Progress efficiency projects relating to Special Needs and hazardous routes that are within existing policy.
Facilities Services	1.012	1.252	0.240		<ul style="list-style-type: none"> Within the Facilities Service, figures extracted from the Office for National Statistics show food price inflation to be 3.8% above our 2% budget uplift which equates to a £0.065m overspend. The Caretaking review is achieving the targets set out in the budget strategy. The Catering service is continuing to overspend in the absence of a comprehensive efficiency and kitchen rationalisation strategy. Until the outcome of the APSE review, which is due in October it isn't possible to estimate what saving is likely to be achieved. The Cleaning Service is struggling to find the £0.100m in year efficiency target, further work is currently being. 	<ul style="list-style-type: none"> APSE review findings will be published in October. Implementation of agreed daytime cleaning at County Hall.

LIFELONG LEARNING

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other Variances (aggregate)	88.191	88.194	0.003		<ul style="list-style-type: none"> Other minor variances of no more than £0.005m 	
Total :	109.110	110.070	0.960			

CORPORATE SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.309	2.309	0.000			
Finance	3.346	3.187	(0.159)		<ul style="list-style-type: none"> The net position on staffing costs is an underspend of -£0.173m, this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. These are being carefully monitored and will continue until the results of the Finance Function Review (FFR) are implemented. This is in line with the anticipated revised cost of the Finance Structure. In order to keep on top of backlogs within Housing Benefits it has been necessary to engage an outside data centre to process claims, £0.024m. Savings on other employee costs of -£0.002m. 	<ul style="list-style-type: none"> The HB position is being closely monitored

CORPORATE SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> Savings on essential car allowances and transport costs due to staff vacancies of -£0.008m. Additional costs of software, software maintenance and consultants due to legislative changes and upgrades to systems, £0.033m. Additional funding received from WAG of -£0.035m. Various increases in running costs £0.002m. 	
Legal & Democratic Services	3.401	3.279	(0.122)		<ul style="list-style-type: none"> Various vacancy savings, -£0.027m. Reduction in Members' Allowances payable and expenses, -£0.097m. Various increases in running costs/decreases in income received, £0.002m. 	

CORPORATE SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Human Resources & Organisational Development	1.333	1.359	0.026		<ul style="list-style-type: none"> During the identification of the 1% efficiencies during 2010/11, £0.025m was surrendered on a permanent basis for ISA registration although the budget allocation was only temporary. The efficiency has therefore reduced the CRB checks budget by £0.025m. 	<ul style="list-style-type: none"> ISA Registration/CRB checks. A budget pressure form has been completed for 2012/13. A review is currently underway to identify possible ways of reducing CRB check expenditure. RISK - COST OF EMPLOYMENT Delays in implementation and negotiations mean that the £1m target can no longer be achieved by the original planned methods. CMT to discuss revised options/allocations.
ICT & Customer Services	5.535	5.742	0.207		<ul style="list-style-type: none"> Estimated deficit D&P (£0.207m) 	<ul style="list-style-type: none"> DESIGN & PRINT We are currently projecting a £0.207m deficit for Design & Print for 2011/12. A report on future service delivery options is due to go to Scrutiny Committee in September and following that, to Executive.

CORPORATE SERVICES

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Clwyd Theatr Cymru	1.013	1.013	0.000			
Total :	16.937	16.889	(0.048)	0.000		

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.974	14.003	0.029		<ul style="list-style-type: none"> The projected outturn of £14.003m reflects a net increase in Interest/Principal/Debt Management expenses of £0.034m, a net increase in Temporary Investment and Other Interest income of -£0.031m and an increase in the Minimum Revenue Provision of £0.026m. 	<ul style="list-style-type: none"> Continue to monitor closely.
Financing & Funding (insurance, banking etc.)	2.356	1.977	(0.379)		<ul style="list-style-type: none"> The projected outturn of £1.977m reflects an anticipated decrease in Audit Fees of -£0.059m and an adjusted Windfall Income total of -£0.320m, which takes account of Rateable Value reductions and the refund of VAT following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd). 	<ul style="list-style-type: none"> Continue to monitor closely.

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Corporate Other	5.310	5.262	(0.048)		<ul style="list-style-type: none"> An increase in Special Expenses of £0.001m. An anticipated Collection Fund Surplus of -£0.049m. 	<ul style="list-style-type: none"> Continue to monitor closely.
Other variances (aggregate)	3.701	3.703	0.002		<ul style="list-style-type: none"> Anticipated overspend in Coroners' fees of £0.002m. 	<ul style="list-style-type: none"> This service is managed and monitored by Wrexham C.B.C.
Total :	25.341	24.945	(0.396)	0.000		

APPENDIX 6

Movements on Council Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2011	7.575	
Less - Base Level	<u>(5.476)</u>	
Amount Available for Delegation to Executive		2.099
Less recommended repayment of temporary use of reserves for 2011/12 budget.	(1.613)	
Less Projected Overspend as at 31 st March 2012	<u>(0.223)</u>	<u>(1.836)</u>
Estimated Level of Contingency Reserve as at 31st March 2012		0.263

HOUSING REVENUE ACCOUNT

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rental Income	(24.529)	(24.421)	0.108		<ul style="list-style-type: none"> £0.102m adverse on voids, averaged at 2.28% over the full year against a budget of 2%. Currently 57 properties higher than forecast but expected to be down to 2% by Q3 this year. 	<ul style="list-style-type: none"> See comments in Repairs and maintenance.
Building Maintenance Trading Account	0.000	0.057	0.057		<ul style="list-style-type: none"> £0.057m projected overspend due to higher than anticipated contaminated waste rates. 	<ul style="list-style-type: none"> Training ongoing with tradesmen to ensure waste is disposed of correctly.
Repairs and Maintenance	8.837	9.386	0.549		<ul style="list-style-type: none"> £0.450m additional spend needed to repair voids. The average cost is £500 per property more than 10/11, should this continue it will provide a further budgetary pressure. £0.100m projected adverse variance anticipated for further bad weather this year placing a strain on emergency repairs and call outs. 	<ul style="list-style-type: none"> Request approval to move £0.450m from CERA to Repairs and maintenance to repair void properties.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2011/12 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
CERA	3.235	2.785	(0.450)		<ul style="list-style-type: none"> £0.450m is requested to be moved from the Capital voids programme to the repairs and maintenance budget. (See above). 	<ul style="list-style-type: none"> See Above.
Estate Management	1.812	1.735	(0.077)		<ul style="list-style-type: none"> Projected underspend due to the implementation of the restructure and timing of vacancies which are out for recruitment. 	
Other	11.012	10.978	(0.034)			
Total	0.367	0.520	0.153	0.000		

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)			
<i>Community Services</i>			
Reduce NVQ Assessor Post	0.015	EFFICIENCY ALREADY ACHIEVED	
Regional Telecare Service	0.080	EFFICIENCY ACHIEVABLE IN PART	Delay in the merger of the services. Full efficiencies not achievable until 2012/13
TOTAL	0.095		
Strategic (APPENDIX 6b)			
<i>Community Services</i>			
Arosfa development changes	0.130	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.130		
Tactical (APPENDIX 6c)			
<i>Community Services</i>			
LD and Mental Health Ringfenced budget	0.050	EFFICIENCY ALREADY ACHIEVED	
1% Recurring Efficiencies from 10/11 in-year process	0.075	EFFICIENCY ALREADY ACHIEVED	£0.025m Training £0.050m Ringfenced budget
Performance Management Development Fund	0.038	EFFICIENCY ALREADY ACHIEVED	
Homelessness	0.036	EFFICIENCY ALREADY ACHIEVED	There is an ongoing risk associated with Homelessness re impact of HB policy changes.
IRO reduction	0.015	EFFICIENCY ALREADY ACHIEVED	

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Merger of GHGC and PPQA Team	0.048	EFFICIENCY ALREADY ACHIEVED	
MH & SM Asset Management	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	£6k already achieved. Work ongoing to identify remainder.
Minor Adaptations Refocus	0.064	EFFICIENCY ACHIEVABLE IN PART	Currently overspending £0.067m after applying capitalisation £0.060m and additional CHC income £0.015m. Work still being undertaken to reduce projection.
Reduction of Admin Flint	0.022	EFFICIENCY ALREADY ACHIEVED	
Reduction of PARIS team	0.034	EFFICIENCY ALREADY ACHIEVED	
Refocus Warden Service	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Should be in place from January 2012 dependant on progress with the restructure.
Rent Abatement	0.027	EFFICIENCY ALREADY ACHIEVED	
Review of LD Work and Day Services	0.025	EFFICIENCY ALREADY ACHIEVED	
Social Work Capacity	0.140	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Achieved £0.030m in Children's to date. Work is ongoing to identify the balance. Adults £0.060m achieved in full.
Allocation of Housing Strategy Team salaries to HRA	0.040	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.739		

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)			
<i>Environment</i>			
Income generation through discretionary charging e.g. Pre-application advice	0.020	EFFICIENCY ACHIEVABLE IN PART	Introduction of fees discussed with Planning User Group in April and implementation will follow Planning Protocol Working Group's authorisation in September 2011.
TOTAL	0.020		
Strategic (APPENDIX 6b)			
<i>Environment</i>			
Rationalisation of Leasehold Accommodation	0.018	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
TOTAL	0.018		
Tactical (APPENDIX 6c)			
<i>Environment</i>			
Energy Awareness initiative	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Energy Services in a minor underspend position at Period 3
1% Recurring Efficiencies from 10/11 in-year process	0.081	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Managers are now working to revised budgets on the basis of recurring efficiencies
Rationalisation of Traffic Orders and Traffic Counter Site budgets	0.007	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget has been reduced to reflect the efficiency
Re-drafting of the SLA with the Energy Efficiency Advice Centre	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Energy Services in a minor underspend position at Period 3
Reorganise Sexton arrangements at cemeteries	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Reduction in Sexton costs at Hope Cemetery being reflected in Budget Monitoring

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Landfill Tax Adjustment	0.402	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The efficiency for £0.402m was offset from a Landfill Tax pressure for £0.504m and it is projected there may be savings from reduced landfill tax due to the diversion to food waste and kerbside recycling through the onset of the Managed Weekly Collection Service.
Collaborative working with DCC & CCBC to undertake bus stop maintenance	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget has been reduced to reflect the efficiency
Denbighshire and Conwy to use FCC to issue free travel passes - additional income	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Further work will be undertaken to establish if the £0.015m can be fully achieved
Efficiencies resulting from Planning Services Review	0.065	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Planning Service Review
Provision of Managed Weekly Collection and service reorganisation	0.657	EFFICIENCY ACHIEVABLE IN PART	The efficiency for £0.657m was offset from a pressure for £0.457m and it is projected that due to delays in rolling out the full MWC service, the full saving will not be realised. This is reflected in P3 Budget Monitoring under the Waste Collection Trading Account.
Rationalisation of Supplies & Services Budgets following disaggregation of former Community and Housing Support Service	0.016	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Reduction in supplies and services budget under Directorate Support
Rationalise operations and working procedures to reduce supplies and services costs	0.015	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Reduce frequency of window cleaning to offices	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Pressure has also assisted in the cost of window cleaning coming in on target
Review of Consultancy Support in line with providing more in-house services	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Planning Service Review
Staff Savings in collaboration with DCC on Service Manager	0.015	EFFICIENCY ALREADY ACHIEVED	Head of Transportation - collaborative working project with Wrexham being established

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Streetscene Review	0.250	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Based on new structure being implemented from 1st October 2011
Vacancy Management and joint working with Denbighshire CC on European Projects	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Regeneration Service Review
Public Protection Service Review	0.082	EFFICIENCY ALREADY ACHIEVED	Part of Public Protection Service Review
Flintshire Business Services Service Review	0.037	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Regeneration Service Review
Changes in operations to allow sharing of administrative support in County Hall, Mold and Flint Offices with lower level of employee resource	0.050	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Fundamental review of Directorate Support & Performance Structure	0.076	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Reduce Homes of Multiple Occupation (HMO) budget	0.019	EFFICIENCY ALREADY ACHIEVED	Part of Public Protection Service Review
Grounds Maintenance - HRA Amenity Areas	0.181	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Environmental Maintenance are anticipated to achieve income totalling £0.181m from the HRA
TOTAL	2.019		

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)			
<i>Lifelong Learning</i>			
Rationalisation of number of kitchens in light of possible large requirement for capital investment in order to rectify LPG Health and Safety issues.	0.175	EFFICIENCY NOT ACHIEVABLE	Pending APSE review outcome due in October. Any efficiencies that arise from it are unlikely to significantly impact on this financial year.
Review of cleaning services at Council Premises	0.100	EFFICIENCY NOT ACHIEVABLE	Implementation of agreed daytime cleaning at County Hall could result in a partial achievement of efficiency in 2012/13.
TOTAL	0.275		
Strategic (APPENDIX 6b)			
<i>Lifelong Learning</i>			
Reduction to delegated budgets - secondary schools	0.392	EFFICIENCY ALREADY ACHIEVED	
Reduction to delegated budgets - nursery schools	0.001	EFFICIENCY ALREADY ACHIEVED	
Reduction to delegated budgets - special schools	0.037	EFFICIENCY ALREADY ACHIEVED	
Reduction to delegated budgets - primary schools	0.449	EFFICIENCY ALREADY ACHIEVED	
Cease transport subsidy to Deeside Consortium	0.011	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of 5 small Libraries	0.043	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of Youth/Community premises	0.066	EFFICIENCY NOT ACHIEVABLE	Action not met in year, this has been put forward as a pressure bid for 2012/13.
Rationalisation of Inclusion Welfare Provision	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Reduction in development funding in more able and talented - Primary / Secondary Phase	0.036	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction of Galaxy budget	0.007	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction of ICT replenishment budget	0.007	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Target to reduce subscriptions to external organisations	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	1.114		
Tactical (APPENDIX 6c)			
<i>Lifelong Learning</i>			
Demographic change in Schools	0.137	EFFICIENCY ALREADY ACHIEVED	
1% Recurring Efficiencies from 10/11 in-year process	0.254	EFFICIENCY ALREADY ACHIEVED	
Rationalisation of Cafés in Flint and Holywell	0.017	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Closure of Creche at Flint Lesuire Centre	0.006	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Decrease contingency budget for unknown items such as Bad Debt provision	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Deletion of Community Events Officer Post	0.021	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Deletion of Senior Information Librarian Post	0.028	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Directorate embargo on First Class Post	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Increase contribution from Denbighshire County Council for Libraries Newnet	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Non-replacement of staff - Early Years	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Not replacing vacant position of part-time warden at Bailey Hill Lodge	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of ICT Teacher Adviser section	0.053	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of Mobile Library Service	0.040	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of museum stores provision	0.009	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of Rugby Coaching	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduce BSF Match Funding in line with 33% reduction in grant	0.250	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduce collection of off-site records	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduce expenditure on library books	0.024	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reducing Middle Management Layers within Leisure Centres	0.021	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Reduction in discretionary spend on projects - Cymorth	0.029	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction in Museum's artefact purchasing budget	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction in use of part time staffing within Youth Service	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction of Management Fee to Greenfield Valley Trust	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction of Youth Service minibus service (by 1 bus)	0.006	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction of opening hours of Hawarden Records Office	0.023	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Organisational Redesign of Leisure and Cultural Services	0.133	EFFICIENCY ACHIEVABLE IN PART	12 month delay in staffing restructure, this should be fully in place by April 1st 2012
Removal of Director's and Asst Director's discretionary spend	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Removal of Swimming Development Post	0.022	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Remove AVA service to schools	0.060	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Review of operating structure at Connah's Quay, Hope and Saltney Leisure Centres	0.088	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Target to increase take-up of school meals	0.049	EFFICIENCY ACHIEVABLE IN PART	Being trialled in September in a selection of schools

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Rationalisation of LEA run Music Service	0.177	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	1.508		

Budget Monitoring Efficiencies

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)			
<i>HR & OD - Corporate Services</i>			
Cost of Employment	1.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Directorate teams are currently working to achieve the Management Control Items which make up the majority of the efficiency. Officers are currently consulting with Unions regarding the Proposals for Changes to Terms and Conditions and may be subject to some delay.
TOTAL	1.000		
Tactical (APPENDIX 6c)			
<i>Chief Executive - Corporate Services</i>			
Voluntary Sector Efficiencies	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction in hours of Clerical Assistant	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Nuclear Free Local Authorities Membership	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
WLGA Subscription	0.015	EFFICIENCY NOT ACHIEVABLE	Corporate Subscriptions budget overspent by £0.006m at month 4. A number of invoices are still outstanding.
Policy Performance & Partnerships Review	0.024	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Implementation date of review further delayed however efficiency should be achievable through existing vacancy savings
Consultation and Publications	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>HR & OD - Corporate Services</i>			
Corporate Training move to Northop	0.008	EFFICIENCY NOT ACHIEVABLE	Accommodation still required in Greenfield Business Centre for First Aid Training provision
<i>Finance - Corporate Services</i>			
Financial Status Enquiries	0.002	EFFICIENCY ALREADY ACHIEVED	

Month 3

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<i>ICT & Customer Services - Corporate Services</i>			
Efficiency Savings - reduced supplies & services spend	0.106	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Corporate Administration Review	0.138	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Delays in implementation may incur a slight budget pressure.
Undertake a Telecommunication tariff review.	0.040	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	This is a Corporate efficiency which is still to be apportioned across directorates
<i>Legal & Democratic - Corporate Services</i>			
Legal Staffing Review	0.074	EFFICIENCY ALREADY ACHIEVED	
Member Training	0.007	EFFICIENCY ALREADY ACHIEVED	
<i>Corporate Finance - Corporate Services</i>			
Pay Award (09/10)	0.968	EFFICIENCY ALREADY ACHIEVED	
1% Recurring Efficiencies from 10/11 in-year process	0.243	EFFICIENCY ACHIEVABLE IN PART	£0.025m further ISA Registration saving not achievable.
ISA Registration	0.030	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Single Persons Discount Review	0.328	EFFICIENCY ACHIEVABLE IN PART	Review not due for completion until mid Sept 2011. Savings of £0.039m to date
TOTAL	2.002		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **HOUSING / COUNCIL TAX BENEFIT SANCTION &
PROSECUTION POLICY AND ANTI-FRAUD STRATEGY**

1.00 PURPOSE OF REPORT

- 1.01 To seek endorsement from members of an updated Housing / Council Tax Benefit Fraud Sanction and Prosecution Policy.
- 1.02 To seek endorsement from members of a new Housing / Council Tax Benefit Anti-Fraud Strategy.

2.00 BACKGROUND

- 2.01 Flintshire County Council has a responsibility to prevent and detect benefit fraud as part of its commitment to protecting public funds.
- 2.02 The existing Sanction and Prosecution Policy has not been reviewed for a number of years and although in recent years the section has experienced considerable success in tackling fraud, the policy requires updating.
- 2.03 Although the Council has a Corporate Anti-Fraud Strategy, it is considered good practice to also have in place a specific Housing / Council Tax Benefit Anti-Fraud Strategy.

3.00 CONSIDERATIONS

- 3.01 It is good practice to have in place formalised, member approved policies that provide clear, relevant guidance on the options available to deal with those who commit benefit fraud and the measures that the Council will adopt to prevent and detect benefit fraud.
- 3.02 The Sanction & Prosecution Policy should be read in conjunction with the Housing & Council Tax Benefit Anti-Fraud Strategy.

4.00 RECOMMENDATIONS

- 4.01 That members fully endorse the updated Sanction & Prosecution Policy and the new Housing / Council Tax Benefit Anti-Fraud Strategy.

5.00 FINANCIAL IMPLICATIONS

Date: 14/09/2011

5.01 None.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 None required.

12.00 APPENDICES

12.01 Sanction & Prosecution Policy

12.02 Housing / Council Tax Benefit Anti-Fraud Strategy.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

National Anti-Fraud Network (NAFN) Guidance

Contact Officer: Gareth J Evans
Telephone: 01352 702921
E-Mail: gareth_j_evans@flintshire.gov.uk



Housing / Council Tax Benefit Sanction & Prosecution Policy

Policy owner for review	Revenues & Benefits Manager
Date of next review	August 2012
Date policy approved at Executive	
Date of last amendment	
Date implemented	

**Revenues and Benefits Service
County Hall
Mold
Flintshire
CH7 6NA**

1.0 Introduction

- 1.1 Housing Benefit and Council Tax Benefits are administered by Flintshire County Council as part of its statutory local government function. Part of this function is the prevention and detection of benefit fraud.
- 1.2 Flintshire County Council has a responsibility to prevent and detect benefit fraud as part of its commitment to protecting public funds. The authority will consider taking sanction action against those suspected of committing benefit fraud where it is felt the evidence will sustain a prosecution and such action would be in the public interest.
- 1.3 This policy is intended to provide clear guidance on the options available to deal with those who commit benefit fraud and when and how these options should be used. This policy applies both to Council staff and members of the public.
- 1.4 This document sets out the criteria that help to determine whether or not the Council will pursue criminal prosecution proceedings where there is evidence that an offence has been committed in order to obtain benefit. It also lists the alternatives to prosecution that are available to the authority and provides guidance as to when these would normally be considered appropriate.
- 1.5 This policy forms part of the Council's Housing and Council Tax Benefit Anti-Fraud Strategy and should be read in conjunction with that document. This policy document is intended to be used for guidance purposes, and as such is not prescriptive.
- 1.6 This policy does not relate to the recovery of overpayments of Housing and Council Tax Benefit; this process is subject to separate legal requirements.
- 1.7 The guidelines in this policy must be implemented in a fair and consistent manner. Each case that is subject to investigation is considered on its own merits, having regard for all the facts, before an appropriate sanction is selected.
- 1.8 Following conclusion of an Investigation, the Benefits Team Leader will make a recommendation on whether there is sufficient evidential and public interest justification to support a prosecution. Cases recommended for prosecution will be reviewed by the Benefits Manager, in the role of Sanction Authorising Officer.
- 1.09 In order for sanctions to be considered, the case must meet the requirements for the Code for Crown Prosecutors which lays down the general principles that should be applied when considering whether or not a case is suitable for prosecution or alternative sanction. There are two main tests that must be applied when making a decision, the Evidential Test and the Public Interest Test.
- 1.10 Any queries relating to this document should be addressed in the first instance to the Benefits Manager.

1.11 All cases must be prepared to prosecution standard. This will ensure that the case can be considered for prosecution if the alternative sanction is not successful.

2.0 Options following an Investigation

2.1 The Council is able to consider a number of alternative options in dealing with individuals following the conclusion of an Investigation:

- **No further action:** The Council may consider closing the case without any further action if the Evidential Test and / or the Public Interest Test criteria are not fully met.
- **Recovery and Redress:** The Council will, wherever applicable, seek to recover from anyone who has committed fraud against the Council, such sum or goods by which it considers it has been deprived. In addition to compensation and civil redress, criminal matters may be suitable for an application under the Proceeds of Crime Act 2002.
- **Administrative Penalty:** Section 115a of the Social Security Act 1992 allows the Council to apply a penalty equal to 30% of the total benefit obtained as a result of the offence, as an alternative to prosecution. Upon accepting the penalty the claimant has 28 days in which to change their decision. There must be sufficient evidence to justify instituting criminal proceedings before an administrative penalty can be considered.
- **Formal Caution:** A warning given in certain circumstances as an alternative to Prosecution to a person who has committed an offence. A Caution can only be considered when there is sufficient evidence to justify instituting criminal proceedings and the person has given a clear and reliable admission of the offence during an Interview under Caution. If the person is subsequently prosecuted for another benefit offence the formal caution may be cited in Court.
- **Prosecution:** If there is sufficient evidence, the Council may consider referring the case to its legal representatives for criminal prosecution.

3.0 The Evidential Test

3.1 In order for any Sanctions to be considered, the first stage is a detailed review of the evidence. The case must meet the evidential criteria in that there must be sufficient evidence for a realistic prospect of a conviction.

3.2 If the case does not pass the evidential stage it is not prosecutable and a sanction cannot be considered. Factors that will be considered are as follows:

3.2.1 *General Evidential Factors*

- There must be enough evidence to provide a realistic prospect of conviction on each charge.

- A realistic prospect of conviction is an objective test. It means that a jury, bench of magistrates or judge, hearing a case alone, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged.
- The evidence must be usable and reliable.

3.2.2 *Usability of Evidence*

- The evidence must be usable - is there a possibility that the evidence could be excluded in Court?
- The evidence must have been gathered correctly and be unlikely to be excluded because of the way it was gathered. Correct process must be followed at all times.
- If it is likely to be excluded, is there sufficient other evidence to support a realistic prospect of conviction?

3.2.3 *Reliability of Evidence*

- Is there evidence which might support or detract from the reliability of a confession?
- What explanation has the defendant given - is a Court likely to find it credible in the light of the evidence as a whole?
- Is the witness's background likely to weaken the prosecution case - for example does the witness have any motive that may affect his or her attitude to the case or a relevant previous conviction?
- The Investigation process should be examined for breach of process, for example, delay. This may impact on a realistic prospect of conviction.
- The Benefit Administration process should be examined for breach of process, for example, delay. This may impact on a realistic prospect of conviction.

3.3 If the case passes the evidential stage then the next stage considered is the Public Interest test.

4. The Public Interest Test

4.1 Having examined the Evidential Test and established that there is sufficient evidence of a realistic prospect of conviction, the Public Interest Test is then applied to determine whether a prosecution should take place, or whether an alternative Sanction would be more suitable.

4.2 The factors for and against prosecution should be balanced carefully. If there are additional, relevant factors to be taken into account, then they should also be considered. Consequently, the following factors need to be considered.

- **Sentence:** Whether a conviction is likely to result in a significant sentence or a nominal penalty.

- **Financial Limits:** Careful consideration would have to be given to commencing a prosecution where the amount of the fraudulent activity has not resulted in 'significant financial gain' to the claimant, i.e. the amount of the fraudulent overpayment is less than the cost of proceedings.

Where there is no significant financial gain due to the early intervention of a fraud investigation, a prosecution could still be considered if it is felt that the fraud was a deliberate attempt to gain money by deception. If, for example, the fraud has been discovered after a relatively short space of time and a significant financial gain has not yet occurred, or in the case of a persistent offender or any other case where prosecution would be warranted.

The amount of the Overpayment should be taken in to account but should not be the main factor. If the combined total overpayment of Housing Benefit and Council Tax Benefit is below £3,000 then the Council should seriously consider whether an alternative sanction to prosecution might be more appropriate.

- **Offence Duration:** The duration of the alleged offence-was it over a lengthy period of time or was it an isolated single incident?
- **Position:** Has there been an abuse of position or privilege?
- **Physical / Mental Factors:** Consideration must be given to the mental and physical condition (including age) when deciding whether to prosecute.

The officer should consider whether there are significant personal or mental problems that may have contributed to the reasons for committing the offence. In addition, due consideration should be given where there is any evidence to suggest that the claimant or partner or a third party (e.g. a child) would be severely affected by our action.

It is essential when considering the above issues that an appropriate impartial opinion as to the claimant's physical and/or mental condition is obtained.

- **Voluntary Disclosure:** It may not be appropriate to prosecute those, whose disclosure of their own free will, has led to the identification of a fraud of which the Authority was unaware. Admissions made after enquiries had commenced do not constitute voluntary disclosure.
- **Admission:** Did the claimant admit the offence at the earliest opportunity and make an offer of repayment.
- **Repayment of Benefit:** Has there been any repayment of the overpaid benefit?
- **Previous Offences:** Any evidence of previous benefits-related fraudulent activity should form part of the overall "prosecution assessment", regardless of whether any previous offences resulted in prosecution.
- **Planning:** Whether there was any planning in the process that led to committing the offence i.e. was it premeditated and deliberate?

- **Social Factors:** If it is considered that the claimant's failure to declare the correct circumstances has been caused by significant extenuating social or financial factors these should be fully evaluated. (The fact that an individual was in debt or has limited assets would not in itself meet this requirement).
- **Adequacy of Evidence:** Substantive evidence is essential to secure any conviction. Proceedings should not be sought if there is any doubt that the required evidence is not available.

It must be clear that the fraudulent act was actually committed, that it was committed in the full knowledge of benefit regulations and that it was committed with the clear and deliberate intention to obtain property by deception.

Satisfying the requirements of the Code for Crown Prosecutors Evidential Test will ensure that evidence is of the standard required by the courts.

- **Failure in Investigation:** It should be evident on the case file that all appropriate procedures have been adhered to with regard to satisfying the requirements of the Police and Criminal Evidence Act 1984, Criminal Procedures and Investigations Act 1996 and other relevant legislation.

Particular consideration should also be given to any delay in the course of enquiries, which may be considered as unacceptable by the court.

- **Failure in Benefit Administration:** Full account must be taken of remiss administration or fault on the part of the Authority or the DWP that has contributed to the processing of the fraudulent claim and subsequent award of benefit.
- **Organisation:** Is there evidence that the suspect was a ring leader or an organiser of the offence or is it clear that no other person was involved in the offence?
- **Commencement of Benefit Claim:** Whether the claim was false from inception.
- **Repeat Offences:** Whether there are grounds for believing that the alleged offence is likely to be continued or repeated, based on any history or recurring conduct.
- **Offence Prevalence:** Whether the alleged offence irrespective of its seriousness is widespread in the area where it was committed.
- **Deterrence:** Is the Formal Caution or Administrative Penalty likely to be effective and have an appropriate deterrent effect?

5.0 Criminal Prosecution

5.1 Criminal proceedings will normally be instituted where the “Evidential Test” and “Public Interest Test” are satisfied and:

- The overpayment exceeds £3,000, or

- The offence(s) have been committed over a long period of time, or
- The offence(s) were planned or systematic, or
- There were other persons involved in the fraud, or
- It was not a first offence, or
- Employees or Members are involved in the commission of the offence(s) then the Authority would consider prosecuting the offender and other persons directly involved in the offence.

5.2 It may still be considered necessary to instigate proceedings for some cases falling outside the criteria above, including (not an exhaustive list):

- An administrative penalty has been offered and either refused or has been withdrawn.
- A caution has been offered as an alternative to prosecution and is refused

6.0 Local Authority Caution and Administrative Penalties

6.1 Having reviewed the case taking in to account the Evidential Test and the Public Interest Test, the Council may consider offering a Simple Caution or an Administrative Penalty as an alternative to Prosecution.

Local Authority Caution

- A Local Authority Caution (Simple caution) was known as a formal caution before Home Office Circular 30/2005, when it was renamed to distinguish it from a Conditional Caution.
- It is a non-statutory disposal for adult offenders and is effectively a warning given as an alternative to prosecution to a person who has committed an offence.
- It may be used for disposing of offences following the evidential test being applied and the public interest test having established an alternative to prosecution is appropriate.
- As it is a simple caution and not a formal caution it is not recorded on the Police National Computer but is recorded on the Department of Works and Pensions Computer.
- If a person is subsequently prosecuted for another benefit offence the simple caution may be cited in Court.
- If a Caution is not accepted, prosecution must be considered.
- The Court will be informed in any particular case, that the defendant has been offered a Caution but declined to accept it.
- There are certain eligibility criteria that need to be met before a Local Authority Caution can be offered:
 - **Admission:** A clear and reliable admission of the offence (and all points relating to that offence) must have occurred in line with guidance issued by the Home Office in circular 16 / 2008.

- **Acceptance:** The individual has to accept the Caution (and thus that they committed the offence detailed)
- The details of previous sanctions that have been obtained from the appropriate agencies have been taken into account.

Administrative Penalty:

- An Administrative Penalty is a financial penalty levied at 30% of the total fraudulent overpayment that can be offered (by either the Local Authority or the Department of Work and Pensions) as an alternative to prosecution, where there has been no previous sanction of any form.
- It may be used for disposing of offences following the evidential test being applied and the public interest test having established an alternative to prosecution is appropriate.
- The legislation covering the use of customer administrative penalties is contained within Section 115A of the Social Security Administration Act 1992 inserted by the Social Security Administration (Fraud) Act 1997 which came in to force on the 18th December 1997.
- Where overpayments of benefits have been issued by the Local Authority and the Department of Work and Pensions, one organisation can delegate the responsibility for the decision and issuing of the Administrative Penalty to the other.
- If an Administrative Penalty is not agreed to, prosecution must be considered. The court will be informed in any particular case, that the defendant has been offered an Administrative Penalty but declined to accept it.

There are certain eligibility criteria that need to be met before an Administrative Penalty can be offered:

- There must be an accurate fraudulent overpayment of Benefit created as a result of specific offences being committed that accrued after 18th December 1997.
- The offence must relate to the overpayment on which the Administrative Penalty is based.
- The Local Authority (or Department of Work and Pensions) must agree not to institute criminal proceedings against the individual if the individual agrees to pay the Administrative Penalty.
- Details of the person's history of previous sanctions, obtained from the appropriate agencies, have been taken into account.

7.0 Post-investigation Considerations

- 7.1 Once the Investigating Officer has completed the investigation, they will recommend to the Benefits Team Leader what they consider to be an appropriate method of disposal.

- 7.2 The Benefits Team Leader will consider each case on its merits applying the criteria in this policy and in the Code for Crown Prosecutors and taking into account any other circumstances relevant to the case.
- 7.3 The decision to offer a Caution or Administrative Penalty will be made by the Benefits Team Leader, having full regard to the Council policy. Cases being referred for prosecution will be authorised by the Benefits Manager.
- 7.4 In cases where prosecution is recommended, the Benefits Manager will make a decision, as Sanction Authorising Officer, whether or not to authorise the initiation of a prosecution or an alternative sanction.
- 7.5 The Benefits Manager will consider whether there is enough evidence to provide a realistic prospect of securing a conviction and if so, whether it is in the public interest to offer a caution, offer an administrative penalty or proceed with prosecution. Each case is judged on its merits and where appropriate advice will be sought from the Council's Legal Section, the Police, The Crown Prosecution Service and the Department for Work and Pensions.
- 7.6 Cases may also referred to the Police where it is considered that the nature of the offence, or the procurement of evidence require them to undertake or assist in the investigation.

8.0 Joint Working

- 8.1 On occasion the Council will investigate cases jointly with the Department of Work and Pensions. As a result there may be occasion when the Department of Work and Pensions policy on Sanctions and Prosecutions takes precedence over this policy.

9.0 Publicity

- 9.1 Since a principal objective of this policy is to deter fraud, the Council will seek to publicise successful prosecutions for benefit fraud offences through local press and Council-produced publications, in conjunction with the Council's Press Office.
- 9.2 Press releases will be issued in suitable cases to seek to maximise the deterrent effect and raise the level of public fraud awareness.
- 9.3 While any successful prosecution will be considered for publicity, particular attention will be given to cases that involve a high value of fraudulently obtained benefits and/or a newsworthy method of committing fraud and/or where the offender has received a significant sentence.
- 9.4 Consideration will be given to the amounts involved, nature of the offence, public interest and deterrent value of publicising a particular case. For example if the court were to impose an unusually lenient sentence it may not be in the public interest to publicise the case as it sends out the wrong message.

9.5 Use shall also be made of Council-produced publications and council intranet and internet websites to report results both to the public and to staff.

10. Review of Policy

10.1 The policy will be reviewed in the light of any legislative changes; trends or other factors that impact on its effectiveness.



Housing / Council Tax Benefit Anti-Fraud Strategy

Policy owner for review	Revenues & Benefits Manager
Date of next review	August 2012
Date policy approved at Executive	
Date of last amendment	
Date implemented	

**Revenues and Benefits Service
County Hall
Mold
Flintshire
CH7 6NA**

Introduction

Flintshire County Council is responsible for the payment of Housing Benefit and Council Tax Benefit to those residents who are entitled to it.

This document and the actions contained within it, represents a commitment by the Council to implement a robust Anti-Fraud Strategy in order to protect public funds and to ensure benefits are paid to those who are entitled to them.

Approximately £45m is paid in Benefit to Flintshire residents each year.

Definition of Fraud

The Fraud Act 2006. (Section 1).

A person is guilty of fraud if he/she is in breach of any of the sections listed below:

- Fraud by false representation (Section 2)
- Fraud by failing to disclose information (Section 3)
- Fraud by abuse of position (Section 4)

Further offences introduced are:

- Possession of articles for use in frauds (Section 6)
- Making or supplying articles for use in frauds (Section 7)
- Participating in fraudulent business carried on by a sole trader (Section 9)
- Obtaining services dishonestly (Section 11)

Resources

The Council will maintain a Benefits Fraud Team, which will include Benefit Investigators who have the Power of Entry and Inspection under Section 110 of Social Security Administration Act 1992.

Targets

Targets for the Benefits Fraud Team will be set and monitored within the Revenues and Benefits Service Plan.

Prosecutions

The Council will prosecute all appropriate cases and will use the Councils Legal Services staff to bring these cases to court. The Department for Work and Pensions Legal Services may in agreed cases, prosecute on behalf of the Council.

For further detail please refer to the Sanction & Prosecution Policy.

Application form

The Housing Benefit/Council Tax Benefit application form will be reviewed annually to ensure questions are in plain English and the form will make clear that misinformation could lead to prosecution.

Verification of Housing Benefit/Council Tax Benefit claims

The Council will verify all information entered on a benefit application form.

The Council will visit customers in their home where appropriate, to confirm customers personal circumstances and residence.

Working with the Public and the Fraud Hotline

Benefit fraud is everyone's business. We want the public to report fraud suspicions to us and many people telephone us directly.

We also recognise that some people may feel uncomfortable reporting fraud so the council maintains and advertises a confidential 24 hour phone line for members of the public to report suspected fraud.

On-Line Referrals

The Council will maintain and advertise an on-line 'Report of suspected Fraud' referral form on the Councils Internet site, utilising mandatory fields, tailored to the nature of the allegation in order to obtain good quality information.

Publicity

The Council will invite those who feel they have entitlement to benefit to apply and discourage those who might seek to defraud the system. The Council will name prosecuted benefit offenders in the local press and on the Council Website and Infonet.

Data Matching Exercises

The Council will make every effort to prevent fraud by pooling its data where this is possible and we take part in exercises to compare our data with that of payroll, the DWP and other agencies whilst observing the Data Protection Act 1998 and the Information Commissioners advice.

Cases identified through the National Fraud Initiative (NFI) have resulted in sanctions being administered against benefit customers. These sanctions are recorded nationally on DWP records in order to ensure that any future fraudulent claims are dealt with appropriately.

Working in Partnership

The Council will undertake specific fraud drives by working with other Councils and organisations such as the Police and the Department for Work and Pensions (DWP).

The Council will subscribe annually to membership of the Welsh Benefit Investigation Group (WBIG) and attend relevant meetings and events.

Targeted Fraud Campaigns

The Council will undertake targeted fraud campaigns each year.

Use of Case Management Systems

The Councils Benefit Fraud Team will monitor and record all fraud referrals on Case Management Software.

Intelligence

The Council will subscribe to publications and appropriate organisations to maintain knowledge of current fraud issues.

Police and Criminal Evidence Act (PACE), Codes of Conduct and other Investigative Legislation

The Council will observe the Police and Criminal Evidence Act Codes of Conduct, Human Rights Act, Regulations of Investigatory Powers (RIPA), Criminal Procedures and Investigations Act (CPIA) in investigations and current welfare benefits legislation.

Training

The Council will ensure its Fraud staff are fully trained and maintain an up to date knowledge of fraud issues. All fraud investigators will be PINS (Professionalism in Security) accredited.

Fraud Awareness training for new staff (and periodically for all staff) explains how fraud is committed and how it can be prevented, using real cases as examples. To report any suspected benefit fraud, staff should complete the Fraud Referral form and pass to the investigation section.

Overpayments

Fraudulent overpayments will be recovered via the Overpayments Team situated within the Benefits Service using existing recovery procedures.

Register of Interests

Staff are required to declare any possible conflict of interest that could arise through working in the Benefits Service. A member of staff must not deal with any claim in which they have an interest or that involves a friend or relative. Such claims must be brought to the attention of their manager. If necessary the claim will be dealt with by another team.

As stewards of public funds, officers must have, and be seen to have, high standards of personal integrity. Staff should not accept gifts, hospitality or benefits of any kind from a third party that might be seen to compromise their integrity.

There are registers for both Members and staff to detail any gifts or hospitality offered or received. These registers are kept to avoid suspicion of any bias or partiality.

Review of Strategy

This strategy will be reviewed in the light of any legislative changes; trends or other factors that may impact on its effectiveness.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **WORKFORCE INFORMATION REPORT**

1.00 PURPOSE OF REPORT

1.01 To provide Executive Members with an update for the first quarter of 2011/12. This report provides details of the following:

- Establishment
- Headcount
- Agency numbers
- Turnover
- Diversity
- Absence

2.00 BACKGROUND

2.01 The format of the last quarter's Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.

2.02 The redesigned top level Organisation report was redeveloped and submitted for the first time last year. This report has now been redeveloped for use by all of the other levels throughout the organisation

3.00 CONSIDERATIONS

3.01 The Establishment Summary Report shows details of the positions within the organisation. The total number of positions is then sub-divided into two groups, vacancies and those that are occupied.

3.02 As mentioned previously the accuracy of the workforce information reports is dependent on the timely receipt of the relevant paperwork into Human Resources. For example if leaver forms are not submitted this impacts on the headcount, establishment (vacancies), turnover and sickness data. With this in mind all of the historic data within the report is stated as it was reported at the end of each respective year.

3.03 A piece of work has now taken place to remove individuals, and the positions they occupy, from the iTrent system if they had not been paid in the previous twelve months. This piece of work although carried out during this quarter was dated

Date: 14/09/2011

retrospectively as at the end of 2010/11. This allows for cleaner data moving forward into this year. The reduction in people and positions is most noticeable in this quarter's headline figures.

- 3.04 When comparing the Establishment in 2011/12 to the same point last year the biggest difference is in the number of vacancies. There are over 1,000 fewer vacancies on the Establishment at this point compared to the same point last year. This represents a reduction in the total number of vacancies by over 31%.
- 3.05 The biggest reductions in vacancies have been within Schools and Corporate Services. Further work is required to analyse the remaining vacancies to identify which ones are to be recruited to and those that should be removed. The removal of these positions will allow a more accurate reflection of the establishment.
- 3.06 When comparing the number of positions there is a difference of 533 fewer positions compared to the same point last year. This represents a reduction of 3.25% in the number of positions.
- 3.07 The Headcount Summary Report shows that the total Headcount figure has decreased by 358 when comparing the headcount at the same time last year. The change in this headline figure is largely as a result of work undertaken to remove those individuals that had not been paid in the previous twelve months.
- 3.08 The Turnover Summary by Directorate Report reflects the number of leavers, turnover and the stability rate for each Directorate. When comparing the number of leavers this quarter compared to the same period last year there has been a marked reduction in the numbers. There is only 28% of the number of leavers this quarter compared to the same period last year.
- 3.09 During this quarter there were 97 leavers, and of these 42% left voluntarily.

This quarter's turnover rate is the lowest rate compared to any other since it has been measured with the iTrent system.

Turnover %	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Actual
Quarter 1	1.41	3.97	4.05	1.13
Quarter 2	3.03	4.31	4.35	
Quarter 3	3.10	1.29	2.10	
Quarter 4	3.07	3.07	1.50	
Whole Year	9.72	10.70	11.94	

- 3.10 The Diversity Summary report provides a breakdown of some of the Equality strands within the organisation. Monitoring these areas within the Organisation allows us to

meet our general duty under the Equality Act 2010 and enables us to see how our policies' and practices' affect the workforce.

3.11 The Equality Act 2010 includes a new public sector equality duty (the 'general duty'). The integrated Equality Duty came into force in April 2011. The Duty means that public bodies will need to consider the needs of diverse groups when designing and delivering services so people can get fairer opportunities and equal services. The duty applies to listed public bodies and those discharging public functions so will apply to the private and voluntary sector bodies when discharging public functions. It places a General Duty on public bodies to:

- 1) eliminate discrimination, harassment, and victimisation;
- 2) advance equality of opportunity; and
- 3) foster good relations.

3.12 The Absence Rate Summary report includes two sickness absence figures, the first is a sickness absence figure based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This looks at FTE (Full Time Equivalent) days lost and is calculated over the four quarters, from 1 April up to and including 31 March. Below is a table detailing the (FTE) days lost by quarter since 2008/09. The All Wales average figures are supplied on an annual basis by the Local Government Data Unit. The data for 2010/11 will be finalised mid September to October and will be available for the next report.

Days Lost							
	2008/09 Actual FCC	All Wales Avg Whole Year 2008/09	2009/10 Actual FCC	All Wales Avg Whole Year 2009/10	2010/11 Actual FCC	2011/12 Actual FCC	2011/12 Target FCC
Quarter 1	2.63		2.42		2.27	2.44	2.30
Quarter 2	2.37		2.33		2.19		2.10
Quarter 3	3.28		3.03		2.87		2.70
Quarter 4	3.32		3.04		3.03		2.90
Whole Year	11.61	11.5	10.83	10.9	10.36		10.00

3.13 It is important to compare the figure presented to Executive (21 September 2010) for quarter one 2010/11 and the updated figure reported in the paragraph above.

When it was first reported the number of days lost for quarter one 2010/11 was 2.53 now it is showing at 2.27. This is a difference of 0.26 fewer days lost that was originally reported. If this difference is applied to the figures reported this quarter the Organisation will exceed its target of 2.30 days lost. This has occurred as a result of late paperwork being received in Human Resources to notify that periods of absence have ended. Given this on-going trend more accurate figures will be reported as we move through each quarter.

- 3.14 The second sickness absence figure is based on industry recommendations (ACAS and CIPD) and shows a percentage absence rate figure for the organisation at 4.59%. This figure is not part of our Key Performance Improvement Targets and as such does not have any targets set. This can be used to benchmark the Council against a range of similar type of high performing organisations. The Local Government Data Unit do not provide an All Wales comparative figure for Absence Rate.

Absence % Rate				
	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Actual
Quarter 1	4.94	4.54	4.26	4.59
Quarter 2	7.31	4.38	4.14	
Quarter 3	6.16	5.69	6.23	
Quarter 4	6.23	5.70	5.69	
Whole Year	5.45	5.08	4.86	

- 3.15 When looking at the first quarter of 2011/12, 77% of employees in the organisation attained 100% attendance. This a slight reduction on the same period last year.

100 % Attendance		
	2010/11 Actual	2011/12 Actual
Quarter 1	78	77
Quarter 2	78	
Quarter 3	65	
Quarter 4	69	
Whole Year	40	

- 3.16 When looking at each Directorate Corporate Services has the highest rate of 100% attendance at 79%. This figure is slightly higher than the 77% rate for the Organisation. The Directorate with the lowest rate of 100% attendance is Community Services at 74%.

100 % Attendance	2011/12	
	Q1	Q2
Community Services	74	
Corporate Services	79	
Environment	76	
Lifelong Learning	76	
Schools	77	

3.17 Within **Community Services** the number of days lost to sickness absence remains higher this quarter than any of the other Directorates. Nevertheless, there has been a substantial decrease over the past twelve months by over a day per full time equivalent (FTE) employee from 16.43 (7.21%) in 2009/10 to 15.10 (6.81%) in 2010/11. This is the second biggest decrease of all the Directorates.

Days Lost						
	2009/10	2009/10	2010/11	2010/11	2011/12	2011/12
	Dir	FCC	Dir	FCC	Dir	FCC
Quarter 1	3.84	2.42	3.39	2.27	3.25	2.44
Quarter 2	3.77	2.33	3.88	2.19		
Quarter 3	4.39	3.03	3.89	2.87		
Quarter 4	4.42	3.04	3.94	3.03		
Whole Year	16.43	10.83	15.10	10.36		

3.18 Within the **Community Services** Directorate, levels of absence have decreased in Quarter 1 in comparison to the last Quarter (4) from 4,804 days lost per full time equivalent and 6.91% absence rate, to 3,916 days lost per full time equivalent and 5.71% absence rate in Quarter 1. From comparing the projected days lost per full time employee for the whole of 2011/12 (which is based upon the Quarter 1 figures) in comparison to the full year days lost per full time employee in 2010/11, this demonstrates that the Directorate's absence is reducing - from 15.51 days in 2010/11 to 13.83 days in 2011/12.

When reviewing the absence levels by service, levels of absence have decreased in three of the four areas when compared with the last quarter. Housing Services attendance levels have decreased from 5.82% to 4.35%, Social Services for Adults have decreased from 8.45% to 6.87% and Social Services for Children's have decreased from 8.9% to 7.56%. There has been a slight increase in absence within Development and Resources from 2.28% in Quarter 4 (2010/11) to 2.43%. This increase is attributed to the effect of one long term absence on the attendance figures within a small service area.

The Community Services Directorate Management Team are continuing to carry out the actions within the Directorate's Attendance Management Strategy. This includes monitoring attendance on a quarterly basis at DMT and identifying areas where Departmental Attendance Reviews will be conducted. The Directorate Attendance Management Strategy will be reviewed by DMT in Quarter 2 to identify any further actions that should be taken to reduce absence.

The 100% attendance pilot in Housing Services is in the process of being evaluated to assess its impact upon the attendance figures in this service area. The evaluation of this pilot will subsequently feed into the proposal to roll out an initiative for recognising 100% attendance and excellent attendance (that is, where 100% has

nearly been achieved, but the employee has had a 'blip' in their attendance) across the organisation.

- 3.19 Within **Corporate Services**, the levels of absence have shown a slight increase on the number of days lost compared to the same quarter last year. Despite this Corporate Services continues to have the lowest absence rate across the organisation with a significant decrease of almost 2 days per FTE in recent years. This is the largest decrease of all the Directorates from 8.61 (3.78%) in 2009/10 to 6.69 (3.08%) in 2010/11.

Days Lost						
	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	1.98	2.42	1.37	2.27	1.49	2.44
Quarter 2	2.32	2.33	1.88	2.19		
Quarter 3	2.30	3.03	1.84	2.87		
Quarter 4	2.00	3.04	1.60	3.03		
Whole Year	8.61	10.83	6.69	10.36		

- 3.20 Within Corporate Services the average days lost per FTE is 1.49 across the six departments in comparison to 1.37 for quarter one last year.

The largest increase can be seen in the Chief Executive's department going from 1.82 days lost per FTE in quarter one last year to 5.24 in quarter one this year. This however is attributable to one long term sickness from a particularly small team. Other slight increases can be seen in Clwyd Theatr Cymru and ICT and Customer Services. All other departments show slight decreases from quarter one last year.

Heads of Service and managers are continuing to carry out actions within the Attendance Management Strategy. No Departmental Attendance Reviews (DARs) have been conducted during quarter one, however areas for DARs will be identified and carried out during quarter two.

- 3.21 Within the **Environment** directorate the level of absence has increased this quarter compared to the same point last year. Overall the levels of absence tend to be around those of the Organisation as a whole. This quarter the levels of absence are joint second highest with Lifelong Learning.

Days Lost						
	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	1.76	2.42	2.27	2.27	2.59	2.44
Quarter 2	2.33	2.33	2.27	2.19		
Quarter 3	2.87	3.03	2.69	2.87		
Quarter 4	3.16	3.04	3.24	3.03		
Whole Year	10.15	10.83	10.48	10.36		

- 3.22 Levels of absence have increased slightly during this quarter when compared with Quarter 1/2010 - from 2.27 days lost (3.98%) per full time equivalent to 2.59 days lost (4.55%) per full time equivalent. It is worth noting that Planning Services have seen a significant improvement in attendance when compared with the same quarter in 2010, reducing from 1.83 to 1.42 days lost per FTE.

DMT are continuing to monitor attendance on a quarterly basis and identify services areas where Departmental Attendance Reviews will be conducted.

Streetscene Services were identified during the quarter as a priority and a Departmental Attendance Review has been undertaken which has resulted in the allocation of a dedicated resource to manage the caseload. In addition, a number of long-term sickness absences have resulted in dismissals on the grounds of ill-health which should result in an improvement in attendance next quarter.

- 3.23 Within **Lifelong Learning**, the levels of absence have seen an increase in the number of days lost by just over half a day per FTE compared to the same quarter last year. This Directorate, together with Environment, have the second highest number of days lost per FTE employees.

Days Lost						
	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	2.58	2.42	2.51	2.27	2.8	2.44
Quarter 2	2.93	2.33	2.50	2.19		
Quarter 3	3.40	3.03	3.26	2.87		
Quarter 4	3.06	3.04	3.02	3.03		
Whole Year	11.9	10.83	11.29	10.36		

- 3.24 Within the **Lifelong Learning** Directorate, levels of absence have slightly decreased this quarter when compared with quarter 4 from 3.02 days lost per FTE and 5.30% absence rate to 2.8 days lost per FTE and 4.91% absence rate in Quarter 1 which is an encouraging start to the financial year. There has been a slight increase in absence rates however when compared to Quarter 1 last year of 0.50%. This equates to an increase of 0.29 days lost per FTE in this period compared to the same period last year.

Heads of Service and managers are continuing to carry out the actions within the Attendance Management Strategy. This includes monitoring of attendance on a quarterly basis and identifying service areas where Departmental Attendance Reviews will be conducted. During Quarter 4, two Departmental Attendance Reviews were conducted and a review is underway in the Youth and Community service. Further areas for review are to be identified with Heads of Service later this month. Of the Departmental Attendance Reviews completed in Quarter 4, the findings show that 'Return to Work' interviews are being conducted as a matter of course and managers are using Occupational Health support and intervention appropriately. Managers have responded well to the improvements required in processing absence documentation in a timely manner.

The absence levels across the Directorate will need to be closely monitored to come in below the corporate annual target of 10 days lost per FTE at the end of Quarter 4 2011 / 2012.

- 3.25 Within **Schools**, the level of absence has increased slightly but it remains the second lowest (when compared with other directorates) within the Organisation.

Days Lost						
	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	1.92	2.42	1.76	2.27	2.01	2.44
Quarter 2	1.35	2.33	1.19	2.19		
Quarter 3	2.38	3.03	2.44	2.87		
Quarter 4	2.46	3.04	2.74	3.03		
Whole Year	8.10	10.83	8.17	10.36		

- 3.26 The percentage Absence Rate for Schools has increased by 1% this quarter compared to the same quarter last year. Despite this increase it has been reducing over recent years and the Schools number of days lost remains lower than the Organisation as a whole.

4.00 RECOMMENDATIONS

- 4.01 Members note Workforce Information Report for the first quarter 2011/12

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 APPENDICES

12.01 First Quarter Workforce Information Report 2011/12

12.02 First Quarter Workforce Information Report 2010/11

12.03 Frequently Asked Questions

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

Period Up To : 30/06/2011

Establishment Summary By Directorate

Not Recorded - those positions that have not yet been categorised as either Established or Non-Established. For further details please refer to question one on the Frequently Asked Questions attachment.

Data effective as at : 30/06/2011
Last Refreshed On : 01/07/2011

Directorate	Position Status	POSITIONS		
		Total	Vacant	Occupied
Community Services	Established	1,741	377	1,364
	Non Established	625	133	492
	Not Recorded	4	3	1
	Total:	2,370	513	1,857
Corporate Services	Established	550	91	459
	Non Established	403	147	256
	Total:	953	238	715
	Established	1,125	225	900
Environment	Non Established	265	57	208
	Total:	1,390	282	1,108
	Established	1,955	677	1,278
	Non Established	1,599	320	1,279
Lifelong Learning	Not Recorded	17	11	6
	Total:	3,571	1,008	2,563
	Established	3,599	50	3,549
	Non Established	3,781	45	3,736
Schools	Not Recorded	182	58	124
	Total:	7,562	153	7,409
	Overall Total:	15,846	2,194	13,652

Headcount Summary By Directorate

Flintshire County Council Actual Total Headcount :

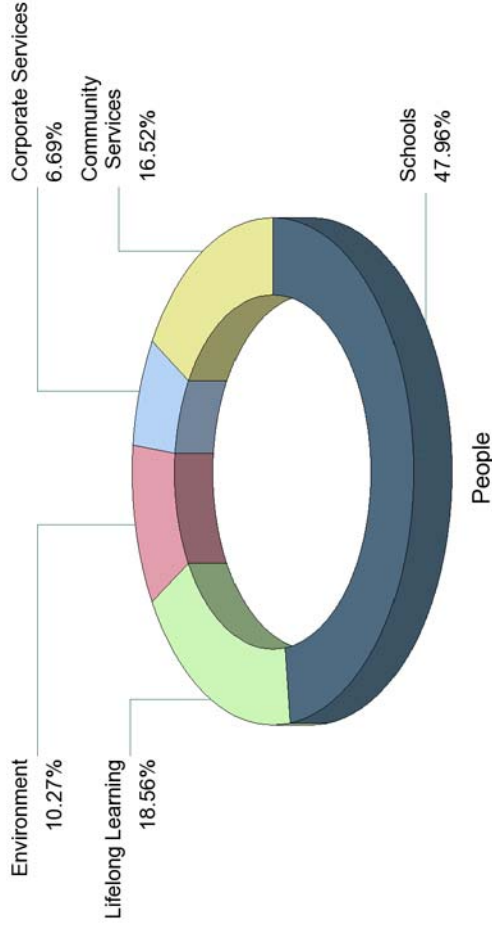
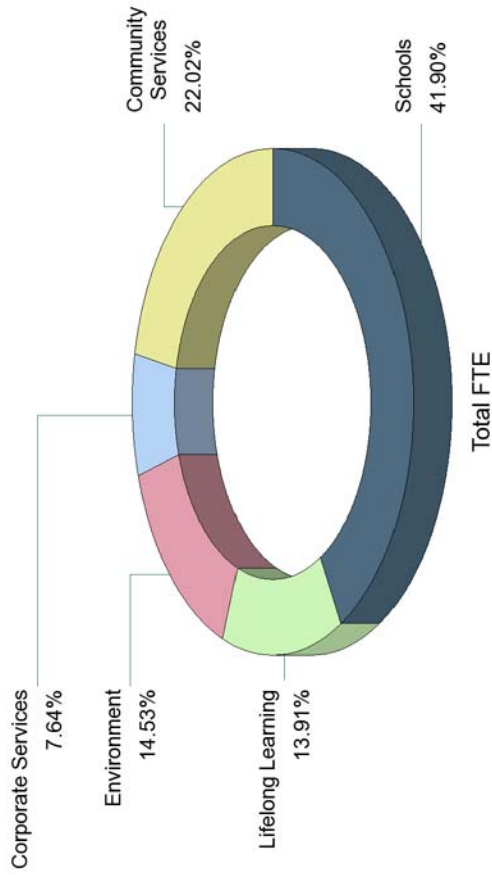
8,561

Data on this page is effective as at : 30/06/2011

Last Refreshed On : 01/07/2011

The FCC Actual Total Headcount will usually be lower than the Directorate people headcount. This is because of individuals with more than one position in more than one Directorate. For further details please refer to question two on the Frequently Asked Questions attachment.

Directorate	HEADCOUNT			POSITION TYPE						POSITION BASIS				
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	Seasonal Fixed Term	* Via Managed Agency Service	Contract For Services	Full Time	Full Time Term Time	Part Time	Part Time Term Time	No Basis
Community Services	1199	1,501	1,733	1,284	238	211	0	82	0	911	0	688	1	153
Corporate Services	416	608	678	429	112	86	0	12	51	384	5	134	1	154
Environment	791	933	959	767	19	173	0	129	0	713	1	229	8	8
Lifelong Learning	757	1,686	2,473	1,219	1,065	187	2	2	0	404	8	1,083	36	942
Schools	2281	4,357	7,338	3,576	3,320	442	0	0	0	1,332	86	2,026	1,015	2,879
Sum:	5443	9,085	13,181	7,275	4,754	1,099	2	225	51	3,744	100	4,140	1,061	4,136

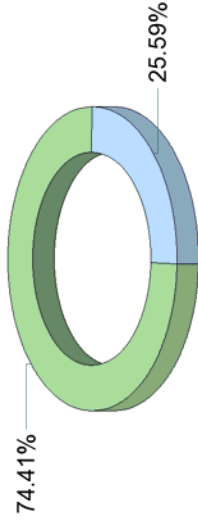


Diversity Summary

Data on this page is effective as at : 30/06/2011

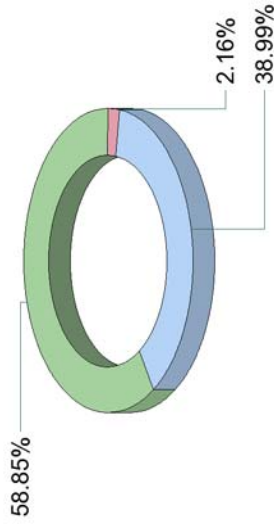
Last Refreshed On : 01/07/2011

Gender	Total	%
Female	6,370	74.41%
Male	2,191	25.59%
Sum:	8,561	



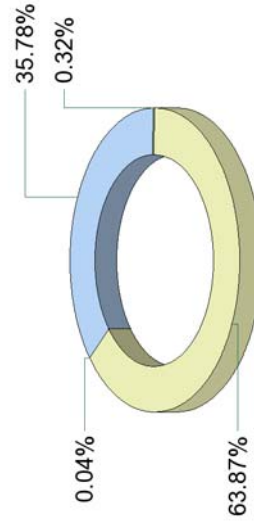
Gender
 Female
 Male

Disabled ?	Total	%
No	5,038	58.85%
Not Known	3,338	38.99%
Yes	185	2.16%
Sum:	8,561	



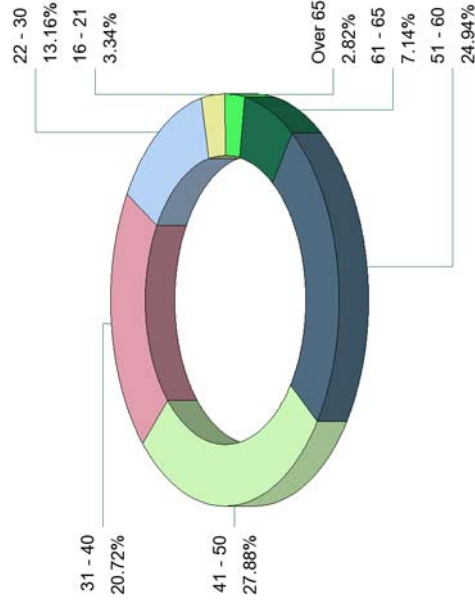
Disabled ?
 No
 Not Known
 Yes

Ethnicity	Total	%
BME	27	0.32%
Not Recorded	3,063	35.78%
Not Stated	3	0.04%
White	5,468	63.87%
Sum:	8,561	



Ethnicity
 BME
 Not Recorded
 Not Stated
 White

Age	Total	%
16 - 21	286	3.34%
22 - 30	1,127	13.16%
31 - 40	1,774	20.72%
41 - 50	2,387	27.88%
51 - 60	2,135	24.94%
61 - 65	611	7.14%
Over 65	241	2.82%
Sum:	8,561	



Turnover Summary by Directorate

Last Refreshed On : 01/07/2011

The FCC headcount and number of leavers figure(s) will usually be lower than the Directorate totals. This is due to individuals having more than one position in more than one Directorate. For further details please refer to question three on the Frequently Asked Questions attachment.

Flintshire County Council Annual Total

HC Q1 From	HC Q4 To	Head Count For Year	Leavers For Year	Turnover For Year	Stability For Year
8,544		4,272	97	2.27%	

Flintshire County Council Total

Quarter 1

April to June

HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
8,544	8,561	8,552.5	97	1.13%	90.87%

Directorate	HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community Services	1,515	1,501	1,508	26	1.72%	95.29%
Corporate Services	601	608	604.5	4	0.66%	88.67%
Environment	932	933	932.5	8	0.86%	92.12%
Lifelong Learning	1,687	1,686	1,686.5	23	1.36%	92.02%
Schools	4,330	4,357	4,343.5	38	0.87%	89.86%

Flintshire County Council Total

Quarter 2

July to September

HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
			0	0%	

Directorate	HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
			0	0%		

227

Flintshire County Council Total

Quarter 3

October to December

HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
			0	0%	

Directorate	HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
			0	0%		

Flintshire County Council Total

Quarter 4

January to March

HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
			0	0%	

Directorate	HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
			0	0%		

Turnover Summary

Last Refreshed On : 01/07/2011

Directorate	Q1 Leavers	Q2 Leavers	Q3 Leavers	Q4 Leavers	Sum
Community Services	26	0	0	0	26
Corporate Services	4	0	0	0	4
Environment	8	0	0	0	8
Lifelong Learning	23	0	0	0	23
Schools	38	0	0	0	38
Sum:	99	0	0	0	99

Directorate	Q1 Turnover	Q2 Turnover	Q3 Turnover	Q4 Turnover
Community Services	1.72%	0%	0%	0%
Corporate Services	0.66%	0%	0%	0%
Environment	0.86%	0%	0%	0%
Lifelong Learning	1.36%	0%	0%	0%
Schools	0.87%	0%	0%	0%

Directorate	Q1 Stability	Q2 Stability	Q3 Stability	Q4 Stability
Community Services	95.29%	0%	0%	0%
Corporate Services	88.67%	0%	0%	0%
Environment	92.12%	0%	0%	0%
Lifelong Learning	92.02%	0%	0%	0%
Schools	89.86%	0%	0%	0%

Turnover Leaver Analysis

The number of reasons for leaving in the standard reports have now been condensed from twenty-eight to six. For further details please refer to question four on the Frequently Asked Questions attachment.

Last Refreshed On : 01/07/2011

Quarter 1

April to June		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	0	0	1	0	1
	Male	0	0	0	1	0	0	0	1
Dismissal	Female	0	0	0	3	3	6	1	13
	Male	0	1	0	0	5	0	1	7
End of Contract Term	Female	0	6	1	1	0	1	0	9
	Male	0	1	0	1	0	0	0	2
Left Voluntarily	Female	1	3	5	14	4	2	1	30
	Male	1	1	3	3	2	1	0	11
Retirement	Female	0	0	0	2	2	5	7	16
	Male	0	0	0	0	1	1	1	3
Transferred To Another Employer	Female	0	0	0	0	2	0	1	3
	Male	0	0	0	0	0	1	0	1
Sum:		2	12	9	25	19	18	12	97

Quarter 2

July to September		Sum:
Death In Service	Female	0
	Male	0
Dismissal	Female	0
	Male	0
End of Contract Term	Female	0
	Male	0
Left Voluntarily	Female	0
	Male	0
Retirement	Female	0
	Male	0
Transferred To Another Employer	Female	0
	Male	0
Sum:		0

Directorate Leaver Analysis

Last Refreshed On : 01/07/2011

Quarter 1

April to June

		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Dismissal	0	0	0	2	3	0	0	5
	Left Voluntarily	1	0	1	4	2	0	0	8
	Retirement	0	0	0	2	0	3	4	9
	Transferred To Another Employer	0	0	0	0	2	1	1	4
	Sum:	1	0	1	8	7	4	5	26
Corporate Services	End of Contract Term	0	1	0	0	0	0	0	1
	Left Voluntarily	0	1	0	0	1	0	0	2
	Retirement	0	0	0	0	0	0	1	1
	Sum:	0	2	0	0	1	0	1	4
Environment	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	1	0	0	1	0	0	2
	Left Voluntarily	0	0	0	3	1	1	0	5
	Sum:	0	1	0	4	2	1	0	8
Lifelong Learning	Dismissal	0	0	0	0	4	4	1	9
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	1	2	1	3	0	2	0	9
	Retirement	0	0	0	1	0	2	1	4
	Sum:	1	2	1	5	4	8	2	23
Schools	Death In Service	0	0	0	0	0	1	0	1
	Dismissal	0	0	0	1	0	2	1	4
	End of Contract Term	0	6	1	1	0	1	0	9
	Left Voluntarily	0	2	6	7	2	0	1	18
	Retirement	0	0	0	0	3	1	2	6
	Sum:	0	8	7	9	5	5	4	38

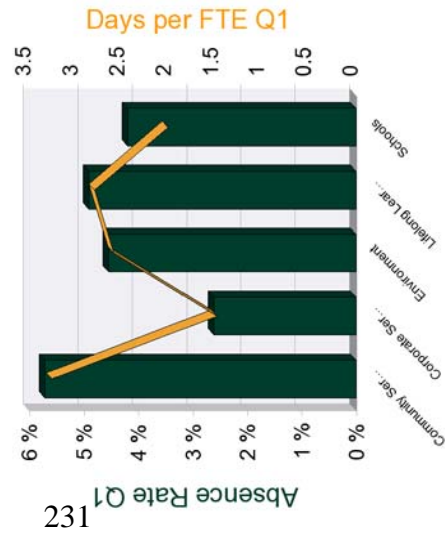
Absence Rate Summary By Directorate

Last Refreshed On : 08/08/2011

Average Days Available	FTE Days Lost	Absence Rate	Days Lost Per FTE
290,361	13,314	4.59 %	9.76

This "Days lost per FTE" figure is an annual forecast figure until the final end of year report is produced.

Directorate	FTE Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	FTE Days Lost Q2	Average Days Available Q2	Absence Rate Q2	Days per FTE Q2	FTE Days Lost Q3	Average Days Available Q3	Absence Rate Q3	Days per FTE Q3	FTE Days Lost Q4	Average Days Available Q4	Absence Rate Q4	Days per FTE Q4	Days Lost Per FTE
Community Services	3,916	68,595	5.71 %	3.25	0	0	0	0	0	0	0	0	0	0	0	0	3.25
Corporate Services	621	23,757	2.62 %	1.49	0	0	0	0	0	0	0	0	0	0	0	0	1.49
Environment	2,058	45,232	4.55 %	2.59	0	0	0	0	0	0	0	0	0	0	0	0	2.59
Lifelong Learning	2,118	43,094	4.91 %	2.8	0	0	0	0	0	0	0	0	0	0	0	0	2.8
Schools	4,600	109,683	4.19 %	2.01	0	0	0	0	0	0	0	0	0	0	0	0	2.01
Cumulative Totals	13,314	290,361	4.59 %	2.44	0	0	0	0	0	0	0	0	0	0	0	0	2.01



Directorate

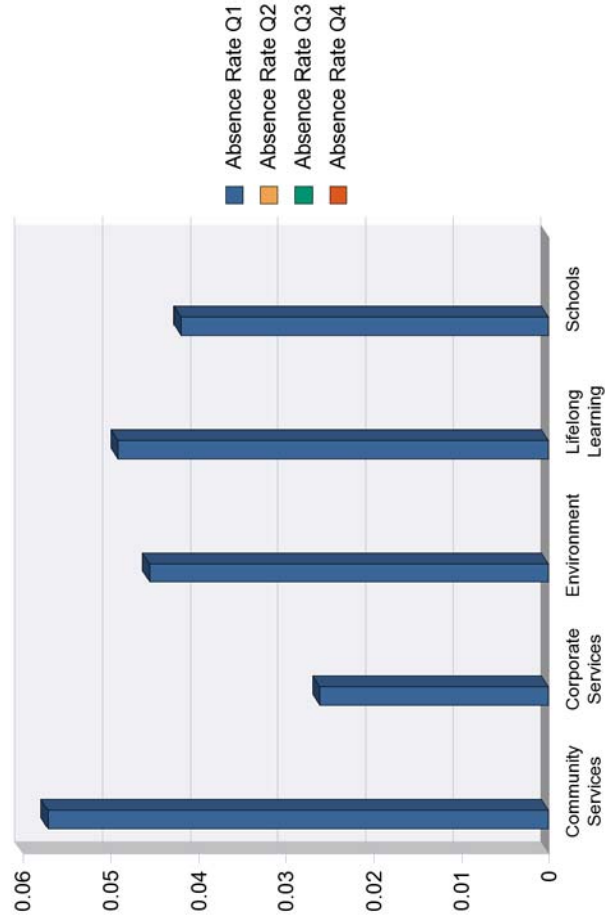
Absence Rate Summary By Directorate

Last Refreshed On : 08/08/2011

Directorate	Days per FTE Q1	Days per FTE Q2	Days per FTE Q3	Days per FTE Q4
Community Services	3.25			
Corporate Services	1.49			
Environment	2.59			
Lifelong Learning	2.8			
Schools	2.01			



Directorate	Absence Rate Q1	Absence Rate Q2	Absence Rate Q3	Absence Rate Q4
Community Services	5.71 %			
Corporate Services	2.62 %			
Environment	4.55 %			
Lifelong Learning	4.91 %			
Schools	4.19 %			



FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

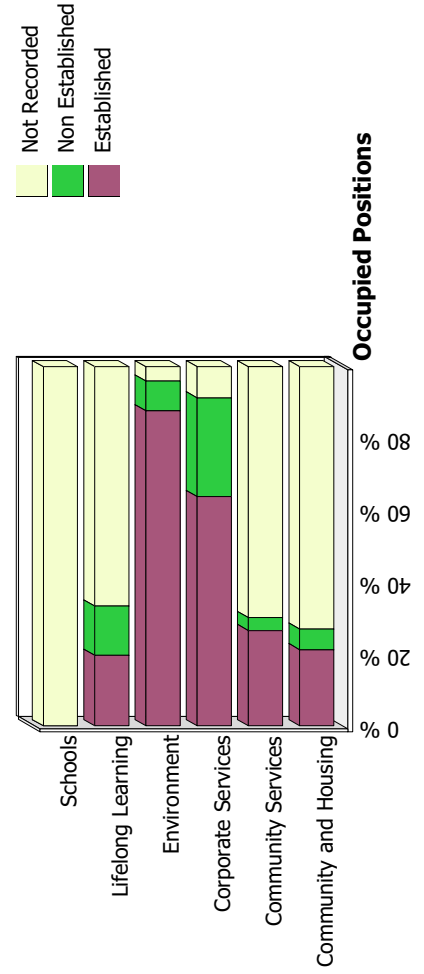
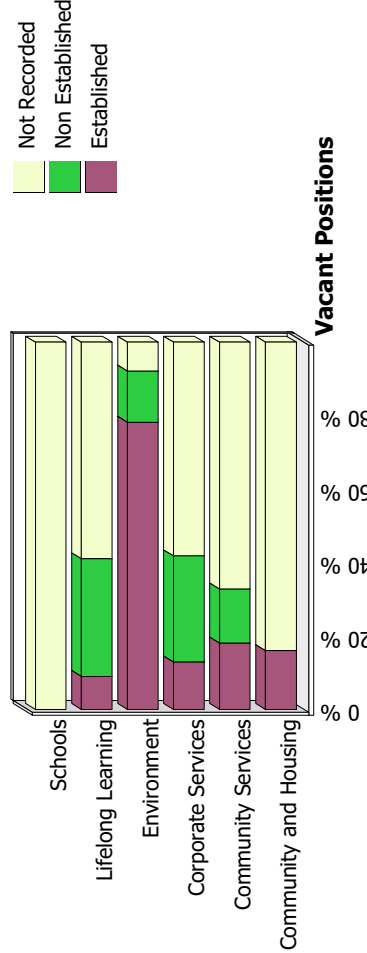
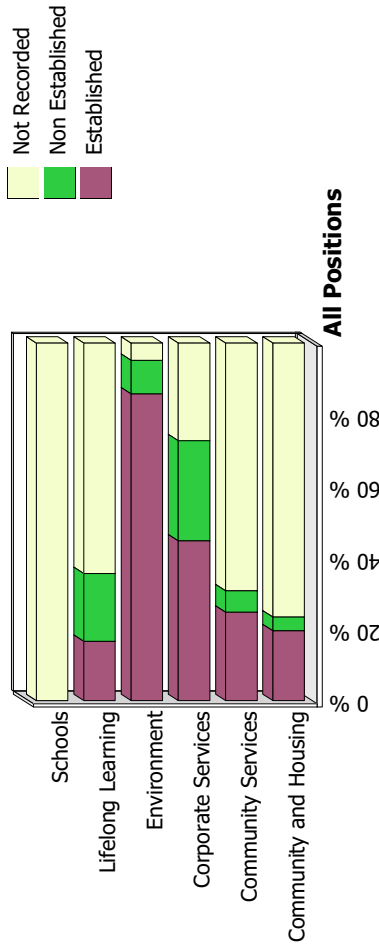
Period Up To: 30/06/2010

Establishment Summary By Directorate

Data on this page is effective as at : 30/06/2010

Last Refreshed On : 14/07/2010

Directorate	Position Status	Positions		
		Total	Vacant	Occupied
Community and Housing	Established	15	4	11
	Non Established	3	0	3
	Not Recorded	59	21	38
	Total:	77	25	52
Community Services	Established	560	86	474
	Non Established	134	70	64
	Not Recorded	1,568	320	1,248
	Total:	2,262	476	1,786
Corporate Services	Established	489	53	436
	Non Established	307	119	188
	Not Recorded	299	240	59
	Total:	1,095	412	683
Environment	Established	993	179	814
	Non Established	109	32	77
	Not Recorded	55	18	37
	Total:	1,157	229	928
Lifelong Learning	Established	558	88	470
	Non Established	643	314	329
	Not Recorded	2,177	579	1,598
	Total:	3,378	981	2,397
Schools	Established	1	0	1
	Not Recorded	8,409	1,079	7,330
	Total:	8,410	1,079	7,331
	Totals:	16,379	3,202	13,177



Headcount Summary By Directorate

Data on this page is effective as at : 30/06/2010

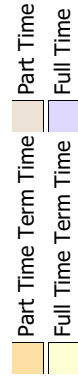
Last Refreshed On : 14/07/2010

Flintshire County Council Actual Total Headcount : 8,919

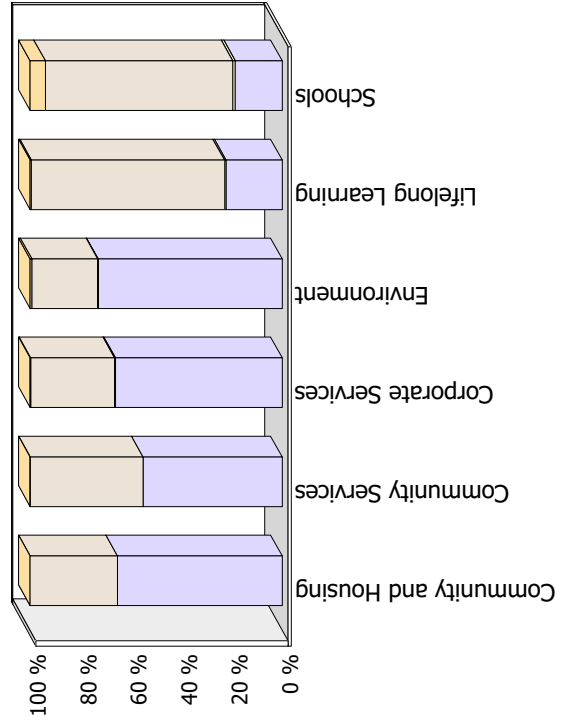
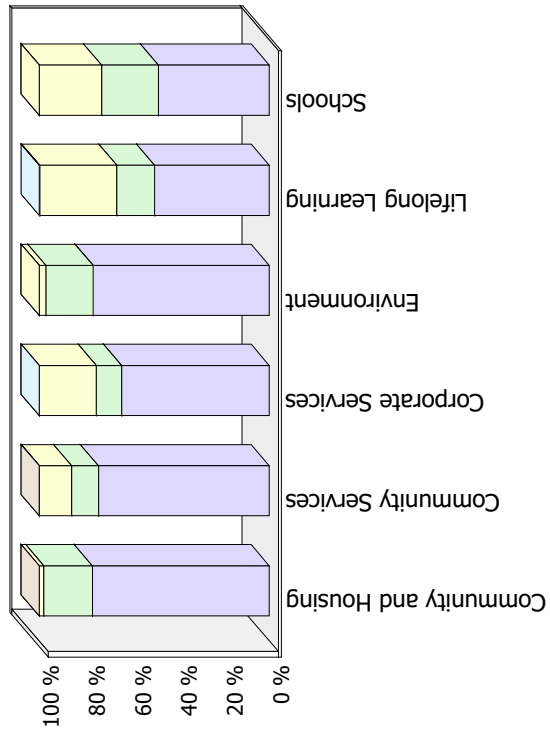
Directorate	HEADCOUNT					POSITION TYPE					POSITION BASIS				
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	* Via Managed Agency Service	Seasonal Fixed Term	Contract For Services	Full Time	Full Time Term Time	Part Time	Part Time Term Time		
Community and Housing	34	46	52	40	1	11	0	0	0	34	0	18	0		
Community Services	1,226	1,555	1,786	1,326	249	210	156	0	0	959	0	777	1		
Corporate Services	436	610	683	439	169	75	19	0	0	386	2	194	1		
Environment	754	903	928	711	27	190	175	0	0	676	1	242	6		
Lifelong Learning	781	1,788	2,397	1,195	802	396	5	2	2	465	11	1,593	11		
Schools	2,260	4,569	7,331	3,531	1,990	1,810	0	0	0	1,361	77	5,447	441		
Totals:	5,491	9,471	13,177	7,242	3,238	2,692	0	3	2	3,881	91	8,271	460		
				54.96 %	24.57 %	20.43 %	0.00 %	0.02 %	0.02 %	29.45 %	0.69 %	62.77 %	3.49 %		



Position Type



Position Basis



* Data for the managed agency service is not recorded in Trent, but has been provided from the managed agency service system - Matrix
The sum of the percentages may not always total to 100% due to rounding

Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010
Last Refreshed On : 14/07/2010

Flintshire County Council Turnover

People at Start Point	People at End Point	Average People HeadCount	All Leavers (People)	Voluntary Leavers	All Turnover %	Voluntary Turnover %
9,112	8,919	9,016	344	124	3.82	1.38

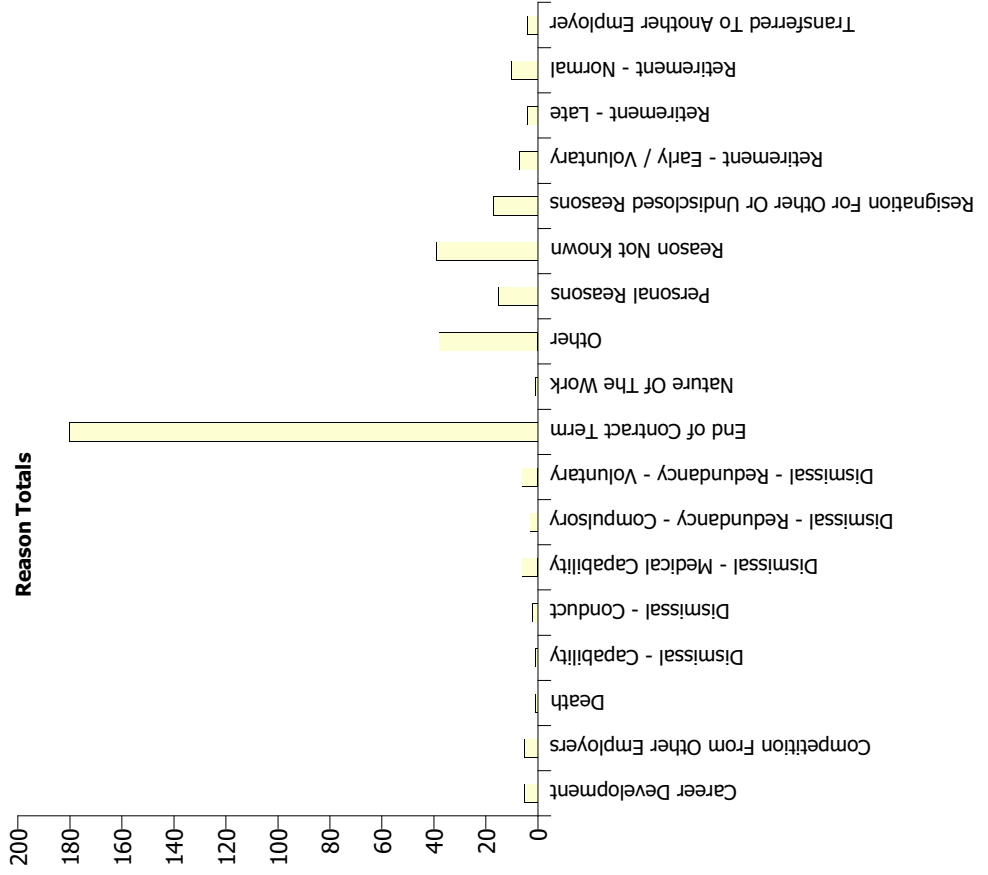
Directorate Turnover

Directorate	People at Start Point	People at End Point	Average People HeadCount	Leavers (People)	Voluntary Leavers (People)	All Turnover %	Voluntary Turnover %
Community and Housing	47	46	47	1	0	2.15	0.00
Community Services	1,565	1,555	1,560	31	14	1.99	0.90
Corporate Services	785	610	698	189	9	27.10	1.29
Environment	913	903	908	18	10	1.98	1.10
Lifelong Learning	1,810	1,788	1,799	51	44	2.83	2.45
Schools	4,535	4,569	4,552	56	49	1.23	1.08
Totals:	9,655	9,471	9,563	346	126		

The sum of the percentages may not always total to 100% due to rounding.

Flintshire County Council Leaving Reasons

Leaving Reason	FCC Total	Leavers %
Career Development	5	1.45 %
Competition From Other Employers	5	1.45 %
Conditions Of Employment	0	0 %
Death	1	0.29 %
Dismissal - Capability	1	0.29 %
Dismissal - Conduct	2	0.58 %
Dismissal - Legal Restrictions	0	0 %
Dismissal - Medical Capability	6	1.74 %
Dismissal - Redundancy - Compulsory	3	0.87 %
Dismissal - Redundancy - Voluntary	6	1.74 %
Dismissal - Some Other Substantial Reason	0	0 %
End of Contract Term	180	52.33 %
Nature Of The Work	1	0.29 %
Other	38	11.05 %
Pay	0	0 %
Personal Reasons	15	4.36 %
Reason Not Known	39	11.34 %
Resignation For Other Or Undisclosed Reasons	17	4.94 %
Retirement - Early / Voluntary	7	2.03 %
Retirement - Late	4	1.16 %
Retirement - Normal	10	2.91 %
Transfer - Demotion	0	0 %
Transfer - Internal	0	0 %
Transfer - Promotion	0	0 %
Transfer - Re-Deployed	0	0 %
Transferred To Another Employer	4	1.16 %
Transfer - Re-Organisation	0	0 %
Transfer - System	0	0 %
Total:	344	



Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010

Last Refreshed On : 14/07/2010

Leaving Reasons by Directorate

Leaving Reason	Community and Housing	Community Services	Corporate Services	Environment	Lifelong Learning	Schools
Career Development	0	1	1	0	3	1
Competition From Other Employers	0	4	1	0	0	0
Conditions Of Employment	0	0	0	0	0	0
Death	0	0	0	0	0	1
Dismissal - Capability	0	1	0	0	0	0
Dismissal - Conduct	0	2	0	0	0	0
Dismissal - Legal Restrictions	0	0	0	0	0	0
Dismissal - Medical Capability	0	2	1	0	3	0
Dismissal - Redundancy - Compulsory	1	1	1	0	0	0
Dismissal - Redundancy - Voluntary	0	0	1	4	1	0
Dismissal - Some Other Substantial Reason	0	0	0	0	0	0
End of Contract Term	0	1	175	1	0	3
Nature Of The Work	0	0	1	0	0	0
Other	0	3	3	1	31	0
Pay	0	0	0	0	0	0
Personal Reasons	0	4	2	2	5	2
Reason Not Known	0	1	0	1	3	34
Resignation For Other Or Undisclosed Reasons	0	1	1	4	0	12
Retirement - Early / Voluntary	0	3	2	1	0	1
Retirement - Late	0	3	0	0	1	0
Retirement - Normal	0	4	0	2	2	2
Transfer - Demotion	0	0	0	0	0	0
Transfer - Internal	0	0	0	0	0	0
Transfer - Promotion	0	0	0	0	0	0
Transfer - Re-Deployed	0	0	0	0	0	0
Transferred To Another Employer	0	0	0	2	2	0
Transfer - Re-Organisation	0	0	0	0	0	0
Transfer - System	0	0	0	0	0	0
Total:	1	31	189	18	51	56

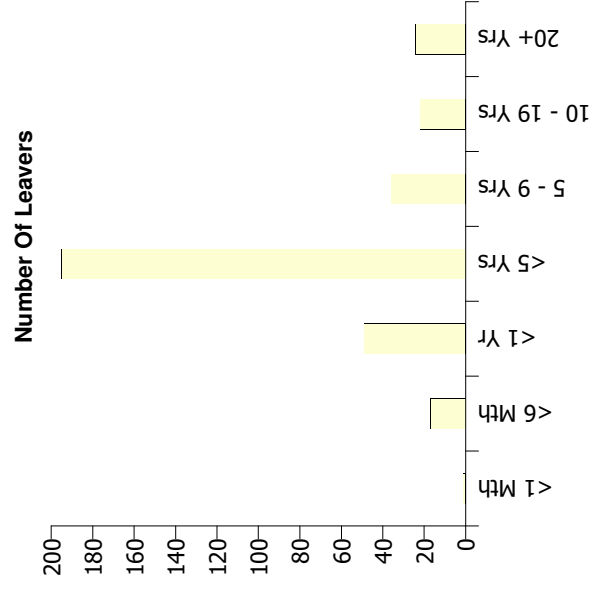
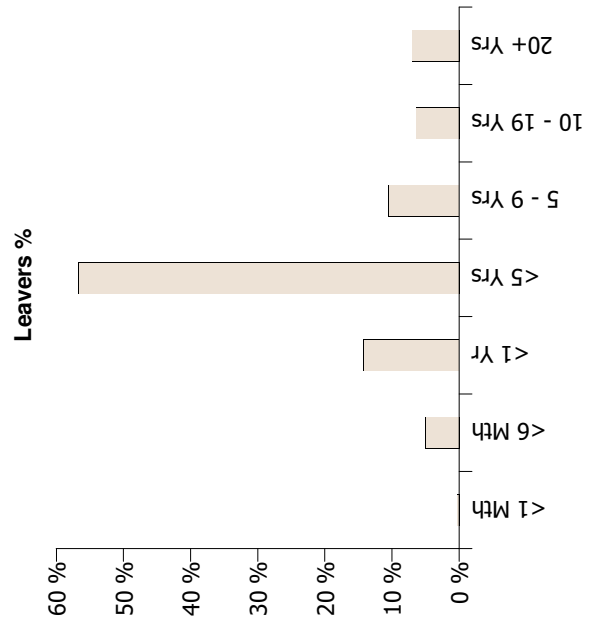
Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010

Last Refreshed On : 14/07/2010

Flintshire County Council Leavers by Length Of Service

Length Of Service At Leaving	Leavers	Leavers %
<1 Mth	1	0.29 %
<6 Mth	17	4.94 %
<1 Yr	49	14.24 %
<5 Yrs	195	56.69 %
5 - 9 Yrs	36	10.47 %
10 - 19 Yrs	22	6.40 %
20+ Yrs	24	6.98 %
Total	344	



The sum of the percentages may not always total to 100% due to rounding.

Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010
 Last Refreshed On : 14/07/2010

Leavers by Length Of Service By Directorate

Directorate	<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs
Community and Housing	0	0	0	0	1	0	0
Community Services	0	0	1	11	5	6	8
Corporate Services	0	10	31	129	16	3	0
Environment	0	1	1	5	3	2	6
Lifelong Learning	0	2	10	24	5	5	5
Schools	1	4	6	27	7	6	5
Totals	1	17	49	196	37	22	24



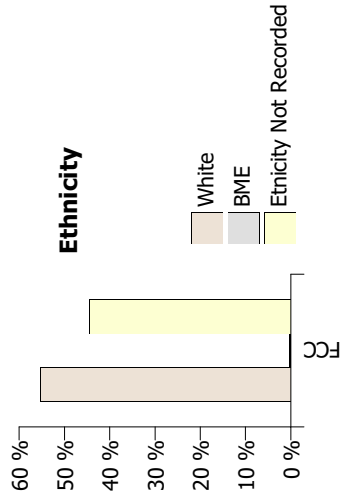
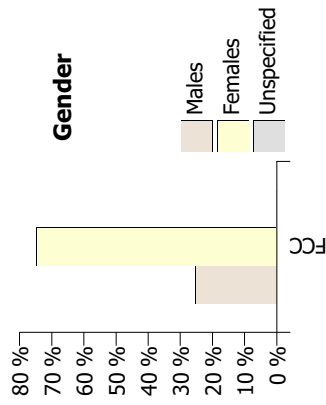
Diversity Summary

Data on this page is effective as at : 30/06/2010

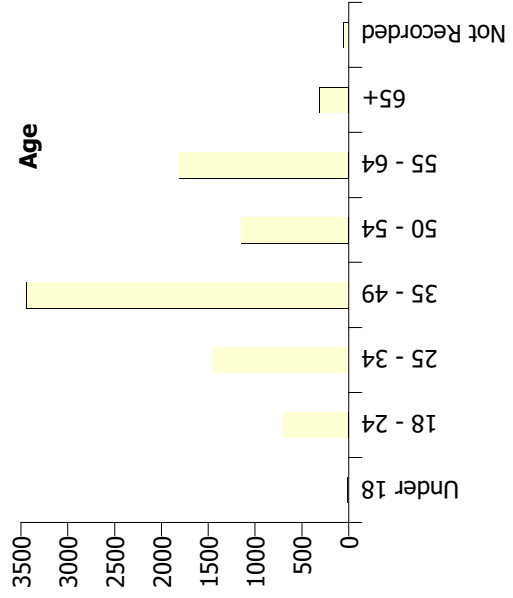
Last Refreshed On : 14/07/2010

Flintshire County Council Diversity Summary

% Male	% Female	% unspecified	% White	% BME	% Ethnicity Not Recorded	% Welsh (Preferred Language)	% Disabled
25.15 %	74.77 %	0.08 %	55.28 %	0.19 %	44.52 %	0.82 %	1.26 %



Age Band	Count	%
Under 18	14	0.16 %
18 - 24	700	7.85 %
25 - 34	1450	16.26 %
35 - 49	3444	38.61 %
50 - 54	1144	12.83 %
55 - 64	1808	20.27 %
65+	306	3.43 %
Not Recorded	53	0.59 %
Total	8919	



The sum of the percentages may not always total to 100% due to rounding.

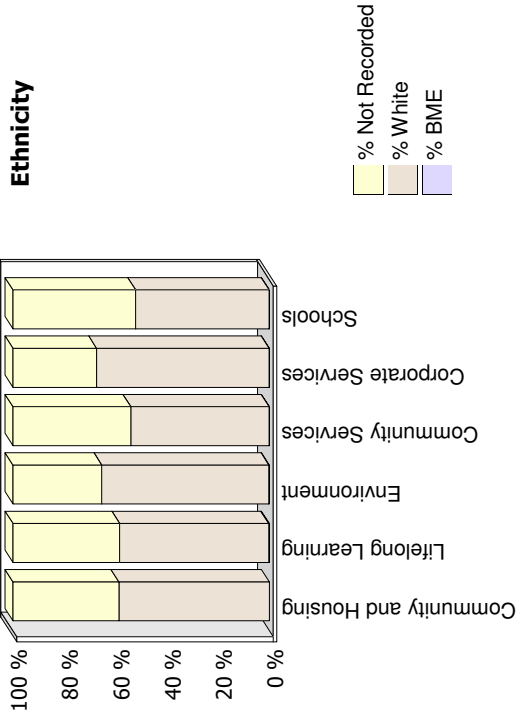
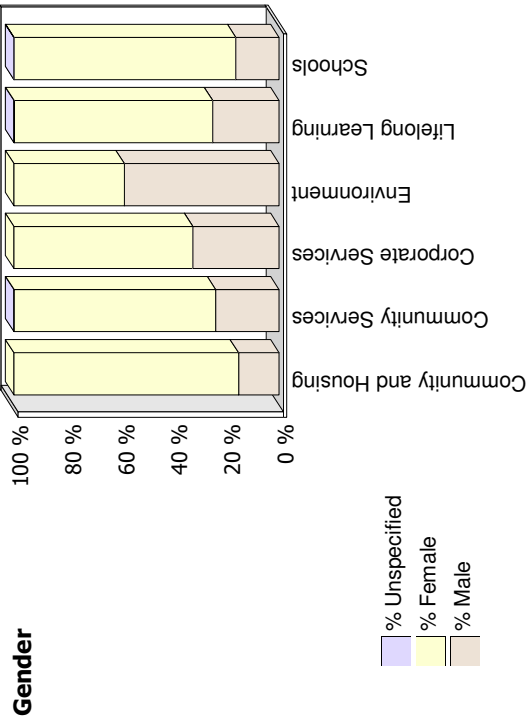
Diversity Summary

Data on this page is effective as at : 30/06/2010

Last Refreshed On : 14/07/2010

Diversity Summary By Directorate

Directorate	% Male	% Female	% Unspecified	% White	% BME	% Not Recorded	% Welsh (Preferred language)	% Disabled
Community and Housing	15.22 %	84.78 %	0 %	58.70 %	0 %	41.30 %	0 %	0 %
Community Services	23.86 %	76.01 %	0.13 %	53.89 %	0.19 %	45.92 %	0.13 %	2.06 %
Corporate Services	32.46 %	67.54 %	0 %	67.21 %	0.16 %	32.62 %	1.31 %	1.97 %
Environment	58.36 %	41.64 %	0 %	65.12 %	0.22 %	34.66 %	0 %	2.66 %
Lifelong Learning	25.00 %	74.83 %	0.17 %	58.11 %	0.28 %	41.61 %	0.56 %	1.12 %
Schools	16.28 %	83.65 %	0.07 %	52.07 %	0.13 %	47.78 %	1.20 %	0.57 %



Diversity Summary

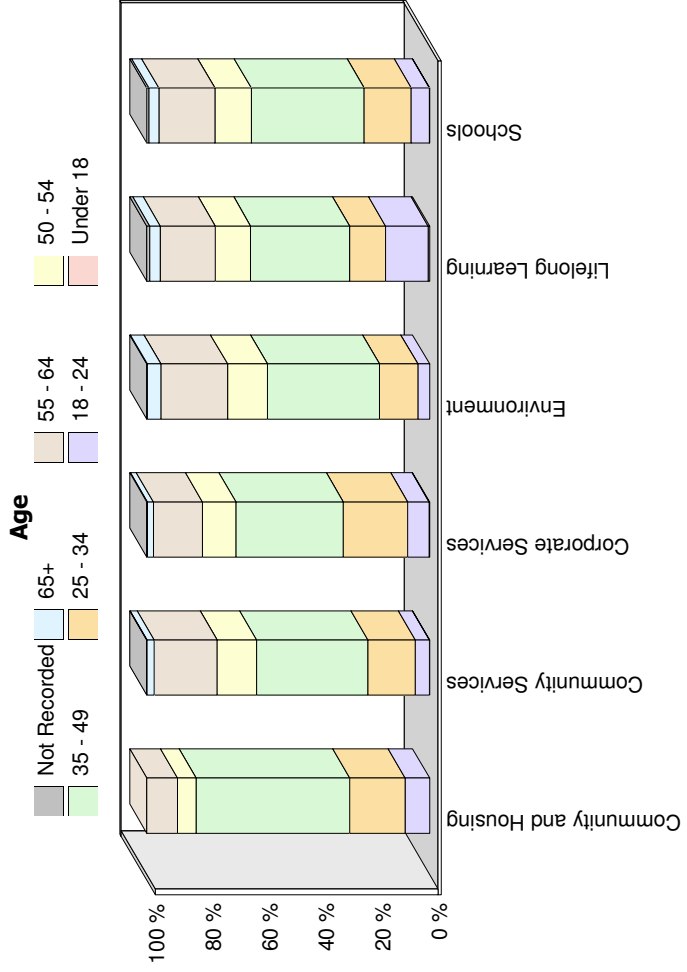
Data on this page is effective as at : 30/06/2010

Last Refreshed On : 14/07/2010

The sum of the percentages may not always total to 100% due to rounding.

Age Summary By Directorate

Directorate	Under 18	%	18 - 24	%	25 - 34	%	35 - 49	%	50 - 54	%	55 - 64	%	65+	%	Not Recorded	%
Community and Housing	0	0%	4	8.70 %	9	19.57 %	25	54.35 %	3	6.52 %	5	10.87 %	0	0%	0	0%
Community Services	1	0.06 %	78	5.02 %	260	16.72 %	613	39.42 %	216	13.89 %	347	22.32 %	39	2.51 %	1	0.06 %
Corporate Services	1	0.16 %	46	7.54 %	139	22.79 %	232	38.03 %	72	11.80 %	106	17.38 %	13	2.13 %	1	0.16 %
Environment	0	0%	38	4.21 %	122	13.51 %	358	39.65 %	127	14.06 %	213	23.59 %	43	4.76 %	2	0.22 %
Lifelong Learning	10	0.56 %	268	14.99 %	228	12.75 %	626	35.01 %	223	12.47 %	348	19.46 %	67	3.75 %	18	1.01 %
Schools	2	0.04 %	295	6.46 %	762	16.68 %	1,824	39.92 %	588	12.87 %	904	19.79 %	162	3.55 %	32	0.70 %
Totals:	14		729		1,520		3,678		1,229		1,923		324		54	



The sum of the percentages may not always total to 100% due to rounding.

Absence Rate Summary By Directorate

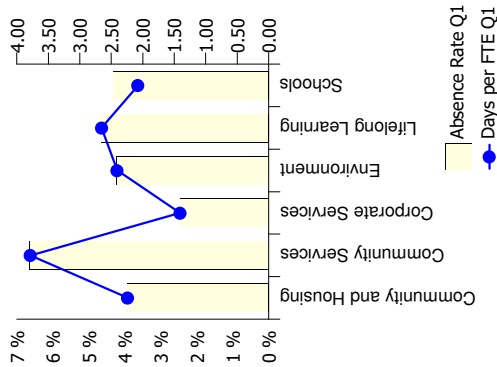
Data on this page is effective for quarters between : 01/04/2010 and 30/06/2010
 Last Refreshed On : 14/07/2010

Q1 = April - June Q2 = July - September Q3 = October - December Q4 = January - March

Cumulative Totals

Day Lost	Average Days Available	Absence Rate	FTE Days Lost
13,911	292,570	4.75 %	2.53

Directorate	Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	FTE Days Lost
Community and Housing	77	1,966	3.94 %	2.24	2.24
Community Services	4,642	69,885	6.64 %	3.79	3.79
Corporate Services	613	24,800	2.47 %	1.41	1.41
Environment	1,823	43,205	4.22 %	2.41	2.41
Lifelong Learning	2,059	44,213	4.66 %	2.65	2.65
Schools	4,696	108,501	4.33 %	2.08	2.08
Totals	13,911	292,570	4.75 %	2.53	



Target KPI : **10.8**

0910 Directorates	Prev Days Lost Q1	Prev Average Days Available Q1	Prev Absence Rate Q1	Prev Days Per FTE Q1	Prev Days Lost Q2	Prev Average Days Available Q2	Prev Absence Rate Q2	Prev Days Per FTE Q2	Prev Days Lost Q3	Prev Average Days Available Q3	Prev Absence Rate Q3	Prev Days Per FTE Q3	Prev Days Lost Q4	Prev Average Days Available Q4	Prev Absence Rate Q4	Prev Days Per FTE Q4	Prev FTE Days Lost
C & H	94	2611	3.61 %	2.06	152	2491	6.11 %	3.48	118	2417	4.90 %	2.79	98	2178	4.49 %	2.56	10.88
Comm Serv	4626	68593	6.74 %	3.84	4586	69419	6.61 %	3.77	5425	70396	7.71 %	4.39	5448	70308	7.75 %	4.42	16.43
Corp Serv	904	25953	3.48 %	1.98	1058	26017	4.07 %	2.32	1050	26009	4.04 %	2.30	898	25579	3.51 %	2.00	8.61
Env	1280	41376	3.09 %	1.76	1690	41345	4.09 %	2.33	2126	42273	5.03 %	2.87	2385	43031	5.54 %	3.16	10.15
Lifelong L	1953	43114	4.53 %	2.58	2238	43478	5.15 %	2.93	2615	43886	5.96 %	3.40	2369	44097	5.37 %	3.06	11.98
Schools	4343	108854	3.99 %	1.92	3087	110081	2.80 %	1.35	5457	110132	4.96 %	2.38	5577	108872	5.12 %	2.46	8.10
Totals	13199	290502	4.54 %	2.42	12812	292830	4.38 %	2.33	16791	295113	5.69 %	3.03	16774	294064	5.70 %	3.04	

Prev Days Lost	59,576	Prev Average Days Available	1,172,509	Prev Absence Rate	5.08 %	Prev FTE Days Lost	10.83
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Previous Year Cumulative Totals

FREQUENTLY ASKED QUESTIONS – WORKFORCE INFORMATION REPORTS

Establishment Summary by Directorate

Q1 - What does “Not Recorded” mean on the “Establishment Summary By Directorate” Report?

A1 - This refers to positions that have not previously been categorised as either Established or Non-Established * (see note below for definition of “Established” and “Non-Established”). Work is ongoing to fill in the missing details. Once this piece of work is complete “Not Recorded” will no longer appear.

Headcount Summary by Directorate

Q2 - Why is the “Actual Total Headcount” figure at the top right of the report different to the “People” figure at the bottom of the “Headcount Directorate” details?

A2 - The total figure for directorate people headcount will always be higher than the “Flintshire County Council Actual Total Headcount” figure because some people will have more than one job in more than one directorate.

For example, if someone has two posts, each in a different Directorate, they will be counted twice for each of their posts for the total directorate people headcount figure. In comparison, the “Actual Total Headcount” figure relates to the headcount for the whole organisation and will count a person once only, irrespective of whether they have more than one post. This accounts for the two figures being different.

Turnover Summary by Directorate

Q3 - Why is the Turnover figure at the end of one quarter not the same as the figure at the start of the next quarter?

A3 – The figure at the end of the period includes all of the individuals still in employment on that day. If they are due to leave the Organisation that day, they will not be included in the figure for the start of the next period.

For example, if ten individuals were due to leave the Organisation on the last day of a quarter, they would be included in the end figure for that quarter. However they will no longer appear in the starting figure for the next quarter because they are no longer in the Organisation.

A further reason for the figures being different is if a large number of employees are transferred into the Organisation, this may have occurred at the start of a quarter. Therefore, those individuals will not show in the figures for the previous quarter, but they will show at the start of the next quarter.

Turnover Leaver Analysis

Q4 – There are fewer reasons for leaving showing in the new report. Can we still report on the previous list of reasons?

A4 – Yes, we can still report on the full list of reasons if required, perhaps in relation to a specific query, but have chosen to reduce the number of reasons for corporate report so that report that is generated is less onerous and not as lengthy.

* *please note:*

*Established Positions are permanent positions, funded by Flintshire CC on a permanent basis.
Non-established Positions are temporary fixed term, seasonal fixed term and relief positions*

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF
SOLUTION)**

1.00 PURPOSE OF REPORT

1.01 This report provides an update on the contract for the provision of agency workers. The report shows quarter 1 of 2011/12 savings and provides an update on the development of procedures to maximise efficiencies and improve practice in relation to the use of agency workers.

2.00 BACKGROUND

2.01 The Matrix Contract has been established as a result of a collaborative procurement project with Denbighshire County Council and Wrexham County Borough Council. Flintshire County Council led the project and employed a Contract Manager to manage the contract on behalf of the three local authorities. Flintshire County Council went live on Matrix on 20 October 2008.

3.00 CONSIDERATIONS

3.01 The savings reported under 5 (Financial Implications) of this report represent the net savings (i.e. after deducting the Matrix SCM management fee) from the use of Matrix to procure agency workers as a result of negotiated rates with supplying agencies.

3.02 Flintshire's share of the cost of the Contract Manager position is to be funded out of these savings. This cost is split three ways between Flintshire County Council, Denbighshire County Council and Wrexham County Council at a rate of £4,500 per quarterly period.

3.03 The Housing Revenue Account (HRA) savings will be transported back to the HRA, which equates to the sum of £12,208.42 for quarter 1 of 2011 /12.

3.04 The revised process for the extension of temporary agency staff beyond 6 months has been running for 22 months. There is a decreasing trend based on last year, however, this remains an area which requires ongoing consideration.

Date: 14/09/2011

Agency Head Count

Year	2010	2011
April	250	180
May	247	209
June	248	190

- 3.05 In addition to managing the enhanced fixed pence margin, we are continuing to identify further options for improving efficiencies and reducing costs. This includes reviewing the use of Matrix to assist in managing the use of consultants for one off projects to control the level of usage and spend. This will offer both direct and indirect cost savings and process efficiencies. This is currently being explored further.
- 3.06 A review of pay rates has been undertaken as these are currently being set independently within each authority and department. The aim is to set consistent pay brackets in line with neighbouring authorities and ensure the permanent staff salaries match the temporary pay rates. Information was gathered from Wrexham and Denbighshire to draw a comparison with similar posts within Flintshire. The results are under review to decide on how this will affect temporary staff joining the organisation in the future.

4.00 RECOMMENDATIONS

- 4.01 That Members note this update and endorse the approaches being taken to manage the use of agency workers more closely and to explore further options for increasing efficiency savings for Flintshire.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The figures shown below have been generated by the Matrix system and have been reconciled with the general ledger accounts. The tables show the spend and savings on agency workers during the first quarter of 2011 / 12. The management fee for Matrix SCM and the agency margin has already been deducted from these figures.
- 5.02 A total saving of £358,271.48 was made for the financial year 2010 / 11. The net savings for the first quarter for the financial year 2011/12 are £106,212.83
- 5.03 From the savings of £106,212.83, there are two further figures that need to be deducted, i.e. Flintshire's share of the cost of the Contract Manager at £4,500 per quarter and the savings achieved for the Housing Revenue Account which must be passported back to that account. This will give a total net saving for this quarter of £89,504.41.

Period	Total Charge	Rebate	Rebate %
	£	£	
Q1	981,935.24	106,212.83	10.8%
Q2			
Q3			
Q4			
Less Contract Manager		£4,500.00	
Less HRS Savings		£12,208.42	
Revised Total		£89,504.41	

5.04 The following statistics provide a breakdown of the average number of agency workers per month. In the last quarter, the average headcount was 165 agency workers, which increased to an average of 193 in this quarter. This increase is a result of engaging agency workers on a seasonal basis for roles which include grass cutting, tree pruning etc.

Month	Spend £	Net Savings £	Net Savings %	Average number of agency workers (headcount)
April	£230,950.17	£26,248.05	11.37%	180
May	£415,477.16	£43,055.06	10.36%	209
June	£334,997.91	£36,909.72	11.02%	190

5.05 The information below provides details of the length of placements of agency workers, by Directorate. In summary, the current length of service report shows there are 30 placements with a duration of under one month, 70 placements have a duration of between one and six months, 90 placements with a duration of six to twelve months and 44 placements with a duration of over one year.

LENGTH OF PLACEMENT

Current Length of Placement by Directorate

Directorate	<1 Month	<6 Months	<12 Months	>12 Months
Community Services	15	14	37	17
Chief Executive's Department				1
Lifelong Learning			2	
Environment	14	55	44	25
Finance		1	7	
HR & Organisational Development	1			1
ICT & Customer Services				
Legal and Democratic Services				
Clwyd Theatr Cymru				

- 5.06 The statistical information above indicates that work needs to continue, both corporately and by Directorates, to ensure that agency workers are used only for limited time periods. 18.80% of all Flintshire temporary workers have been in the organisation for over 6 months, which has dropped by 2.75% compared to last quarter. This is a result of HR Managers working closely with Directorates to minimise redundancies by implementing deployment programmes where possible. Further work continues to be carried out.
- 5.07 The most significant piece of legislation due to come into force in 2011 is the implementation of the European Union's Agency Workers Directive into UK law on 1st October 2011. This covers the relationship between end-user, temporary work agency and the worker and guarantees the right to equal treatment: basic employment and working conditions after 12 weeks in the job (working time, holidays, public holidays and pay) in comparison with directly recruited counterparts.
- 5.08 In order to mitigate risk, a number of measures have been put in place in preparation for the Agency Workers Regulations (AWR). The extension process has been reduced to 6 and 10 weeks in order to manage the issues which impact after 12 weeks. When requesting a temporary worker, two additional fields have been added to MatrixHR to enable Flintshire to monitor which vacancies are being performed by temporary workers. It has been proposed that we adopt a corporate principle that we will not engage Agency Workers for longer than 12 weeks. The above measures were implemented on 1st August 2011. In addition to these the Contract Manager provided seminars at County Hall, to make hiring managers aware of the new regulations.

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 The Council has an objective to reduce the numbers of agency workers and the length of their placements by ensuring that the procurement of agency workers is properly managed and that agency workers are being used only in appropriate circumstances. The process for the approval of extension of placements at 6 and 12 months has supported the Council in meeting this objective. However, further measures which have been implemented will help to ensure that the level of usage and length of placements are further reduced.

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **REVISION OF THE WINTER MAINTENANCE POLICY**

1.00 PURPOSE OF REPORT

- 1.01 To advise Members of the outcome of the review of the Council's Winter Maintenance service
- 1.02 To seek Executive approval for the adoption of the Council's new Winter Maintenance Policy

2.00 BACKGROUND

- 2.01 Section 41 (1A) of the Highways Act 1980 places a statutory duty on Flintshire County Council as the Highway Authority to ensure, as far as reasonably practical, that a safe passage along a highway is not endangered by snow or ice.
- 2.02 In January 2007, Flintshire County Council's Executive approved a policy for operating the winter maintenance service to ensure the Council's compliance with this statutory requirement in respect of Highway Maintenance Operations
- 2.03 On 6th April 2011, a report was presented to Members of the Environment Overview & Scrutiny Committee informing them that a review of the winter maintenance service would be undertaken. The review was to be carried out to enable the production of a revised winter maintenance policy.
- 2.04 It is good practise to review the policy to ensure that the content meets both the statutory requirement and need of the residents where possible. This is particularly important after the series of severe winters experienced across the County in recent years.
- 2.05 The Winter Maintenance Service is provided by the Council's workforce and utilises resources in the Streetscene service within the Environment Directorate.
- 2.06 The report advised Members that the review would consider the following areas of the winter maintenance service:
- The category and location of roads receiving priority treatment in periods when ice is forecast
 - The location and filling regime for salt bins

Date: 14/09/2011

- The amount of rocksalt kept in store both during and at the beginning of the winter season
- The type and quantity of rocksalt used on the Councils highway network
- Snow clearing operations and the use of local contractors to assist in snow clearing operations
- Possible future community involvement in footway clearance
- Increased numbers of weather forecasting domains leading to more targeted precautionary salting arrangements
- Snow clearance arrangements at Sheltered Housing Units
- Number and type of gritting vehicles used for winter maintenance operations

2.07 The review also considered changes to the service needed as a result of the Streetscene review. This include any of the additional resources available from the newly combined services and any changes brought about by the proposed changes to the depot configuration.

2.08 The revised Winter Maintenance Policy is attached **Appendix 1** and it is proposed that the new Policy will be operated from the beginning of the 2011-12 winter season. The revised Policy was considered by the Council's Environment Overview and Scrutiny Committee on 27th July 2011 and was recommended for approval by the Executive.

3.00 CONSIDERATIONS

3.01 Prioritisation of roads

Work has started on prioritising all the roads within Flintshire into priority 1, 2 and 3 routes. The definition of each is contained in the Policy document and result from a Risk Assessment of each category of the infrastructure

A summary of each classification is as follows:

Priority 1 routes will be roads carrying substantial volumes of traffic having characteristics, which require protection from frost throughout the night. These routes form the spinal road network of the Authority and merit high priority to sustain the free flowing movement of traffic.

Priority 2 routes will consist of unclassified roads that form main distributor routes in both urban and rural areas and known problem areas i.e. sections of roads with significant gradients, exposed areas and other topographical features. These routes will be treated in periods of snow and prolong ice once the Priority 1 routes are completed and subject to the availability of resources at that time.

Priority 3 routes will be all remaining roads. The treatment of these routes will normally be dependant upon the availability of appropriate resources following the satisfactory attention to priority 1 and 2 routes and will be restricted to operations carried out within normal working hours.

The percentage of the total road network treated as a Priority 1 by Flintshire County Council is above the all Wales national average - Figure 1

Figure 1 Percentage of network treated per Authority



3.02 Salt Bins and Heaps

The Streetscene staff have started to individually assess the location of the existing salt bins and salt heaps against strict criteria previously approved by Members. All salt bins will be filled at the start of the winter season and refilled again following severe weather conditions, subject to the availability of rocksalt and only if required.

The Streetscene Service will continue to provide salt bins and rock salt within Council establishments on requested on a rechargeable basis to the relevant Department.

The Streetscene Service will also continue to work with Community Councils in relation to the provision of salt bins. All Community Councils will be able to purchase salt bins and rock salt from Streetscene Services with the intention of supplementing the Authorities Winter Maintenance Service to the benefit of the general public. The salt bins purchased by Community Councils and placed upon the adopted highway with the prior approval of Streetscene Services will be

distinguishable from Streetscene salt bins and will be maintained by the Community Councils.

3.03 **Salt storage**

During last years winter 9,024 tonnes of salt were spread on Flintshire's road network and the previous year 10,377 tonnes of salt was used. The salt domes situated in Alltami and Halkyn Depots currently have a salt holding of 4,700 tonnes which then will be topped up throughout the winter. Widespread rock salt usage nationally over the last 2 years has resulted in difficulties in obtaining additional supplies through the winter months.

Planning consent has been obtained for an additional holding of 5,500 tonnes to be sited at Greenfield Recycling Park. This facility has now been constructed and salt delivered there in August 2011. This has brought Flintshire's total stock holding at the start of the winter to 10,200 tonnes and will provide additional resilience to the service

3.04 **Type and quantity of rocksalt to be used**

(a) Carriageways The Council operations will follow the standard guidance issued by Welsh Government as part of the Trunk Road Maintenance Management Policy and the Code of Practise for Highway Maintenance and any subsequent amendments. The de-icing material will continue to be Safecoat.

(b) Footways Following successful trials of alternative de-icing materials heavily used footways in town centres, car parks and sheltered accommodation will be treated with a product called 'Safethaw'. This product is a brine solution mixed with agricultural by product similar to that used on the highway. 'Safethaw' is sprayed by using a knapsack sprayer or a self propelled spray bar fitted to quadbikes and will be applied in periods of heavy snow and prolonged icy conditions in accordance with the risk assessment for the network

3.05 **The use of local contractors for snow clearing**

The Authority currently employs 41 agricultural contractors to clear the highways during periods of snow conditions. Each Contractor has a dedicated route which enables the Authority to clear the entire adopted highways network within the County. During snow conditions contractors may be hired at the discretion of the Duty Officer or his representative at the tendered rates. The schedule of the snow ploughing contractors is available to all winter maintenance staff to access as required.

The use of local contractors for snow clearing has proved a very effective and efficient means to supplement the Authority's fleet of gritters to remove snow from the adopted highway in a very short time scale. It is intended to carry on utilising this resource in future years.

3.06 **Future community involvement in footway clearance**

Last year a pilot scheme was undertaken in the Buckley area to engage with local community volunteers to clear snow and ice. Small quantities of rocksalt and tools

were provided by the Authority and the scheme proved to be very successful, thanks to the efforts of the local Member, Councillor Richard Jones

It is intended to extend this initiative across the County. The Streetscene Manager will write to all Town and Community Councils and Resident Associations requesting their assistance in identifying any interest groups or individuals. The initiative will also be advertised in the Housing Tenants Newsletter to promote interest and take up of the scheme.

3.07 Weather Forecasting Domain

Preliminary discussions have taken place with the Council's service provider, Meteogroup regards installing an additional weather forecasting station closer to the coastal area. These discussions are ongoing and no further decisions have been made at this time, however any proposals will be included in the end of year report on the service

3.08 Snow clearance arrangements at sheltered housing units

Following discussions with Community Services it has been agreed that the most economical and appropriate method of treating sheltered accommodation units during ice and snow conditions would be by Streetscene staff. A provisional budget will be reallocated into the Environment Directorate for this service; further discussions are on-going with Community Services to identify the number of units affected. This will provide Members and residents with a single point of contact for the service in future. The service will be carried out on the roads and footpaths within the facility.

Requests from other vulnerable residents in the County will be dealt with as resources permit. A separate report on the Council's response to this element of the Winter Maintenance service will be presented to Members once further discussion has taken place.

3.09 Number and type of gritting vehicles used for winter maintenance operations

The current number of front line gritters will be maintained, however options to provide vehicles with multipurpose carrying options will be explored. Furthermore:-

- 2 de-mountable gritter bodies will be purchased for the narrow access sites.
- 3 quadbikes currently utilised in other Streetscene services will be adapted for the application of 'Safethaw' through a spraybar system.

3.10 Streetscene

The additional resources provided by the combined Streetscene service will be allocated to winter maintenance in periods of greatest need. This will provide flexibility and additional resilience to the service

3.11 Depot Arrangements

The service will operate predominately from the Alltami depot supplemented by a satellite rock-salt storage facility at Halkyn covering routes in the North of the County

4.00 RECOMMENDATIONS

- 4.01 That the Executive approve adoption of the Council's revised Winter Maintenance Policy.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The expenditure on the winter maintenance service is dependant on the severity of the winter weather. The budget for 2011/2012 is £998, 595.

6.00 ANTI POVERTY IMPACT

- 6.01 No impact.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The supplier of the de-icing material have worked closely with the Environment Agency in the use of particular material.

- 7.02 The new storage facility at the Greenfield Recycling Park will comply with environmental guidance.

8.00 EQUALITIES IMPACT

- 8.01 No impact.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Winter maintenance operations on the highway infrastructure will be carried out by the Streetscene Staff and resources

10.00 CONSULTATION REQUIRED

- 10.01 Further consultation will be undertaken with
- All Members
 - Town & Community Councils
- On the requirement for salt bins and to become involved in the Community arrangements for snow clearance
- 10.02 Residents will be advised through press notices of the extent of the service

11.00 CONSULTATION UNDERTAKEN

- 11.01 Executive Members
Operational staff

12.00 APPENDICES

12.01 Appendix 1 - Proposed Winter Maintenance Policy .

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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Environment Directorate
Streetscene Services



Streetscene Services

Winter Maintenance Policy 2011-2014



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1 | Background

- 1.1 Section 41 of the Highways Act 1980 places a statutory duty on the Highway Authority to maintain the highway, as follows:-

“(1A) In particular, a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that a safe passage along a highway is not endangered by snow or ice.”

- 1.2 The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.
- 1.3. In order to provide a statutory defence, a County Policy on winter maintenance services is required which should be reviewed on a regular basis.
- 1.4. The requirement to ensure compliance with Section 1.3 has been emphasised in collaborative meetings that have taken place amongst the six North Wales Authorities following the Coroners inquest into the winter maintenance incidents that have occurred in North Wales Authorities during recent years.
- 1.5 The level of service for County Roads is determined by the elected Members of each Council. This is based on a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of **‘reasonably practicable’** but will continue to keep service provision under review, particularly in respect of any legal judgements. A review of the Winter Maintenance operations is undertaken each year before the Winter season.

2 | Purpose of policy

- 2.1 To demonstrate compliance with the statutory duties of the Highway Authority by recording a managed, cost effective approach to providing winter maintenance service in the interest of public safety.
- 2.2 To provide a statutory defense against third party claims.
- 2.3 To inform and involve Members in the procedures associated with the winter maintenance service
- 2.4 To set out the aims and standards for the winter maintenance service, the facilities and resources available and guidance as to how the aims and standards are to be achieved.

3 | Procedures

3.1 Weather forecasts

3.1.1 Daily weather forecasts are received throughout the winter period and are specific to Flintshire County Council. The forecast is provided by MeteoGroup who are the largest private weather forecasting organisation in Europe. MeteoGroup utilise their experience at weather forecasting combined with information provided by Ice Prediction sensors situated at:

1. A55 at Brynford
2. A541 at Hendre

to predict the weather for a 24 hour period from 12 noon daily. The weather forecast is provided through a web based system - RoadCast and this forms the basis of the decision making process with regards to gritting actions taken in the interest of road safety over the succeeding 24 hours.

3.1.2 MeteoGroup provides forecast information in the in the following format:

- ▶ Projected road surface temperature graphs for two ice sensor sites within the County and others in the neighbouring Counties. These sites have been specifically chosen to provide information which is considered representative of the whole County.
- ▶ A site specific forecast for each of the ice sensor sites covering a 24-hour period from the time of issue (normally 1300 hrs).
- ▶ A 24-hour consultancy service, staff can talk to forecasters at the Weather Centre to expand on the general forecast.
- ▶ A 2-5 day forecast text indicating the outlook.
- ▶ A morning summary in text describing the events of the night before and a preliminary forecast covering the succeeding 24 hours.
- ▶ Alerts and forecast amendments electronically and by direct contact throughout the 24 hour period

3.1.3 A cross boundary partnership approach is adopted throughout the North Wales Group of Authorities to ensure an effective and consistent service delivery.

3.1.4 A North Wales protocol for distributing daily weather forecasting information and proposed action details has been formally adopted. This has been coordinated through North Wales Trunk Road Agency (NWTRA) and has establishes improved communications between neighbouring Authorities, NWTRA and the North Wales Police. The actions of all the North Wales Authorities are recorded on the MeteoGroup web page for all partner authorities to view.

3.2 Priority of Roads

3.2.1 Roads within the Authority have been prioritized for treatment into priority 1, 2 and 3 routes.

3.2.2 **Priority 1 routes** are roads carrying substantial volumes of traffic having characteristics, which require protection from frost throughout the night. These

routes form the spinal road network of the Authority and merit high priority to sustain the free flowing movement of traffic. They include:-

- ▶ Trunk Roads (48 kms)
- ▶ Class A Roads (151 kms)
- ▶ Class B and C Roads. (351kms)
- ▶ Strategic/ Important Bus Routes (8 bus services or more per hour)
- ▶ Main access roads to schools or establishments of higher education
- ▶ Town centre access and distributor roads through villages and housing estates
- ▶ Industrial Estate Roads
- ▶ Council maintained Car Parks

The 12 **Priority 1** precautionary gritting routes total 48% or 664 kms of the total highways network.

3.2.3 Priority 2 routes are formed from the Unclassified roads that form main distributor routes in both the urban and rural areas. They include:-

- ▶ Housing Estate Roads
- ▶ Access routes between smaller rural communities
- ▶ Remaining bus routes (4 service buses or more per hour)
- ▶ Known problems, including significant gradients, exposed areas and other topological factors

Priority 2 gritting routes will be treated upon satisfactory completion of the Priority 1 routes providing the criteria set out in 3.2.3 are met and adequate resources are available.

3.2.4 Priority 3 routes are all the remaining roads.

3.2.5.1 All priority 1 routes will be subject to precautionary gritting operations throughout the winter period at the discretion of the Streetscene Manager or his representative. The decision to undertake precautionary gritting actions is made daily at around 1300hrs between the period from 1 November to 30 April of the following year.

3.2.5.2 Priority 2 routes will only be treated in the event of icy conditions or a forecast of prolonged icy conditions, and following the satisfactory treatment of the priority 1 routes. The Duty Engineer will make the decision whether or not to proceed to Priority 2 routes. The protocol for treatment during this period will be for a continued action on the priority 1 gritting routes as required with discretionary actions being taken on priority 2 routes in response to known or observed problem areas or in relation to requests that have been assessed and justified by staff of Flintshire County Council. If temperatures remain below zero with prolonged icy conditions the winter maintenance teams will continue to undertake inspections and liaise closely with the Duty Officer. The level of actions will be dictated by the available resources and the weather forecast outlook. Bulk gritting vehicles and manual salting gangs will be deployed for this purpose. A discretionary decision to suspend further actions pending improving weather conditions may be taken.

3.2.5.3 Priority 3 routes will normally be dependant upon the availability of appropriate resources following the satisfactory attention to priority 1 and 2 routes and will be restricted to normal working hours.

3.2.6 During the onset of snow conditions and the satisfactory treatment of the priority 1 routes, all available plant and resources will be deployed to clear snow within the priority 2 routes. During such operations the gritting appliances will be directed by Flintshire County Council staff who will patrol their respective areas and liaise with the Duty Officer.

3.2.7 The Authority employs 41 No. agricultural contractors to clear the highway during periods of snow conditions. Each Contractor has a dedicated route which enables the Authority to clear the entire adopted highway network within the County. During snow conditions contractors may be hired at the discretion of the Duty Officer or his representative at the tendered rates. The schedule of the snow ploughing contractors is available to all winter maintenance staff to access as required

3.2.8 Road Priority/ Treatment Matrix Treatment

Route type	Precautionary Salting	Post Salting	Times
Priority 1	At any time of the day	At any time of the day	When ice is predicted Priority 1 routes will be pre salted before the on-set of frost. Where severe conditions such as snow or ice persist resources will remain on priority 1 routes
Priority 2	None	At any time of the day	Priority 2 routes will only be treated if severe weather conditions persist and the priority 1 routes have been completed
Priority 3	None	At any time of the day	On satisfactory completion of Priority 1 and Priority 2 routes and if severe weather conditions persist these roads will be treated on a reactive basis dependant upon resources

3.3 De-icing Materials

3.3.1 Flintshire County Council procures its de-icing materials through a tendered process. The current tender is with Salt Union through the Yorkshire Purchasing

Organisation. This was an interim arrangement set up by the North Wales Purchasing Consortium for Flintshire, Denbighshire and Conwy to purchase salt. The tender period was for two years until the 31st March 2012.

A new "All-Wales Framework for the Supply of Bulk Rock Salt" has set up from 1st June 2011, for 21 out of the 22 Welsh Authorities to purchase salt. The framework will be managed by the lead Authority – Carmarthenshire County Council. Flintshire will access this framework after April 2012.

3.3.2 6.3 mm nominal size rocksalt

This is the most commonly used material for general purpose gritting. It is spread at a prescribed rate of 10 – 15 grams per square metre for precautionary gritting. This rate is increased to 40 grams per square metre when treating snow conditions. These rates are in accordance with the recommendations made in the Code of Practice for Highways Maintenance Management and the Trunk Road Maintenance Manual.

6.3 mm nominal size coated rocksalt (Safecote)

This material is standard rocksalt with an applied coating which enhances its performance to treat ice at lower temperatures (conventional rocksalt has a reduced efficiency at temperatures below -6 degrees centigrade). It has a greater adhesion to the applied surface and is effective over a longer period.

3.3.3 A total of 4700 tonnes of coated rocksalt (Safecote) is currently stored in storage domes at Halkyn and Alltami Depots. A stock management service is operated in collaboration with the Salt Union, Winsford. The stock management system highlights the requirement for the delivery of rocksalt which is triggered by predetermined maximum and minimum intervention stock levels throughout the winter season. This service provides the following benefits:-

- ▶ Fresh stocks of rocksalt which retain maximum salinity values.
- ▶ Controlled levels of stock to meet storage availability and providing the ability to avoid storing large volumes of rocksalt outside of the winter period.
- ▶ Avoidance of a shortage of rocksalt during periods of high demand
- ▶ Regional proximity of supplier provides reduced delivery times.

3.3.4 Strategic Salt Stocks

Due to national shortages of rock salt in previous years and following advice from WLGA and Welsh Government an additional strategic salt stock of 5500 tonnes is to be stored under sheeting at the Greenfield Recycling Site at Greenfield.

3.3.5 Most of the road de-icing salt used in the UK is derived from from a non-renewable source through mining a natural salt bed stretching from North West England to Ireland. The majority of rock salt is a 10mm grain size to British Standard BS3247. However, a trend is emerging in the UK where a number of Highway Authorities are moving toward a 6.3mm grain size. BS3247 requires the rock salt to contain no more than 4% moisture by weight and the soluble Sodium Chloride content to be not less than 90% of the dry salt mass.

Flintshire County Council introduced using 6.3mm grain size coated salt in 2005/2006. The proprietary name of this product is Safecote.

- 3.3.6** To effectively remove ice from the road surface the rock salt requires the action of traffic, which assists in the process of breaking down the salt granules into a saline solution. This rapidly melts the ice and prevents further ice forming for several hours.
- 3.3.7** Salt in solution freezes at a lower temperature than water and if spread before the onset of freezing conditions can be effective in preventing ice from forming on road surfaces at temperatures down to -7°C. However, salt is only effective if it can form a solution with the water on the road surface. If this water has already frozen before the salt is applied, the salt is much less effective in combating the slippery conditions. The generic term 'gritting' is often used to describe what is actually "pre-salting" or "precautionary salting", i.e. spreading salt before the onset of ice or frost formation.
- 3.3.8** The significant benefits of using Safecote Salt are:-
- ▶ more accurate spreading of the salt
 - ▶ more salt remains on the road surface
 - ▶ reduced wastage
 - ▶ faster de-icing effect
 - ▶ increased longevity on the road surface
 - ▶ less Sodium Chloride used
 - ▶ less corrosive to the gritter vehicles
 - ▶ less corrosive to the highway infrastructure.
 - ▶ cost benefit

3.3.9 Treatment Matrix

Carriageways - The Council operations will follow the standard guidance issued by Welsh Government as part of the Trunk Road Maintenance Management Policy and the Code of Practice for Highway Maintenance and any subsequent amendments. The de-icing material will continue to be Safecote.

Footways - Following successful trials of alternative de-icing materials heavily used footways in town centres, car parks and sheltered accommodation will be treated with a product called 'Safethaw'. This product is a brine solution mixed with agricultural by product similar to that used on the highway. 'Safethaw' is sprayed by using a knapsack sprayer or a self propelled spray bar fitted to quadbikes and will be applied in periods of heavy snow and prolonged icy conditions in accordance with the risk assessment for each element

3.4 Operational Practices

- 3.4.1** The winter period is defined as between 1st October – 30th April. Streetscene drivers are contracted to deliver the service and standby payments will apply from November to March.

- 3.4.2** Forecasts are received by 1.30 pm every day between the period 1st October to 30th April by staff at the operational depot or by Council representatives on call at weekends.
- 3.4.3** A decision on appropriate action will be made by the Streetscene Manager or his representative and the supervisory staff and standby workforce informed accordingly. Standby crews are available to respond to forecast changes and subsequent actions/ decisions outside of normal working hours.
- 3.4.4** Priority 1 routes will be treated before the formation of ice. The average route treatment time of 3.0 hours will be taken into account in making the decision to ensure that all pre-cautionary priority1 routes are completed on time. Any changes to the pre-determined actions will be verified with the Streetscene Manager or his representative before notification to the workforce. The situation may be varied by weather conditions such as heavy rain immediately before a frost, which may restrict the time to carry out the work.
- 3.4.5** Depending on the forecast, further actions may be required to support the precautionary gritting decisions. Whilst every effort will be made to plan this action it may be considered necessary to receive updated forecast information from the forecaster, MeteoGroup prior to a decision being made. The weather forecast update will be carried out by the Streetscene Manager or his representative at any time of the day or night, to ensure that appropriate actions are carried out in the interest of public safety and to provide a cost efficient service.
- 3.4.6** In the event of a forecast of snow the priority 1 routes will be pre-treated prior to the event. Where this is not possible, for example when it starts as rain and turns to snow, a decision to delay action until the rain stops in order to prevent the salt from being washed away will be taken. This situation can be even more difficult if it occurs during the rush hour as traffic congestion impedes the progress of the gritting vehicle.
- 3.4.7** Following a fall of snow with significant accumulations clearance work will continue around the clock until all priority 1 roads are clear. When the priority 1 roads are cleared to a standard which safeguards the safe passage of vehicular traffic, all available resources will be dedicated to attend to priority 2 roads.
- 3.4.8** Priority 3 routes will receive attention when resources are available and after all priority 1 and 2 roads have received appropriate attention.
- 3.4.9** During periods of snowfall all gritting vehicles will be equipped with snow or slush ploughs depending on the type of snow being cleared. Snow ploughing contractors will be deployed at the discretion of the Streetscene Manager or his representative.

3.5 Partnership Working

- 3.5.1** Liaison and cross boundary operational practices are established between Flintshire County Council and its neighbouring Authorities and North Wales Trunk Road Agency, with the intention of maintaining a consistency and continuity of winter services throughout the region.

For this purpose the following cross boundary precautionary gritting arrangements are in place:-

Wrexham County Borough Council will treat the following roads for **Flintshire County Council**:-

- ▶ B5102 from County boundary, Llay to A541 Mold Road.(Hollybush)

Flintshire County Council will treat the following roads for **Wrexham County Borough Council**

- ▶ B5430 Bwlchgwyn from County Boundary to Four Crosses

Flintshire County Council will treat the following roads for **Denbighshire County Council**

- ▶ Section of road from A5151 to Gwaenysgor Cross Roads

Denbighshire County Council will treat the following roads for **Flintshire County Council**

- ▶ Gwaenysgor Crossroads to the Bryniau
- ▶ Section of the A494 from County Boundary, Cadole to Cadole junction

3.5.2 It is the responsibility of each individual Highway Authority to ensure adequate treatment of the roads under their jurisdiction. A protocol of daily communications between neighbouring authorities / agencies has therefore been established to ensure continuity of actions.

3.6 Footways and Cycleways

3.6.1 Footways, pedestrian areas or cycleways are not included in precautionary salting operations. Nevertheless, there will be a certain amount of overspill of salt onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways.

3.6.2 Resources will be deployed to treat footways once snow has settled or during periods of prolonged freezing conditions on a priority basis at locations including:

- ▶ Town centre footways and footways in the vicinity of shopping areas
- ▶ Footways in the vicinity of civic buildings
- ▶ Public highway in the vicinity of hospitals
- ▶ Public highway in the vicinity of residential homes / old age pensioners flats
- ▶ Public highway in the vicinity of day care centres
- ▶ Public highway in the vicinity of Schools (during term times only)
- ▶ Footbridges
- ▶ Bus Stops

If any reports of icy footways are received for locations not included in the above criteria the footway will be inspected to assess whether treatment is appropriate dependant upon available resources.

3.7 Salt Bins and Salt Heaps

3.7.1 Salt bins are located in areas for the use of pedestrians and motorists to treat the public highway only. The decision for the distribution of salt bins is that of the Streetscene Manager or his representative in the interest of financial management.

3.7.2 Salt bin locations will be individually assessed against criteria which include:-

- ▶ Non precautionary gritting routes
- ▶ Location within bounds of public highway
- ▶ Benefit to road safety, i.e. areas with steep inclines
- ▶ Traffic volumes
- ▶ Proximity to schools and locations of public interest.

A Pro Forma to aid in the assessment of suitable salt bin locations has been created and will be distributed to staff as required.

3.7.3 All salt bins will be filled at the start of the winter season and refilled once again in January, if necessary. Similarly, salt heaps will be provided before the winter season and replenished once during the winter months.

3.7.4 Salt heaps in the rural areas will also be subjected to the same assessment criteria as the salt bins.

3.7.5 Streetscene Services will provide salt bins and rock salt within Council establishments on request at cost to the relevant Department. Every effort is made to establish and meet the requirements of each Department prior to the onset of the winter season. The availability of resources will dictate the priority allocated to provide this service during the winter season.

3.7.6 Provision is available for Community Councils to purchase salt bins and rock salt from Streetscene Services with the intention of supplementing the Authority's winter maintenance services to the benefit of the general public. Salt bins purchased by the Community Council will be distinguishable from Streetscene salt bins and will be maintainable by the Community Council. Location of the salt bin on the public highway will require prior approval of the Highway Authority.

3.8 Resources

3.8.1 The workforce involved will all be part of Streetscene Services and all drivers will be trained and assessed. Additional resources can be sought from other sections within the service if required.

3.8.2 The Council owns a fleet of 14 large gritting vehicles which are currently stored at Halkyn and Alltami Depots.

3.8.3 Four small demountable gritters are to be purchased this season for car parks and school access roads. These will fit on the back of the pick-up vehicles

- 3.8.4** Welsh Government and WLGA have suggested that all Authority's in Wales hold a strategic salt stock to ensure resilience in the event of further winters of extreme weather and national shortages of rock salt. For this coming season Flintshire will now hold an additional residual salt stock of 5500 tonnes covered and sheeted at the Greenfield green waste recycling site.
- 3.8.5** The suggested minimum stock levels is based on the last six year average usage figure and with a multiplier of 150%. The tonnage of salt held in Flintshire for 2011/2012 will be 11,000 tonnes

3.9 Standards Monitoring

- 3.9.1** Flintshire County Councils service delivery is benchmarked against National performance statistics to ensure that a comparative cost effective service delivery is being maintained.
- 3.9.2** Regional and National meetings of operational staff and support service providers creates the opportunity for continual assessment of operational practices, standards and resources.

3.10 Vehicle Tracking

- 3.10.1** Flintshire County Council's fleet of 14 bulk gritting vehicles have all been fitted with an innovative GPS tracking system. The tracking system is a monitoring device that interfaces with the control systems on the vehicles so not only do we know where the vehicle has been, but exactly what it was doing and, because it is web based, the information can be accessed from any source. The tracking system operates in real time and therefore it is easy to find out exactly where a vehicle is and to check its activity. This gives the Managers confidence to ensure that any operational decisions that they make are based on accurate live information.
- 3.10.2** In these increasingly litigious times it is vital that Managers are able to provide positive supporting evidence in the event of a claim. The GPS tracking system will monitor how much salt was spread on what roads, at what rate and at what time. The system is able to provide a record of all control box functions, route time, salt sensor data, spread rate/width and vehicle speed.
- 3.10.3** The tracking system has been provided by Exactrak

3.11 Extreme Weather Protocol

- 3.11.1** On receipt of a severe weather warning an operational control room will be established and manned by staff from Streetscene Services who will act as a dedicated point of contact for the Contact Centre staff. The staff within the operational control room will have direct contact with Streetscene Supervisors who will be on-site to investigate complaints and mobilize dedicated gritting vehicles under their direct control.

3.11.2 The operational control room will be responsible for directing all operations and act as a liaison contact to the press office through which all press releases will be made.

3.12 Community Engagement

3.12.1 Flintshire County Council is committed as part of the “Big Society” agenda to provide assistance in the form of small quantities of rock salt and tools to community and local groups to enable them to assist with the removal of snow and ice off the footpath within the urban areas.

3.12.2 The Streetscene Manager will write annually, prior to the winter, to all Community Councils and known action groups for contact details of interested parties and for their requirements.

3.12.3 Contact details provided by these groups will receive daily weather forecasts and details of the proposed daily winter maintenance action, by e-mail, direct from the forecast provider.

4 | Recommendations

That Members accept the above procedures for delivering the winter maintenance service.

5 | Risk Assessment

The winter maintenance service has undertaken various risk assessments on the provision of road surface treatments and these are attached as Appendix 'A'

- ▶ Precautionary Treatment on Priority 1 Roads
- ▶ Salting on Priority 2 Roads
- ▶ Salting on Priority 3 Roads
- ▶ Salting Town Centre Footways
- ▶ Salting footways with low footfall
- ▶ Salting Council maintained Car Parks

6 | Background Documents

- ▶ Highways Act 1980
- ▶ Well Maintained Highways - Code of Practice for Highway Maintenance July 2005
- ▶ Quarmby Report – July 2010
- ▶ Trunk Road Maintenance Manual
- ▶ Welsh Government Advice Documents
- ▶ WLGA Advice Documents

RISK ASSESSMENT FORM (RA 1)

Directorate		ENVIRONMENT	Activity (Brief Description)	WINTER MAINTENANCE – PRECAUTIONARY TREATMENT	
Service		STREETSCENE	People at Risk	DRIVERS/PEDESTRIANS	
Location		PRIORITY 1 ROADS(AS DESCRIBED IN POLICY DOCUMENT)	Date	Review Date	
Assessor		G KUSINSKI	Issue Number		
Item No	Hazard (include effects)	RISK RATING (without controls) High/Medium/Low	Existing Control Measures	RISK RATING (with existing controls) High/Medium/Low	
	FROZEN ROAD SURFACE - <i>Causing drivers to lose control/traction</i> OTHER VEHICLES/PEDESTRIANS - <i>Collisions resulting in possible serious injury or death</i>	HIGH (3x3) 9 HIGH (3x 3) 9	WEATHER FORECAST OBTAINED BY DUTY OFFICER ALL PRIORITY 1 ROUTES PRE-SALTED PRIOR TO ICE FORMING AND STANDBY CREWS MOBILISED IF NECESSARY SALT TO BE SPREAD AT RATE RECOMMENDED IN CURRENT MATRIX	LOW (2 x1) 2	
Ultimate Risk		HIGH	Ultimate Existing Risk	LOW	

FURTHER ACTION REQUIRED TO REDUCE RISKS TO ACCEPTABLE LEVEL

Item No.	Further action necessary to control risk	Action By	Date Completed	RESIDUAL RISK <small>(with further controls)</small> High/Medium/Low
	<p>IF FREEZING ROAD TEMPERATURES ARE PRECEDED BY RAIN , SALTING IS DELAYED UNTIL RAIN CEASES TO PREVENT SALT BEING WASHED AWAY DUTY OFFICER AVAILABLE AROUND THE CLOCK IN CASE OF CHANGING WEATHER CONDITIONS OR FORECAST WEATHER FORECASTING SERVICE AVAILABLE AROUND THE CLOCK FOR ADVICE ON PREDICTED WEATHER CONDITIONS STANDBY CREWS AVAILABLE FOR SPEEDY DEPLOYMENT PERSONNEL TO INSPECT ROAD CONDITION IN THE EVENT OF MARGINAL FORECAST OR LOCALISED FREEZING</p>	DUTY OFFICER		LOW (2X1)2
Assessor(s) Signature(s): G KUSINSKI		<i>Ultimate Residual Risk</i>		
Other relevant Risk Assessments:		Managers Name: S O JONES Managers Signature		
		LOW		

RISK ASSESSMENT FORM (RA 1)

Directorate		ENVIRONMENT	Activity (Brief Description)	WINTER MAINTENANCE – SALTING	
Service		STREETSCENE	People at Risk	DRIVERS/PEDESTRIANS	
Location		PRIORITY 2 ROADS (AS DESCRIBED IN POLICY DOCUMENT)	Date	Review Date	
Assessor			Issue Number		
Item No	Hazard (include effects)	RISK RATING (without controls) High/Medium/Low	Existing Control Measures	RISK RATING (with existing controls) High/Medium/Low	
	<p>PROLONGED ICY CONDITIONS OR SNOW RESULTING IN FROZEN ROAD SURFACES - <i>Causing drivers to lose control/traction</i></p> <p>OTHER VEHICLES/PEDESTRIANS - <i>Collisions resulting in possible serious injury or death</i></p>	<p>MEDIUM (2x2) 4</p> <p>MEDIUM (2x 2) 4</p>	<p>WEATHER FORECAST OBTAINED BY DUTY OFFICER</p> <p>SALT TO BE SPREAD AT RATE RECOMMENDED IN CURRENT MATRIX AFTER PRIORITY 1 ROADS HAVE BEEN TREATED</p>	<p>LOW (2 x1) 2</p>	
Ultimate Risk		HIGH	Ultimate Existing Risk		LOW

FURTHER ACTION REQUIRED TO REDUCE RISKS TO ACCEPTABLE LEVEL

Item No.	Further action necessary to control risk	Action By	Date Completed	RESIDUAL RISK <small>(with further controls)</small> High/Medium/Low LOW (2X1) 2
	DUTY OFFICER AVAILABLE AROUND THE CLOCK IN CASE OF CHANGING WEATHER CONDITIONS OR FORECAST WEATHER FORECASTING SERVICE AVAILABLE AROUND THE CLOCK FOR ADVICE ON PREDICTED WEATHER CONDITIONS STANDBY CREWS AVAILABLE FOR SPEEDY DEPLOYMENT PERSONNEL TO INSPECT ROAD CONDITION IN THE EVENT OF MARGINAL FORECAST OR LOCALISED FREEZING	DUTY OFFICER		
			<i>Ultimate Residual Risk</i>	<i>LOW</i>
Assessor(s) Signature(s):	Managers Name:			
Other relevant Risk Assessments:	Managers Signature			

RISK ASSESSMENT FORM (RA 1)

Directorate		ENVIRONMENT	Activity (Brief Description)	WINTER MAINTENANCE – SALTING	
Service		STREETSCENE	People at Risk	DRIVERS/PEDESTRIANS	
Location		PRIORITY 3 ROADS (AS DESCRIBED IN POLICY DOCUMENT)	Date	Review Date	
Assessor			Issue Number		
Item No	Hazard (include effects)	RISK RATING (without controls) High/Medium/Low	Existing Control Measures	RISK RATING (with existing controls) High/Medium/Low	
	<p>PROLONGED ICY CONDITIONS OR SNOW RESULTING IN FROZEN ROAD SURFACES - <i>Causing drivers to lose control/traction</i></p> <p>OTHER VEHICLES/PEDESTRIANS - <i>Collisions resulting in possible injury</i></p>	<p>LOW (2x1) 2</p> <p>LOW (2x1) 2</p>	<p>WEATHER FORECAST OBTAINED BY DUTY OFFICER</p> <p>SALT TO BE SPREAD AT RATE RECOMMENDED IN CURRENT MATRIX AFTER PRIORITY 1 AND 2 ROADS HAVE BEEN TREATED</p>	<p>LOW (2 x1) 2</p>	
Ultimate Risk		LOW	Ultimate Existing Risk	LOW	

FURTHER ACTION REQUIRED TO REDUCE RISKS TO ACCEPTABLE LEVEL

Item No.	Further action necessary to control risk	Action By	Date Completed	RESIDUAL RISK <small>(with further controls)</small> High/Medium/Low
	DUTY OFFICER AVAILABLE AROUND THE CLOCK IN CASE OF CHANGING WEATHER CONDITIONS OR FORECAST WEATHER FORECASTING SERVICE AVAILABLE AROUND THE CLOCK FOR ADVICE ON PREDICTED WEATHER CONDITIONS STANDBY CREWS AVAILABLE FOR SPEEDY DEPLOYMENT PERSONNEL TO INSPECT ROAD CONDITION IN THE EVENT OF MARGINAL FORECAST OR LOCALISED FREEZING	DUTY OFFICER		LOW (2X1) 2
Assessor(s) Signature(s): G KUSINSKI		<i>Ultimate Residual Risk</i>		
Other relevant Risk Assessments:		Managers Name: S O JONES Managers Signature		
		LOW		

RISK ASSESSMENT FORM (RA 1)

Directorate		ENVIRONMENT	Activity (Brief Description)	WINTER MAINTENANCE - SALTING	
Service	STREETSCENE		People at Risk	PEDESTRIANS	
Location	TOWN CENTRE FOOTWAYS		Date	Review Date	
Assessor	G KUSINSKI		Issue Number		
Item No	Hazard (include effects)	RISK RATING (without controls) High/Medium/Low	Existing Control Measures	RISK RATING (with existing controls) High/Medium/Low	
	<p>PROLONGED ICY CONDITIONS OR SNOW RESULTING IN FROZEN FOOTWAY SURFACES - Pedestrian falls resulting in possible injury</p>	LOW (2X1) 2	<p>WEATHER FORECAST OBTAINED BY DUTY OFFICER</p> <p>SALT TO BE SPREAD AT RATE RECOMMENDED IN CURRENT MATRIX</p>	LOW (1X1) 1	
Ultimate Risk		LOW	Ultimate Existing Risk		LOW

FURTHER ACTION REQUIRED TO REDUCE RISKS TO ACCEPTABLE LEVEL

Item No.	Further action necessary to control risk	Action By	Date Completed	RESIDUAL RISK <small>(with further controls)</small> High/Medium/Low LOW (1X) 1
	DUTY OFFICER AVAILABLE AROUND THE CLOCK IN CASE OF CHANGING WEATHER CONDITIONS OR FORECAST WEATHER FORECASTING SERVICE AVAILABLE AROUND THE CLOCK FOR ADVICE ON PREDICTED WEATHER CONDITIONS STANDBY CREWS AVAILABLE FOR SPEEDY DEPLOYMENT	DUTY OFFICER		
Assessor(s) Signature(s): G KUSINSKI		Ultimate Residual Risk		LOW
Other relevant Risk Assessments:		Managers Name: S O JONES		Managers Signature

RISK ASSESSMENT FORM (RA 1)

Directorate		ENVIRONMENT	Activity (Brief Description)	WINTER MAINTENANCE	
Service	STREETSCENE	Location	PEDESTRIANS	People at Risk	PEDESTRIANS
Assessor	G KUSINSKI	Date	Issue Number	Date	Review Date
Item No	Hazard (include effects)	RISK RATING (without controls) High/Medium/Low	Existing Control Measures	RISK RATING (with existing controls) High/Medium/Low	
	<p>FOOTWAYS WITH LOW FOOTFALL</p> <p>PROLONGED ICY CONDITIONS OR SNOW RESULTING IN FROZEN FOOTWAY SURFACES - Pedestrian falls resulting in possible injury</p>	LOW (2X1) 2	NO ACTION	LOW (2X1) 2	
	<p>Ultimate Risk</p>	LOW	Ultimate Existing Risk	LOW	

FURTHER ACTION REQUIRED TO REDUCE RISKS TO ACCEPTABLE LEVEL

Item No.	Further action necessary to control risk	Action By	Date Completed	RESIDUAL RISK <small>(with further controls) High/Medium/Low</small>
Assessor(s) Signature(s): G KUSINSKI		<i>Ultimate Residual Risk</i>		LOW
Other relevant Risk Assessments:		Managers Name: S O JONES		Managers Signature

RISK ASSESSMENT FORM (RA 1)



Directorate		ENVIRONMENT	Activity (Brief Description)		WINTER MAINTENANCE – PRECAUTIONARY TREATMENT
Service		STREETSCENE	People at Risk	DRIVERS/PEDESTRIANS	
Location		COUNCIL CAR PARKS	Date	Review Date	
Assessor		G. KUSINSKI	Issue Number		
Item No	Hazard (include effects)	RISK RATING (without controls) High/Medium/Low	Existing Control Measures	RISK RATING (with existing controls) High/Medium/Low	
	FROZEN ROAD SURFACES - <i>Causing drivers to lose control/traction</i>	LOW (1X2) 2	WEATHER FORECAST OBTAINED BY DUTY OFFICER		
	<i>OTHER VEHICLES/PEDESTRIANS - Collisions or falls resulting in possible injury.</i>	LOW (1x 2) 2	SALT TO BE SPREAD AT RATE RECOMMENDED IN CURRENT MATRIX		LOW (1 X 1) 1
Ultimate Risk		LOW	Ultimate Existing Risk		LOW

FURTHER ACTION REQUIRED TO REDUCE RISKS TO ACCEPTABLE LEVEL

Item No.	Further action necessary to control risk	Action By	Date Completed	RESIDUAL RISK <small>(with further controls)</small> High/Medium/Low
	DUTY OFFICER AVAILABLE AROUND THE CLOCK IN CASE OF CHANGING WEATHER CONDITIONS OR FORECAST WEATHER FORECASTING SERVICE AVAILABLE AROUND THE CLOCK FOR ADVICE ON PREDICTED WEATHER CONDITIONS	DUTY OFFICER		LOW (1X1) 1
Assessor(s) Signature(s): G KUSINSKI		<i>Ultimate Residual Risk</i>		
Other relevant Risk Assessments:		Managers Name: S O JONES Managers Signature		
LOW				

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 20

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **HOLYWELL TOWN CENTRE ASSESSMENT**

1.00 PURPOSE OF REPORT

1.01 Members will be aware that, as part of the Council's Town Action Plan programme, work has been done on developing medium/long term masterplans for a number of Flintshire's main towns.

The purpose of this report is to advise Members of the content of the Holywell Town Centre Assessment and to recommend that it be used to inform the Council's approach in future regeneration of Holywell.

2.00 BACKGROUND

2.01 The Council's approach to regenerating the main town centres began with the Flintshire Town Centre Healthchecks Study (Roger Tym and Partners) in 2008. This study made the following key points and recommendations with regard to Holywell:

- Holywell is a historic market town, which now performs an essentially localised role, catering primarily for local service and food shopping needs;
- Although Holywell is relatively stable and has benefited from recent investment, in the form of THI funding and two new supermarkets, there are also indications of decline. There is thus a need for intervention in Holywell, both to develop and enhance the town centre's existing assets, and to stave off further decline.

2.02 Following the Healthchecks Study, a Town Partnership was established in Holywell in 2009. The Town Partnership commissioned the Assessment to identify the issues causing or contributing to the decline of Holywell Town Centre, to give a clear steer and direction for the future role of the town centre and to make recommendations on measures to achieve that vision.

2.03 Following a competitive tendering process, consultants Heritage Initiatives were appointed in April 2010.

3.00 CONSIDERATIONS

3.01 The Holywell Town Centre Assessment report was completed in December 2010. An executive summary is appended to this report, a copy of the full report is available in the Members Library.

Date: 14/09/2011

- 3.02 The report recommends that the approach to reviving the town needs to:
1. Identify short-term measures to arrest decline;
 2. To consider how to re-position the town in the longer term.
- 3.03 Key comments and recommendations for action, from the study, have been grouped into themes by the consultants and include:
- The Visitor Experience - The overall experience could be improved. Parking and pedestrianisation issues need to be considered against the reality of today's shopping environment, taking into account the needs of both the consumer and the retailer. The tourist assets of Holywell, which offer substantial potential, currently operate in isolation without any form of mutual collaboration with each other or with the town centre.
 - The Changing Retail Offer - Holywell Town Centre now performs a local retail centre role, principally meeting the services and food shopping needs of the surrounding community. Evidence shows that there is no great desire by regional or multiple national retailers to seek a presence in Holywell at the present time, and it is likely that the High Street will never return to full retail occupancy. The creative reuse of empty shops should therefore be pursued.
 - Streets and Movement - Signage at 'gateways' and approaches to the town do not reflect the historic importance of the town. A new comprehensive signing scheme is needed to address these shortfalls. Links between facilities and attractions are also poor, with road layouts and poor pedestrian links exacerbating this. The High Street appeals to shoppers and families due to its traffic free environment during most of the day yet is viewed by the retailers as a constraint on trade. A compromise scheme could be possible on a shared space principle which mixes vehicles and pedestrians without segregation. Such a scheme should not be allowed to jeopardise the potential of the space for future events and festivals.
 - The Historic Environment - A Shopfront and Signage Supplementary Planning Guide document should be produced which would greatly assist in tackling conservation issues and assist in guiding future investment in the town centre.
- 3.04 In re-positioning the town for the future, the consultants suggest three options;
1. Holywell is re-positioned as a premier shopping destination in Flintshire;
 2. Holywell seeks to become a niche market town with speciality shopping;
 3. Holywell seeks to strengthen its position as a local shopping destination, benefiting from its clear heritage and tourism potential.

The consultants recommend Option 3 as the preferred vision for the future of the town. The reasons for this choice are that the consultants believe that Mold will remain as the premier shopping destination for the County and that Holywell will not be able to challenge that position; and that despite Holywell's unique heritage, the

level of investment required to meet the demands of a niche market will be prohibitive. Option 3 is seen as playing to Holywell's strengths as a local shopping destination with a high level of loyalty and a good spread of independent retailers, together with the very real potential to exploit its unique heritage and tourism qualities.

3.05 Work is already progressing to address a number of the key areas for action identified by the consultants. For example:

- The Holywell Art & Craft Mill is now fully open and has already been well-used as a venue for a wide range of displays and events, it also includes a popular cafe attracting both locals and visitors;
- The Pilgrim's Way walk will launch in August 2011, linking Holywell and Bardsey Island and could potentially bring thousands of visitors to the town;
- Additional signage has been installed, improving access in and around the town;
- Pedestrian links have been enhanced via an upgrade of the Tower Gardens steps;
- The Townscape Heritage Initiative continues to improve a range of architecturally important buildings and brings new life into vacant properties;
- Options are being considered for consultation as to feasibility of opening up the High Street for vehicular traffic;
- A programme of events will be taking place over Summer 2011; including Celyn Farmers Market, The Holywell Olympics, two Family Fun Days, and The Well Inn Music Festival, which will be hosted in Holywell High Street;
- Proposals are also being developed to improve the streetscape and access in and around the town centre, as part of new ERDF and Rural Development Plan funded projects for the town centre.
- Options are being considered for the development of a Flintshire Connects facility in the High Street. This will not only improve Council services for local people, but also increase footfall in the town, with positive impacts for the local economy.

4.00 RECOMMENDATIONS

4.01 That Members note the contents of the Holywell Town Centre Assessment and that the study be used to help inform future decisions on the town centre.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a direct result of this report.

6.00 ANTI POVERTY IMPACT

- 6.01 Town centres play a key role in providing accessible goods and services for those most vulnerable. Town centres are also a key source of local employment, actions and activities that help to strengthen the vitality and viability of town centres are therefore very important.

7.00 ENVIRONMENTAL IMPACT

- 7.01 A major part of this study has considered how to address regenerating the built and natural environment in and around the town.

8.00 EQUALITIES IMPACT

- 8.01 None directly.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly.

10.00 CONSULTATION REQUIRED

- 10.01 The County Council, Holywell Town Council and Holywell Town Partnership, along with the general public, will continue to be involved with the development of actions and aspirations contained within the study.

11.00 CONSULTATION UNDERTAKEN

- 11.01 As well as undertaking extensive primary data collection, the Assessment also included considerable stakeholder consultation with both individuals and groups.

12.00 APPENDICES

- 12.01 Holywell Town Centre Assessment - Executive Summary

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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Executive Summary

Introduction to the Town Centre Assessment

As with many market towns throughout Britain, Holywell is experiencing unprecedented pressures as competition for consumer spend during an economic downturn increases and where shopping habits continue to evolve in an online and the retail environment, that is becoming increasingly dominated by the major superstores. The consequences of such change facing traditional town centres has resulted in a recognition that innovative measures have to be adopted by partnerships of local authorities, business groups and retailers in seeking to develop a competitive edge which will retain footfall and therefore sales and profits.

Heritage Initiatives, leading a team of consultants, was appointed by Flintshire County Council, on behalf of a Steering Group of Holywell stakeholders from the Town Partnership, in April 2010, to develop and deliver a town centre assessment. This assessment's overall aims were;

- 1. To seek to 'Arrest Decline'; by providing realistic and deliverable evidence based short term solutions i.e. early wins.**
- 2. To 'Re-position Holywell' for the future; by providing solutions which meet the aspirations of the Town Partnership leading to a shared vision and long term future direction for the Town.**

In order to achieve these aims, the Study Brief contained the following key objectives:

- Review and quantify what is fuelling the spiral of decline in the town centre in terms of physical characteristics and consumer behaviour.
- Determine the reasons why retail investment is not being secured for the Town.
- Report on the activities of other market towns in the country which have faced the same issues as Holywell and recovered.
- Assess the potential role of St Winefride's Well and Greenfield Valley as visitor attractions in the revitalisation of the Town.

- Prepare a set of evidence based actions which would improve the physical environment, boost business confidence and investment and attract more visitors and shoppers to the Town.
- Seek to create a new level of local community confidence and pride in the Town Centre.

1. What future for Holywell?

Holywell has changed and the negative impact is seen in the town centre more than anywhere else. The rise in the number of empty shops, the appearance of some of the buildings and the lack of people in the High Street combine to project an image of decline and depression. Despite this, the town is still viewed with affection by many residents who shop with the dwindling independent retailers and fiercely defend criticism of this once thriving town centre. These same shoppers will however do their main shopping at one of the three supermarkets around the town centre and if these were not available, would simply travel to the next nearest supermarket in Flint or Mold. This is a fact of modern life and will never change as long as the major supermarket chains continue to profitably meet consumer demand. Yet Holywell residents still want their traditional town centre with an interesting range of independent shops in the High Street so that they can buy the occasional item or service not generally available in the supermarket or because they believe that in the case of fruit and vegetables for example, freshness and local sourcing is more important than cost.

2. The Evidence

In responding to the Brief one of the key questions for the Consultancy team was;

“Why is Holywell High Street experiencing such rapid decline with a catchment population of 27,000 people and many thousands of visitors to the Well and Greenfield Valley every year?”



Heritage Initiatives undertook eleven separate pieces of work to try to answer this question and the rest of the brief.

Following completion of the consultancy team believe that they have identified the issues. These are set out below and for consistency and ease of reference have been grouped into the five study theme areas as follows:

(a) The Visitor Experience

- Car parking charges puts Holywell on an unequal footing with other Flintshire Towns – restricted time limit, pay on entry, difficult payment machines and the reported officious enforcement of car parking regulations creating friction with visitors / traders. This is fuelling uncertainty about the value of the pedestrianisation of the High Street and its impact on footfall.
- The Town has a high number of independent retailers who are more vulnerable to economic changes and consumer demand. However, there is an apathetic attitude and response to public sector initiatives by the independent retailers and the poor external appearance of the majority of independent shops, unattractive window displays and lack of merchandising skills detract from the overall retail offer.

(b) The Changing Retail Offer

- The opening of Tesco's and Lidl supermarkets which provide no anchor for the existing High Street and are in direct competition to the existing High Street shops. They now dominate the Towns retail spend and shopping habits and in hind sight perhaps this issue should have been reflected in the Planning Gain negotiations thereby helping to compensate the Town for the subsequent impact.
- Not building on the opportunities to improve street markets and events following the pedestrianisation of High Street with no formal organisation of an annual events and festivals programme.
- Permitting Change of Use away from Classes A1 (Shops) to A2 (Financial and Professional Services) and A5 (Hot Food Takeaways) thereby further diluting the Town's retail mix.
- The growth in the number of empty shop with notable closures such as Woolworths and not putting empty shops, especially those with a poor appearance, to positive temporary use such as art / craft centres or community projects.

- The growth in regional out- of-town retail parks in close proximity to Holywell i.e. Cheshire Oaks and Broughton coupled with a national decline in consumer spend.
- The lack of modern retail foot prints which are suitable for national and regional retailers – The majority of Holywell units are either too old or small (Tower garden units) to interest foot loose occupiers.

(c) Streets and Movement

- The opening of the A55 by-pass.
- The construction of Rue St Gregoire which has severed the historical pedestrian links such as Well Street

(d) The Historic Environment

- A lack of investment in property maintenance contributes to the down-at-heel feel of the town centre, reinforcing negative perceptions.
- The lack of enforcement of planning policy in the Conservation Area thereby detracting from buildings that have received grant support under the Townscape Heritage Initiative and sending out mixed messages to property owners.
- A lack of cohesion by key stakeholders including retailers, to capitalise on the tourism and heritage assets of the town centre, St Winefride’s Well, Greenfield Valley and the Dock.

(e) The Whole Town Approach

- Insufficient resource for the role of the Town Centre Manager
- The lack of a clear vision for the future role of Holywell and, until the formation of the Town Partnership in 2009, little evidence of the public and private sector working together to improve and promote the Town. Even now there remains a lack of clarity as to who is responsible for leading the revival of the Town Centre and this must be addressed.



- Whilst some of these reasons for decline are national and inevitable, many are the result of previous planning policies, traditional thinking and the outcome of a blame culture which exists in Holywell. Until this is properly dealt with, it will always frustrate the Town Partnership and act against the best interests of the business and resident community of the Town.

3. Options for the Future

Taking the evidence above as a baseline, the Consultants have created a series of realistic actions around five themes which are designed to do two things:

Firstly, to arrest the current decline and secondly to seek to re-position Holywell for the future.

The reason for choosing these themes was to present the activities in manageable portions reflecting the elements which combine to make a successful town centre.

(a) The Visitor Experience

The Consultant's assessment of the experience of the visitor to Holywell revolves around four elements, access, parking, shopping and tourism. The evidence shows that the visitor experience is not good in the Town and a whole series of steps need to be taken to ensure that visitors and shoppers have such a good experience that they come back and that Holywell becomes the destination of choice rather than derision. The whole parking and pedestrianisation issue needs to be properly studied against the reality of today's shopping environment taking into account the views of both the consumer and the retailer.

There is much to be done to improve the quality, range and presentation of the goods and services at shop level with a new approach to window dressing and greater concentration on providing better customer care if the loyalty which exists is to be nurtured and retained.

The tourist assets of Holywell, which offer substantial potential, currently operate in isolation without any form of mutual collaboration. No attempts have been made to capitalise on the existing tourism activity let alone to trap some of the two million people who live within a 90 minute drive time of the Town. A new partnership attitude is desperately needed if Holywell and its tourist assets are going to survive and contribute effectively to the local economy.

(b) The Changing Retail Offer

It seems that Holywell Town Centre is now acting as a local centre principally meeting the services and food shopping needs of the surrounding community. Evidence shows that there is no great desire by the regional or multiple national retailers to seek a presence in Holywell at the present time and if they did, the size and availability of units do not meet their requirements. A number of development options have been suggested which may offer a better choice for potential new retailers.

This report has found that over 36% (vacant units and non retail uses) of the core retail area is effectively dead frontage and is therefore not currently contributing to the attraction of retail customers.

Holywell's shop vacancy rate is below the national average but even given an upturn in the national economy, it is likely that the High Street will never return to full occupancy. This means that a number of units could be vacant for some time and with the negative implications this brings, the creative reuse of empty shops for temporary arts, crafts or community projects is worth pursuing. Several market towns are also now offering incentives to attract new retailers to fill empty units if only on a temporary basis.

(c) Streets and Movement

The quality and appearance of the streets and public spaces in Holywell, that is the Public Realm, are crucial to the appeal of the town and how it will be used in the future as a place for people to meet and work. We have assessed in detail the attributes of the public realm in three ways.

Firstly, the Gateways and Approaches to the Town; The biggest weakness is the fact that the signage does not reflect the historic importance of the town. Some directional signage is obscured and the parking signs give no indication of long stay or short stay. A new comprehensive signing scheme is needed to address these shortfalls.

Secondly, Links between Facilities and Attractions; Changes in level and steep gradients as well as the Rue St Gregoire divide the High Street from the Well and the railway walk leading into Greenfield Valley. The area around the Victoria Hotel and the pedestrian links to the High Street from the bus station are not pedestrian friendly. In recognition of this problem,



the underpass and steps from the Tesco car park to Tower Gardens has been improved recently in an effort to attract more shoppers into the Town Centre.

Thirdly, the High Street; The High Street appeals to many shoppers and families due to its traffic free environment during part of the day yet is viewed by the retailers as a constraint on trade. We believe that a compromise scheme could be possible on a shared space principle which mixes vehicles and pedestrians without segregation. Capital investment would be needed for careful design of bays, paving patterns and to renew or relocate street furniture to ensure pedestrian safety. Such a scheme should not be allowed to jeopardise the potential of the space for future events and festivals.

(d) The Historic Environment

Holywell is fortunate in having a fine collection of traditional buildings, many of which have been enhanced through the Townscape Heritage Initiative, within a designated Conservation Area surrounded by unique heritage assets. However the preponderance of roller shutters on shop fronts detracts from the quality of the buildings and projects an inappropriate image to visitors. Planning enforcement is necessary to deal with this issue.

Apart from the re-use of the inside of empty shops in Holywell, we recommend adopting the 'Shopjacket' approach which changes the outside of the shop to promote alternative uses whilst improving the visual appearance and enhancing the street scene. This should be complemented by addressing the lack of maintenance of properties through continuing the efforts THI.

A Shopfront and Signage Supplementary Planning Guide document should be produced which would greatly assist tackling the conservation issues currently seen in Holywell. This would be part of a concerted effort to engage more effectively with the community, property owners and other stakeholders in understanding Holywell's past and the importance of securing a more sustainable approach to the conservation of the Town's historic environment.

(e) The Whole Town Approach

The Whole Town Approach brings together the retailing and other businesses, attractions operators, accommodation providers, local authorities, police, Town Centre Manager and all those who have an interest in the future of Holywell to work together in real partnership. Harnessing these resources and focusing them on an agreed vision for the town will make a real difference. The Town is already fortunate in having a Town



Partnership and it is now time for everybody to get behind the Partnership and support its efforts. All have a role to play and we want to see a new level of co-operation between the major players; retailers, local authorities, the Well, Greenfield Valley and the community to work together in a spirit of mutual trust and tolerance to give Holywell a better future.

4. The Action Plan

The Consultancy team has created thirty eight projects for the Action Plan from the framework of the five themes and divided these into 'Arresting Decline' (mostly short term) and 'Re-positioning Holywell' (mostly long term). The reasons for this approach is that Holywell is in need of emergency treatment now in order to stop further decline and the actions we have proposed build on what has already been achieved by the Partnership. The short term projects are often relatively inexpensive to implement but will test the Partnership's ability further, to be able to deliver and demonstrate to the business community and residents that real beneficial change is underway. The project sheets also provide examples of best practice and where appropriate, contact points for further discussion. (Details of the projects listed under 'Arresting Decline' are in Section 4.2 of the Report and detailed in Appendix H)

In re-positioning the Town, the evidence collected and analysed leads to three potential future options for Holywell;

- **Option 1 Holywell is re-positioned as a premier shopping destination in Flintshire.**
We believe that Mold will remain as the premier shopping destination in the County and that Holywell will not be able to challenge this position in the future.
- **Option 2 Holywell seeks to become a niche market town with speciality shopping**
Despite the town's unique heritage, Holywell is not yet a must-see destination and the level of investment required to meet the demands of a niche market will be prohibitive.
- **Option 3 Holywell seeks to strengthen its position as a local shopping destination**
This option plays to Holywell's strength as a local shopping destination with a high level of loyalty and a good spread of independent retailing offers.



Courtesy of Flintshire Record Office

It is recommended that the Town Partnership adopts Option 3 as the basis for its vision of Holywell in the future. The projects and actions that we have proposed under 'Re-positioning Holywell' are designed to combine to address all of the issues described in Section 3 above yet and offer value for money. This will mean that all of those with a role to play now take up the challenge to work together to achieve the vision. In particular it will be essential to harness the resources and work more collaboratively with the Diocese responsible for the Well and the manager at Greenfield Valley. (The projects listed under 'Re-positioning Holywell' are shown in Section 4.3 of the report and detailed in Appendix H)

5. The Next Steps

Although substantial challenges lie ahead, this report shows that Holywell Town Centre is not a lost cause and there are realistic opportunities to work in partnership and capitalise on some of the natural strengths and assets of the Town.

The consultancy team have also been impressed by the commitment of a number of key stakeholders to move the Town forward.

However, there is no quick fix solution to solve the problems in Holywell and the evidence is clear to see that things cannot be allowed to continue and the perils of doing nothing are obvious;

- Boarded-up shops
- No-go areas
- Loss of livelihood
- Loss of local pride

The first task of the Town Partnership is to start the process of leading the implementation of the Action Plan and it is recommended that to do this, the following structure should be adopted;

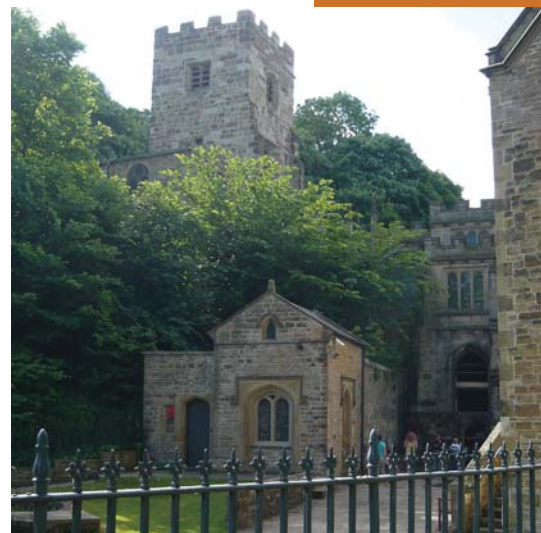
Town Partnership – To take the high level decisions and own the Action Plan

Officer Group – County and Town Council Officers responsible for day-to-day delivery of the Action Plan

Elected Members – To provide endorsement and political support for the Action Plan

Working Groups – Two Working Groups set up to deliver parts of the Action Plan namely, an Events & Marketing Group and an Environment & Ecology Working Group.

The Town Partnership is the custodian of the valuable resource of Holywell and now has the responsibility to ensure its successful future.



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 21

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **DEMAND RESPONSIVE TRANSPORT RE-TENDERING**

1.00 PURPOSE OF REPORT

1.01 To inform members of proposals for the tendering Flintshire's demand responsive public transport services, especially the Deeside Shuttle package.

2.00 BACKGROUND

2.01 The Deeside Shuttle is a fixed and demand responsive bus service that operates in North East Flintshire, principally to and from Deeside Industrial Park (DIP).

2.02 Following the receipt of Welsh Government Transport Grant, the Deeside Shuttle started in 2002.

2.03 The Shuttle later expanded to include such areas as Flint, Holywell and Buckley, though less frequently. There followed an evening Theatr Shuttle, associated with Clwyd Theatr Cymru. A growth in demand for the main Shuttle meant that the original vehicles were replaced by larger minibuses. These vehicles are owned by the Council but operated by contractors.

2.04 Where demand is lowest, the service continues to use taxis, usually when the bus is not available and at weekends, though demand is high enough for some buses on Saturdays.

2.05 Throughout its life, the basic principles surrounding the Shuttle have remained the same. It operates on a demand responsive basis: customers are able to book journeys from & to their home, usually via telephone but also using the internet. Because the Council uses a number of contractors including taxis, council employees undertake central bookings, for consistency.

2.06 Shuttle vehicles also operate a small number of fixed or variable rural bus routes e.g. 14C Holywell - Lixwm; D42 Mold - Wrexham (evenings) and school journeys

2.07 External grant funding, a feature of the service since its inception, was given by WG on a tapered basis. This reduced to zero at the start of the 2010/11 financial year and the Shuttle's operation is now fully funded from the Council's base budgets.

2.08 The service currently carries around 147,000 passengers per annum. The Shuttle carries its majority of passengers to and from employment on DIP. Employers and workers on DIP value the Shuttle as a cost effective means of ensuring businesses

Date: 14/09/2011

can take advantage of local labour. Indeed, there is clear evidence that a significant proportion of the Shuttle's passengers are people that would otherwise not be able to access employment and hence would have remained on unemployment benefits. The service is therefore extremely important to both the Businesses on DIP and also the local community for employment. A recent study into the benefits of the Shuttle concluded that there are significant cross-sectoral benefits in removing some of the Shuttle's customers from benefits.

- 2.09 The Council has recently been successful with its application for funding to improve transport for rural communities, including access to work. This is funded for two years at £500,000 in total via Cadwyn Clwyd under the EU's Axis 4 (community development) of the Rural Development Plan.
- 2.10 This funding will facilitate improvements to services include demand responsive & fixed timetable feeder services to access work, from the north west (Holywell to the Denbighshire boundary) and two in the south of Flintshire (south of Mold and north west of Mold towards Holywell), in line with the unsuccessful former Welsh European Funding Office bid for such improvements. The feeder services will operate to either Mold or Holywell where connections will be available with bus services to Deeside Industrial Park and other areas of employment.

3.00 CONSIDERATIONS

- 3.01 The Shuttle was due for the new tender to start in April 2011, but the existing contract was extended owing to the need to wait for the outcome of the RDP bid and then develop Axis 4 services to complement the Shuttle. Both the Shuttle and Axis 4 are currently being tendered in forms that allow flexibility pending a resolution from Executive.
- 3.02 The Shuttle is funded from the Council's own base budget. Officers have therefore considered the Shuttle to ascertain whether any efficiencies can be made in the way the Service operates.
- 3.03 Analysis would suggest that many users block book or would be able to get to a nearby bus stop. It would also suggest that the greatest use remains in the original core Deeside urban area, with some demand at specific times from further afield.
- 3.04 Reflecting the now established pattern of demand, officers believe that there is an opportunity to revise the Service to operate as follows:-
- 3.04.1 Operate the Shuttle Mondays to Fridays from 0500-0900 peak service on a fixed rather than demand responsive bus timetable. This would reduce the number of vehicles required from seven to five.
- 3.04.2 From 0900 to 2300 the Shuttle again becomes demand responsive. This is considered the best way of serving lower demand without running buses wastefully on fixed timetabled routes.

- 3.04.3 Transfer Buckley, Ewloe and Queensferry passengers onto the Shuttle+ (SP1/SP2) Mold -Buckley - Deeside Industrial Park - Ellesmere Port. The Shuttle would no longer serve Hawarden where there is limited use of the service (carrying 25 passengers per week only).
 - 3.04.4 Withdraw the Shuttle Sunday service (carrying 25 passengers per week only) and reduce the Saturday service to better match demand.
 - 3.04.5 Withdraw the evening Theatr Shuttle (carrying 70 passengers per week only).
 - 3.04.6 Withdraw the evening Saturday D42 service Wrexham - Mold and reduce the Sunday service to better match demand.
 - 3.04.7 Continue with the existing rural service 14C that operate at marginal cost, between the peaks, using driver & vehicle downtime.
- 3.05 Appendix 1 shows a map of the Shuttle service area, together with the route of the Shuttle+ service. The proposed areas served by the Axis 4 services (Shuttle+ Ruralrider) are also included.
- 3.06 This pattern of service would require one fewer member of staff. It would therefore obviate the need to replace a current vacancy. Officers judge that this reduced staffing complement would not be sufficient for Axis 4 services, and therefore the funding of a part time position (i.e. 18.5 hours per week) formed part of the Axis 4 bid. The new tender will pass the cost of bus maintenance from Council to supplier, in the anticipation that savings will be generated.

4.00 RECOMMENDATIONS

- 4.01 It is recommended that:-
- 4.01.1 The service continues along revised lines outlined in 3.04.
 - 4.01.2 The Head of Assets &Transportation tenders the service accordingly
 - 4.01.3 The revised service is reviewed periodically to ensure that it continues to meet demand and expectations.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Improvements to services include demand responsive & fixed timetable feeder services to access work, from the north west (Holywell to the Denbighshire boundary) and two in the south of Flintshire (south of Mold and north west of Mold towards Holywell), in line with the unsuccessful former Welsh European Funding Office bid for such improvements.

5.02 The estimated total revised costs of operation would be as follows :-

	£
Provision of five buses and associated taxis	417,000
Bus repair and maintenance	0
Booking software	19,000
Booking staff, including on-costs	45,000
Less recharge to LLL for school journeys	-43,000
Total	<u>438,000</u>

6.00 ANTI POVERTY IMPACT

6.01 The Shuttle is generally used by low earners at or about the minimum wage who, without it, would struggle to find suitable employment. Before the Shuttle, the daily cost of taxis precluded many of the users finding jobs. The changes proposed aim to retain access to employment whilst making efficiency savings for the Council.

7.00 ENVIRONMENTAL IMPACT

7.01 The Shuttle already has the potential to reduce travel by private car and taxis. The proposals aim to match demand and supply further, operating as efficiently as possible.

8.00 EQUALITIES IMPACT

8.01 There are no specific equality issues surrounding the Shuttle.

9.00 PERSONNEL IMPLICATIONS

9.01 Under the preferred strategy, the proposals see the reduction of one member of staff. There is currently a vacancy for this post.

10.00 CONSULTATION REQUIRED

10.01 Local members.

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES





12.01 DRT Route Plan

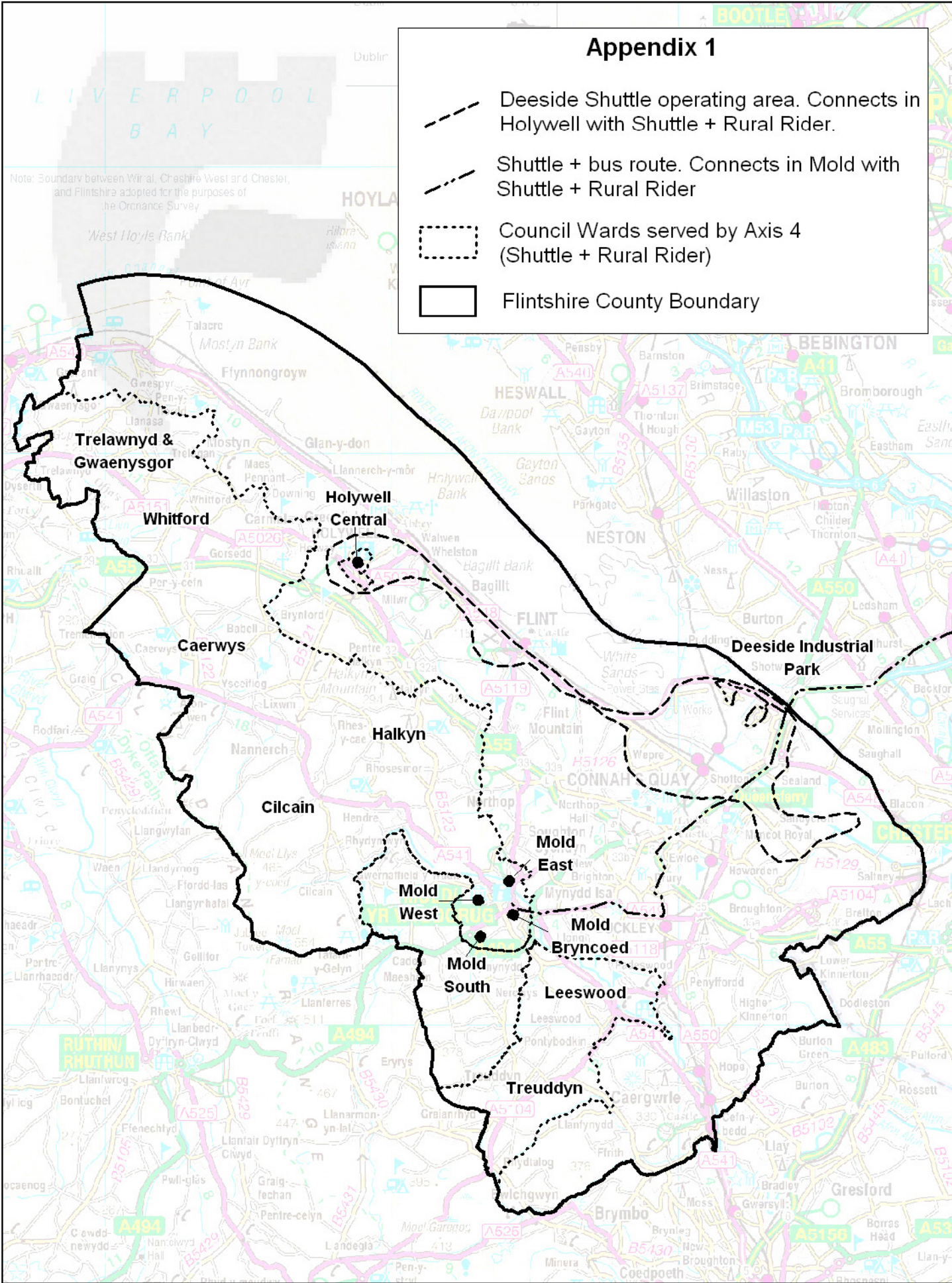
LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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Appendix 1


-  Deeside Shuttle operating area. Connects in Holywell with Shuttle + Rural Rider.
-  Shuttle + bus route. Connects in Mold with Shuttle + Rural Rider
-  Council Wards served by Axis 4 (Shuttle + Rural Rider)
-  Flintshire County Boundary



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Environment Directorate,
 Flintshire County Council,
 County Hall, Mold,
 Flintshire, CH7 6NF.
 Director: Mr. Carl Longland

Scale 1:175,000 @ A4
 OS Map SJ 2368
 Plotted 09/09/2011



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 22

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **PUBLIC PROTECTION ENFORCEMENT POLICY**
 INVOLVING LOCAL RESIDENTS

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

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

2.02 The approach was informed by a major review of national and local regulation. This resulted in the publication of the Hampton Report which contained a number of principles for effective enforcement. These principles were used to inform the Regulators' Compliance Code – a 'Statutory Code of Practice for Regulators', which was published on 17 December 2007.

2.03 A generic Enforcement policy for Public Protection was approved by members in June 2009; this policy mainly relates to how decisions are taken in relation to businesses.

3.00 CONSIDERATIONS

3.01 The issue of Fixed Penalty Notices for dog fouling and litter can lead to enforcement involving individuals rather than businesses.

3.02 Therefore, it is sensible to develop and publish a more specific enforcement policy which reflects the latest guidance and best practice in relation to individuals, to sit alongside the generic Enforcement Policy approved by Members in June 2009.

4.00 RECOMMENDATIONS

4.01 That Members consider the draft policy and give their approval to its adoption, publication and implementation.

Date: 14/09/2011

- 4.02 That Members authorise the Director of Environment to update the Policy, as necessary in consultation with the Executive Member for Leisure and Public Protection, in order to take account of changes in national guidance, legal process or best practice.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 None

9.00 PERSONNEL IMPLICATIONS

- 9.01 None

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 None

12.00 APPENDICES

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

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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Flintshire County Council

Public Protection

Regulation and Enforcement

Involving Local Residents

May 2011

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DRAFT

**Public Protection Regulation and Enforcement Involving
Local Residents**

1 Background

1.1 The Public Protection Service's regulatory and enforcement activity is primarily focused on local businesses. The Service employs a range of regulatory and enforcement approaches to improve levels of business compliance. The Service is responsible for regulating the activities of manufacturers, importers, wholesalers and retailers of consumer goods and services.

1.2 The Service regulates across a wide sector of businesses from consumer credit and internet businesses to farms, markets and food manufacturers and retailers. The legislation covers consumer protection, fair trading, food safety, animal health and welfare, housing standards, licensing, air quality, noise complaints and health and safety.

1.3 In order to outline how it regulates this diverse range of businesses, the Service published its Enforcement Policy, following approval by the Council's Executive Committee, in July 2009. The Policy explains in detail the Service's approach to regulation and enforcement and explains how and when it will take formal enforcement action against businesses that fail to comply with key legislation.

1.4 However, the Service also has responsibility for regulating and taking action against residents if they fail to act responsibly and or behave appropriately towards neighbours and the wider communities in which they live. For example, people who litter or allow their dogs to foul pavements and parkland can be issued with fixed penalty notices or even prosecuted. Furthermore, people who have little or no concern for neighbours by playing loud music at unsocial hours have to be dealt with in an appropriate ways to help them to change their behaviour.

1.5 The last thing the Service wants to do is to prosecute residents but often there is no alternative where the offending behaviour is so serious that formal enforcement action has to be taken. This Policy has, therefore, been developed to complement the Service's Enforcement Policy for Businesses by explaining its approach to the regulation of local residents and circumstances under which formal enforcement action will be taken.

2 Our Approach – How we propose to regulate and enforce

2.1 In an ideal world, the Public Protection Service would not need to take action against individuals who fail to behave responsibly. However, we do not live in an ideal world and the fact remains that a sizable minority of people show little or no consideration for others in the communities in which they live. It is not fair to the majority of the community who work hard to protect their environment and have consideration for their neighbours and the wider community.

2.2 The Public Protection Service believes that the approach it has adopted to regulation and enforcement is reasonable and proportionate. We hope in the first instance to persuade people to change their behaviour through encouraging them to take responsibility for their own behaviour and change their ways. However, if this approach fails we will take more formal enforcement action against individuals until their behaviour towards the wider community changes.

Stage 1 – Advice, Information and Education

We will provide advice and information to people who are behaving in a way which puts others at risk and which has a negative impact on the local environment or community. For example, for individuals who allow their dogs to foul we will explain the public health consequences of their failure to clean up after their dogs, will provide signage to explain to people that dog fouling will not be tolerated and we will site bins in appropriate locations to allow people to dispose of their dog waste.

We will work with schools to encourage young people to understand the risks and consequences of offending behaviour among the adult population.

We will explain that we will undertake ongoing and targeted operations to identify individuals who show little or no regard for the controls in place to protect individual citizens and communities. This will give people fair warning that if they are caught engaging in offending behaviour they will have to face the consequences.

Stage 2 – Community Engagement

We will work with local people in community groups, town and parish councils and with key partners like the Police to gather information and intelligence about those who offend, the nature of their offending behaviour and locations where offending is taking place in order to undertake more formal

enforcement operations to identify and deal with people engaged in offending behaviour.

We will help to set up local community groups to help to help local people to deal more effectively with offending behaviour in local communities.

Stage 3 – Targeted Enforcement Action

We will undertake intelligence-led, targeted enforcement activity against known offenders and in localities where we have received significant numbers of complaints. These operations will have one purpose to identify people engaging in change their behaviour for the better.

Where the evidence suggests that an individual's behaviour is unlikely to change we will consider a range of sanctions against them. Where formal enforcement action has been taken and any adjudication on the individual's behaviour has been in the public domain and therefore a matter of public record will seek to maximise their exposure through publication of their offending behaviour in the local media.

3 Formal Enforcement Action – what would this involve and how would it be applied?

3.1 Our approach will be simple and straightforward. Individuals who:

- persistently demonstrate a total and unequivocal disregard for the health, safety and well being of local residents and communities; and/or
- persistently fail to follow advice about legal requirement despite significant attempts from the regulator to ensure compliance;

will be subject to formal enforcement action. This will include a range of sanctions from verbal warnings to the issue of Fixed Penalty Notices and in the most serious cases – **PROSECUTION**.

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

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

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

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

4 Decision to undertake formal enforcement

4.1 If informal approaches fail to secure an adequate level of compliance formal enforcement action will be the next step. Where formal enforcement action is being considered (Step 3 below) we will always try to explain reasons for the proposed action and those reasons will normally be confirmed in writing if it is appropriate to do so. A decision to take formal enforcement action will only be taken after all reasonable efforts to secure compliance have been exhausted. Any decision made will be communicated in a timely and effective manner.

5 Levels of Enforcement Action

5.1 Where evidence of legislative non-compliance has been established the following approach will be adopted:

Informal Warnings – will be used when there is evidence of non-compliance but the nature of that non-compliance does not warrant formal action. For example, this might be technical issues resulting from a lack of understanding or misinterpretation of the advice, information or guidance which has been provided. The nature of the non-compliance together with the corrective action necessary to put the matter right will be explained verbally and confirmed in writing together with a deadline for completing the corrective action. Individuals will be afforded the opportunity to have these decisions reviewed by a senior manager if they believe the warning was unjustified or inappropriate.

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

6 Statutory (Legal) Notices

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

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

7 Written Undertakings and Enforcement Orders

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

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

8 Fixed Penalty Notices

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

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

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

9 Cautions

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

9.2 Cautions serve the following purposes:

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

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

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

10 Prosecutions

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

10.2 The Council will consider prosecution when:

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

10.3 The decision to prosecute will always take account of the criteria set down in the '**Code for Crown Prosecutors**'. Before deciding to prosecute there must be

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

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

- The prevalence of the type of offence
- The need for a suitable deterrent
- The risk of danger or injury to the public
- The failure to comply with a statutory notice or respond to advice about legal requirements
- Significant financial loss, potential or actual, to a third party
- A history of similar offences
- Persistent breaches of legislation

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

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

Partner agencies who we work with include:

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

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

11 Gathering Evidence

11.1 Regulatory bodies are empowered to gather evidence by numerous means, including, where appropriate and following relevant approvals, covertly (without the

targeted individual/s being aware of surveillance). Remote CCTV and other recording devices may be utilised. In each case appropriate authorisation will be sought prior to the undertaking of covert surveillance in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA).

12 Equality and Diversity

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

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

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

13 General Principles of Officer Conduct

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

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

14 Having Clear Accountability for our Decisions and Actions

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

14.2 The Head of Public Protection provides elected Member with professional advice and support in addition to leading and managing the service. Regulatory outcomes are normally defined within a Service Strategy/Service Plan framework which also outlines the operational priorities and activities for the next 12 months. Service strategies are normally published and generally informed by the needs and expectations of key client groups: consumers and businesses. Needs and expectations are normally identified following formal consultation with these client groups and are reflected in service plans. Regular and systematic work is undertaken throughout the year to assess satisfaction levels and to target improvement activity where satisfaction levels are found to be unsatisfactory.

14.3 Additionally, Service Plans generally contain detailed information about:

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

15 Complaints Procedure

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

16 Feedback and Comments

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

Head of Public Protection/Pennaeth Diogelu'r Cyhoedd
Environment Directorate/Cyfarwyddiaeth yr Amgylchedd
Flintshire County Council/Cyngor Sir y Flint
County Hall/Neuadd y Sir
Mold/Yr Wyddgrug CH7 6NF
Tel/Ffon: 01352 703413

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

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 23

REPORT TO: **EXECUTIVE**
DATE : **20 SEPTEMBER 2011**
REPORT BY: **DEMOCRACY AND GOVERNANCE MANAGER**
SUBJECT : **OLDER PEOPLE'S CHAMPION EXPENSES**

1.00 PURPOSE OF REPORT

1.01 To authorise as approved duties attendance of the Older People's Champion at meetings relating to her role.

2.00 BACKGROUND

2.01 The Council's allowances scheme enables members to be reimbursed for travel expenses and for subsistence expenses provided they arise as a result of approved duties and for subsistence allowance do not relate to approved duties within Flintshire.

2.02 Attached as appendix 1 to this report is a list of the approved duties contained within the members' allowance scheme. This includes in paragraph n) any other attendances expressly authorised by Committee, Executive or Council.

2.03 In her role as Older People's Champion Councillor Veronica Gay frequently attends meetings which do not fall within paragraphs a) to m) of the list of approved duties. As a result Councillor Gay is unable to claim mileage allowance for travelling to such meetings and is also not able to claim subsistence allowance for meetings she attends outside of Flintshire.

3.00 CONSIDERATIONS

3.01 As matters currently stand the valuable work Councillor Gay undertakes in her role as Older People's Champion is on occasions at her own expense. This can adversely affect the efficacy of her role, particularly in attending national events that are held outside of Flintshire and where there is no need for an officer attendance.

4.00 RECOMMENDATIONS

4.01 That the Executive authorise Councillor Gay's attendance at meetings relevant to her role as Older People's Champion as approved duties under paragraph 3.01 (n) of the members allowance scheme.

5.00 FINANCIAL IMPLICATIONS

5.01 The minor financial implications would be met from the members' allowance budget provision.

Date: 14/09/2011

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 The work of the chair of the Older Persons' Forum promotes equality issues for older persons.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a result of this report.

12.00 APPENDICES

12.01 Appendix 1 - List of approved duties.

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

Members allowance scheme.

Contact Officer: Peter J Evans
Telephone: 01352 702304
E-Mail: peter_j_evans@flintshire.gov.uk

3.00 APPROVED DUTIES

3.01 Any of the following constitute an approved duty:-

- a) Attendance at a meeting of the Council or of any Committee of the Council or of any Body to which the Council makes appointments or nominations, or of any Committee of such a Body.
- b) Attendance at a meeting of any Association of Authorities of which the Council is a member.
- c) Attendance at any other meeting the holding of which is authorised by the Council or by a Committee of the Council or by a Joint Committee of the Council and one or more other Authorities.
- d) A duty undertaken for the purpose of, or in connection with, the discharge of the functions of an Executive where the Council is operating Executive Arrangements within the meaning of Part II of the Local Government Act 2000.
- e) A duty undertaken in pursuance of a Standing Order which requires a member or members to be present when tender documents are opened.
- f) A duty undertaken in connection with the discharge of any function of the Council which empowers or requires the Council to inspect or authorise the inspection of premises.
- g) Attendance at any training or developmental event approved by the Council or its Executive.

(Note the above are approved duties the Council is required to have by Statute).

- h) Attendance at any training or developmental event approved by a Committee of the Council or by the Chief Executive or appropriate Chief Officer in consultation with the Chair or Vice Chair of the Council.
- i) Any attendance required by financial regulations or Contract Standing Orders.
- j) Any attendance authorised/required by the Council's Scheme of Delegation (e.g. attendances for consultation purposes).
- k) Attendance upon an Officer of the Council upon Ward business.
- l) Attendance upon an Officer of the Council upon Council business.
- m) Attendance to inspect background documents under Section 100D Local Government Act 1972.
- n) Any other attendances expressly authorised by Committee, Executive or Council.

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 20 SEPTEMBER 2011
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>
Finance	Minor Amendment to the Structure of Corporate Finance
Community Services	Proposed Granting of Easements to Provide a Gas Main Supply to Three Sheltered Housing Schemes – 9i) Jubilee Court, Buckley (ii) Scotch Row, Mancot and (iii) Manley Court, Shotton Creation of a Housing Options/Housing Benefit Liaison Officer (Temporary – two year contract)
Environment	Job Share for the Finance and Monitoring Officer – Rural Programmes Bereavement Service Fees and Charges Public Protection Fees & Charges

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

Executive Forward Work Programme
Months September 2011 to October 2011

The following reports are included on the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:

Chief Executive's

Voluntary Sector - Mid Year Review

(Deferred until October. The review takes place in September following the update reports and subsequent allocation of payments to organisations receiving core funding.)

ICT & Customer Services

ICT Strategy Update

(Deferred until November. This is a 6 monthly update report and was last reported to Executive in May.)

Customer Services Strategy Update

(Deferred until December. This is a 6 monthly update report and was last reported to Executive in June.)

Environment

Public Conveniences

(Deferred until October to allow time for receipt of comments from Town and Community Councils.)

Development Briefs for the UDP Allocated Housing Sites

(The Development Briefs need to be considered at the same meeting when the responses to the modifications on the UDP are being addressed. A meeting date is being arranged.)

EXECUTIVE MEETING DATES

FORWARD WORK PROGRAMME ITEMS – SEPTEMBER 2011 - OCTOBER 2011

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic/Operational)	PORTFOLIO
20 September 2011	Chief Executive	❖ Green Dragon Audit	Strategic	Corporate Management
		❖ Voluntary Sector – Mid Year Review	Strategic	Corporate Management
		❖ Q1 Service Performance Reports	Operational	Corporate Management
	Human Resources & Organisational Development	❖ Workforce Information – Quarter 1	Strategic	Corporate Management
		❖ MASS – Quarter 1	Strategic	Corporate Management
	ICT & Customer Services	❖ ICT Strategy Update	Strategic	Corporate Management
		❖ Customer Services Strategy Update	Strategic	Corporate Management
	Finance	❖ Council Fund & HRA Revenue Budget Monitoring 2011/12 (Month 3)	Operational	Finance & Asset Mngt

			❖ Treasury Management Annual Report	Operational	Finance & Asset Mngt
	Community Services		❖ Charging Policy	Operational	Social Services
	Environment		❖ Review of Winter Maintenance Policy	Strategic	Environment
			❖ Development Briefs for the UDP Allocated Housing Sites	Strategic	Environment
			❖ Public Conveniences	Operational	Waste Management
			❖ Annual Performance Report	Operational	Corporate Management
18 October 2011	Chief Executive		❖ Capital Programme 2011/12 (Month 4)	Operational	Finance & Asset Mngt
	Finance		❖ Council Fund & HRA Revenue Budget Monitoring 2011/12 (Month 4)	Operational	Finance & Asset Mngt
			❖ Mid Year Treasury Management Report	Operational	Finance & Asset Mngt
	Lifelong Learning		❖ Deeside Leisure Centre Update	Operational	Leisure & Public Protection

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 20 September 2011

AGENDA ITEM NO: 26



REPORT OF: (Director of originating Department)

Director of Community Services

SUBJECT:

RESTRUCTURE OF SOCIAL SERVICES PLANNING AND PERFORMANCE FUNCTIONS

The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	

Confidential matters which the County Council is not permitted to disclose Sec. 100A(3)

PLEASE TICK APPROPRIATE BOX

* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

REPORT: RESTRUCTURE OF SOCIAL SERVICES
PLANNING AND PERFORMANCE
FUNCTIONS

AUTHOR: Alan Butterworth

**MEETING AND DATE
OF MEETING:** Executive on 20 September 2011

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

Paragraphs 12 and 15.

Factors in favour of disclosure:

Transparency.

Prejudice which would result if the information were disclosed:

Disclosure at this time could prejudice consultations with postholders effected and with Trade Union representatives.

My view on the public interest test is as follows:

It is not in the public interest for restructuring proposals to be considered in public.

Recommended decision on exemption from disclosure:

Exempt from disclosure.

Date: 13/09/2011

Signed:



Post: Interim Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 13/09/2011

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 20 September 2011

AGENDA ITEM NO: 27

REPORT OF: (Director of originating Department)

Director of Lifelong Learning

SUBJECT:

Regional School Effectiveness and Improvement Service Project

The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	<input checked="" type="checkbox"/>
Information relating to consultations/negotiations on labour relations matter *	15	<input checked="" type="checkbox"/>
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	
<u>Confidential</u> matters which the County Council is not permitted to disclose	Sec. 100A(3)	

PLEASE TICK APPROPRIATE BOX

* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

REPORT: Regional School Effectiveness and Improvement Service Project
AUTHOR: Ian Budd
MEETING AND DATE OF MEETING: Executive on 20 September 2011

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:
Paragraphs 14 and 15.

Factors in favour of disclosure:
Transparency.


Prejudice which would result if the information were disclosed:
This regional project proposes consultation with stakeholders later in the year and those consultation proposals would be prejudiced by advance disclosure at the present time which would cause unnecessary concern to those stakeholders.

My view on the public interest test is as follows:
At the present time it is not in the public interest to disclose information in the report.

Recommended decision on exemption from disclosure:
Exempt from disclosure under paragraphs 14 and 15.

Date: 30/08/2011

Signed:



Post: Team Manager - Committee Services

I accept the recommendation made above.

