

Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Aaron Shotton (Leader)

CS/NG

Councillors: Bernie Attridge, Chris Bithell,
Helen Brown, Christine Jones, Kevin Jones,
Peter Macfarlane and Billy Mullin

14 November 2012

Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 20TH NOVEMBER, 2012** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST**
- 3 **MINUTES** (Pages 1 - 10)

To confirm as a correct record the minutes of the meeting held on 16 October 2012.

TO CONSIDER THE FOLLOWING REPORTS

County Hall, Mold. CH7 6NA
Tel. 01352 702400 DX 708591 Mold 4
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug. CH7 6NR
Ffôn 01352 702400 DX 708591 Mold 4
www.siryfflint.gov.uk

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

STRATEGIC REPORTS

- 4 **IMPROVEMENT ASSESSMENT LETTER FROM THE AUDITOR GENERAL FOR WALES** (Pages 11 - 30)
Report of Chief Executive - Cabinet Member for Corporate Management
- 5 **FLINTSHIRE COMMUNITY ENDOWMENT FUND** (Pages 31 - 72)
Report of Chief Executive, Head of Finance - Leader of the Council and Cabinet Member for Finance
- 6 **PEOPLE STRATEGY** (Pages 73 - 106)
Report of Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management
- 7 **SINGLE STATUS PROGRESS UPDATE** (Pages 107 - 110)
Report of Chief Executive and Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management
- 8 **NATIONAL PROCUREMENT SERVICE** (Pages 111 - 130)
Report of Head of ICT and Customer Services - Cabinet Member for Corporate Management
- 9 **PROVISIONAL SETTLEMENT 2013/14** (Pages 131 - 134)
Report of Head of Finance - Leader of the Council and Cabinet Member for Finance
- 10 **FLINTSHIRE LOCAL HOUSING STRATEGY 2012-2017** (Pages 135 - 176)
Report of Director of Community Services - Cabinet Member for Housing

OPERATIONAL REPORTS

- 11 **REVENUE BUDGET MONITORING 2012/13 (MONTH 5)** (Pages 177 - 210)
Report of Head of Finance - Leader of the Council and Cabinet Member for Finance
- 12 **COUNCIL TAX BASE FOR 2013-14** (Pages 211 - 216)
Report of Head of Finance - Leader of the Council and Cabinet Member for Finance
- 13 **MODERN TRAINEE SCHEME** (Pages 217 - 220)
Report of Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management
- 14 **WORKFORCE INFORMATION QUARTER 2 - JULY - SEPTEMBER 2012**
(Pages 221 - 226)
Report of Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management

- 15 **REVIEW OF INTERNAL MEMBER FORA** (Pages 227 - 238)
Report of Head of Legal and Democratic Services - Cabinet Member for Corporate Management
- 16 **SARTH** (Pages 239 - 246)
Report of Director of Community Services - Cabinet Member for Housing
- 17 **HOME TO SCHOOL TRANSPORT POLICY CHANGES - DENOMINATIONAL AND POST 16 TRANSPORT** (Pages 247 - 256)
Report of Director of Lifelong Learning - Cabinet Member for Education
- 18 **EXERCISE OF DELEGATED POWERS** (Pages 257 - 260)
Report of the Chief Executive enclosed.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

The following items were listed on the Forward Plan for November 2012 but will not be submitted for the following reasons:

1. Regional Collaboration - report deferred due to further work required to complete the review of the regional portfolio of collaboration projects.
2. Green Dragon: Environmental Management Standard - report deferred as Auditors for the Green Dragon external audit have not yet been appointed. A report will be brought forward once this process is complete and the audit undertaken.
3. Flood Risk Management Strategy - report deferred to Cabinet in December 2012 as currently in draft and under review.
4. Civil Parking Enforcement - report to be submitted to Environment Overview & Scrutiny Committee in January 2013 and deferred to Cabinet in February 2012.
5. Green-Space Strategy - approval to develop the strategy previously granted by Executive - report to be submitted when the draft strategy is developed further.
6. Review of the Council's Waste Collection Service - to be deferred to Cabinet in December 2012 due to further work being undertaken.
7. Streetscene Review - to be deferred to Cabinet in December 2012 due to further work being undertaken.
8. Flintshire Connects Centres: Options Appraisal for Connah's Quay and Flint - report deferred as appraisal incomplete.
9. ICT Service Review - delayed to January 2013 due to capacity issues.
10. Corporate Debt Policy - awaiting further information - report to be submitted to Corporate Resources Overview & Scrutiny Committee in November 2012 and deferred to Cabinet in December 2012.
11. Corporate Debt: Write Off - awaiting further information, report deferred to Cabinet in December 2012.
12. Council Tax and Business Rate Policies 2013-14 - deferred to Cabinet in December 2012, awaiting further information on the new Council Tax Support Scheme.
13. Youth Service Review: report deferred to Cabinet in January 2013 as review incomplete.

14. Area Schools Review - report deferred to Cabinet in March 2013 due to slippage in timetable and consultation period ending in December 2012.
15. Hawarden Amalgamation: Feedback from Consultation - report deferred to Cabinet in January 2013 as school cancelled meeting and consultation period not yet started.

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

STRATEGIC

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

Disclosure could reveal confidential information about the finances of the organisations being funded. Disclosure is not in the public interest at this time.

- 19 **VOLUNTARY SECTOR CORE FUNDING REVIEW** (Pages 293 - 306)
Report of Chief Executive - Cabinet Member for Corporate Management

The following item is considered to be exempt by virtue of Paragraph(s) 13, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

Disclosure would be likely to reveal the identity of an individual and undermine labour relations within the Authority. The public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- 20 **RESTRUCTURE OF COMMUNITY SERVICES DIRECTORATE MANAGEMENT TEAM** (Pages 307 - 320)
Report of Director of Community Services - Cabinet Member for Social Services

OPERATIONAL

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

Disclosure would reveal the financial and business affairs of the Council and others. It is not in the public interest to disclose at this time.

- 21 **POSSIBLE SALE OF 50 ACRES APPROXIMATELY, SITE EM1:11 DEESIDE INDUSTRIAL PARK** (Pages 321 - 324)
Report of Director of Environment - Leader of the Council and Cabinet Member for Finance

- 22 **DISPOSAL OF PIGEON HOUSE FARM, PIGEON HOUSE LANE, HOPE, FLINTSHIRE** (Pages 325 - 330)
Report of Director of Environment - Leader of the Council and Cabinet Member for Finance

CABINET **16 OCTOBER, 2012**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 16 October, 2012

PRESENT: Councillor J.B. Attridge (Vice-Chair)

Councillors: R.C. Bithell, H. Brown, C.M. Jones, R.K. Jones, W. Mullin and A.P. Shotton (part only/arrived part way through meeting after taking a pre-arranged telephone call in his role as WLGA Spokesman for Finance & Resources)

ALSO PRESENT:

Councillors: R.G. Hampson, P.G. Heesom, D.I. Mackie, C.A. Thomas and A. Woolley

APOLOGIES:

Councillor R.P. Macfarlane, Chief Executive and Head of Human Resources and Organisational Development

IN ATTENDANCE:

Director of Environment, Director of Community Services, Director of Lifelong Learning, Head of Finance, Head of Legal and Democratic Services, Head of ICT and Customer Services and Committee Officer

78. VARIATION IN ORDER OF BUSINESS

The Deputy Leader and Cabinet Member for Environment advised that there would be a change to the order of business and that agenda item numbers 7, 8 and 15 would be considered before agenda item number 4.

79. DECLARATIONS OF INTEREST

Councillor R.C. Bithell declared a personal interest in minute number 81.

Councillor R.C. Bithell declared a personal interest in minute number 87 because he was a Flintshire County Council representative on the Daniel Owen Community Association Board. Councillor H. Brown also declared a personal interest in minute number 87 because she was a member of the Aston Park Community Centre.

80. MINUTES

The minutes of the meeting held on 18 September were confirmed as a correct record.

81. SUPPORTING PEOPLE OPERATIONAL PLAN 2012/13

The Cabinet for Housing introduced the Supporting People Operational Plan (SPOP) 2012-2013 which provided an update on the progress made against the action contained within the Supporting People Strategy and the SPOP for 2011/12. The SPOP also included an action plan for 2012/13 which was split into three sections to reflect the following three policy areas covered by housing related support services:-

- Community Care;
- Community Safety; and
- Homeless Prevention

The Flintshire Supporting People Planning Group planned to meet the reduction in Supporting People Grant in 2012/13 without cutting any services by carrying out the continuation of planned realignment of Social Services budgets.

RESOLVED:

- (a) That the achievements made against the updated action plan for 2011/12 be noted;
- (b) That the proposals in the Supporting People Operation Plan for 2012/13 be approved; and
- (c) That the Supporting People Operational Plan as a final version be approved.

82. WELFARE REFORM UPDATE

The Cabinet Member for Housing provided an update on the aim to implement a range of measures that would manage and mitigate, as far as practical, the impact of the Welfare Reforms upon the local communities and Local Authority. The significant risks emerging from the welfare reforms included:-

- The loss of income to the Local Authority and to the local economy;
- The lack of available resources to deal with demands from residents for access to advice and support services;
- The increase in homelessness applications; and
- The welfare reforms all being implemented within the same timeframe.

The development and successful implementation of the Flintshire Welfare Reform Strategy was being managed corporately by a Welfare Reform Programme Board, Chaired by the Leader of the Council. An update of the work being progressed was outlined within the report.

A number of concerns were raised around the impact the welfare reforms would have on the most vulnerable people within the community.

Councillor R.K. Jones asked how the Council was communicating the impacts to residents who would be affected by the welfare reforms.

The Cabinet Member for Housing explained that work had been undertaken to identify residents who would be affected and that the Housing Officers would be visiting residents in their home to explain clearly the impacts. The reduction in Housing Benefit would also apply to tenants of all Registered Social Landlords (RSLs); therefore the Council was working in partnership with RSLs to identify households which would be affected to establish the countywide impact of the welfare reforms.

The Head of Finance provided an update on the multi-agency work which was being progressed and the approach being taken by the Welfare Reform Programme Board to mitigate the impact of the welfare reforms.

The Deputy Leader and Cabinet Member for Environment asked that all Members be encouraged to attend the briefing session on welfare reforms which had been arranged for 12 November, 2012.

RESOLVED:

That Flintshire County Council continues to engage in local and national discussion on the issues arising from Welfare Reform and that Members and Officers are proactive through relevant government and professional groups to make representations to mitigate the impacts on the Council and the people in the community of Flintshire.

Note: - The Leader of the Council chaired the remainder of the meeting.

83. TENANCY AGREEMENT FOR COUNCIL HOUSING

The Cabinet Member for Housing introduced an updated version of the Secure/Introductory Tenancy Agreement for approval following earlier proposals in July, 2011. The revised agreement was attached at Appendix 1 of the report and included the suggested amendments which would be incorporated into the final version.

Following legal advice, Section 5 of the new agreement which explained that the Council reserves the right to defer home improvements where there was an existing breach of tenancy would form part of the Housing Policy which ran alongside the Secure/Introductory Tenancy Agreement. Advice had also been received which confirmed that tenants could not be made to purchase contents insurance; therefore work had been progressing to identify tenants interested in taking out such insurance cover.

Commenting on translation costs, the Cabinet Member for Housing suggested that, in line with previous requests from tenants on which language they would prefer their communications, copies of the Secure/Introductory Tenancy Agreement only be translated to those tenants who had requested communications in Welsh. The Head of Legal and Democratic Services

advised that this could be carried out as it met with the guidelines issued by the Welsh Government that residents should receive communication in the language of their choice.

RESOLVED:

That the final draft of the Tenancy Agreement and timetable for implementation be approved.

84. IMPROVEMENT PLAN 2012 – 2017

The Cabinet Member for Corporate Management introduced the Improvement Plan 2012-2017 which built upon the 10 Council Priorities and the Directorate priorities. The Plan also included details of the following three additional Improvement Priorities which were in line with the Leadership's Programme for Change:-

- Social Enterprise/Co-operatives
- Apprenticeships and Youth Unemployment
- Community Development and Events

A copy of the Plan had been made available in the Members Library and would be distributed to all Members prior to presentation to County Council on the 25 October, 2012.

The Leader of the Council welcomed the additional Improvement Priorities explaining that further development and details of the additional priorities would be reported to Cabinet before the end of the calendar year.

RESOLVED:

- (a) That the Improvement Priorities within the Improvement Plan be re-set for endorsement by County Council;
- (b) That the three additional Improvement Priorities, in line with the Leadership's Programme for Change, be noted; and
- (c) That details of the three additional Improvement Priorities be presented to Cabinet before the end of the calendar year.

85. CITIZEN CONSULTATION AND ENGAGEMENT – STRATEGIC APPROACH

The Cabinet Member for Corporate Management introduced a report which sought Cabinet approval of a set of core Consultation and Engagement Principles, as set out in Appendix 1 to the report, and the development of a Strategic Forward Work Programme.

The Head of ICT and Customer Services explained that the introduction of the Principles and Strategic Forward Work Programme were in

line with the Leadership's Programme for Change and addressed the recommendation of the Wales Audit Office (WAO) that the Council should develop an improved corporate approach to engagement with communities and users of services.

The Leader of the Council welcomed the report specifically the development of a central database of activity which would avoid duplication and over consultation with specific groups of people.

RESOLVED:

- (a) That the core principles attached at Appendix 1 of the report be approved;
- (b) That the development of a Corporate Activity Forward Work Plan (FWP), in consultation with relevant services, portfolio holders and other interested parties, for further approval by Cabinet in order to start a programmed activity of works be approved;
- (c) That the development of Directorate Activity Forward Work Plans, at Head of Service Business Level or Directorate Plan Level, in consultation with relevant portfolio holders and other interested parties, in order to begin a programmed activity of works be approved; and
- (d) That the development of a central database/calendar of activity to identify who is doing what and when, consider potential areas for collaboration, avoidance of duplication and over consultation with specific groups of people be approved.

86. MEDIUM TERM FINANCIAL PLAN 2013/14 – 2017/18 AND BUDGET 2013/14

The Head of Finance introduced a report which provided an overview of the Council's approach to strategic financial planning and reminded Members of the financial challenges which provided the backdrop to the financial planning environment. The report also provided an update on the development of the Medium Term Financial Plan (MTFP) 2013/14 - 2017/18 and the planning for the 2013/14 revenue budget and 10 year Capital Strategy.

The Head of Finance provided a detailed update on the drivers for the development of the MTFP and strategic financial planning which covered the following areas:-

- Financial Planning Framework
- Financial Challenges
- Value for Money
- Funding
- Costs
- Efficiencies

Detailed budget planning for 2013/14 was being carried out in accordance with the financial planning and operating principles set out in the Medium Term Financial Strategy (MTFS) and utilises the forecasting model detailed within the report. The budget timetable for 2013/14 was attached at Appendix 1 of the report.

The Leader of the Council thanked the Head of Finance for providing a detailed report and the Cabinet Members for the work they had been undertaking in planning for the 2013/14 budget setting. He commented on the financial challenges ahead and suggested that a summary report on the future financial projections for Wales, considered during a recent Welsh Local Government Association (WLGA) conference, be shared with Members. He gave a commitment that work would continue to identify efficiencies in order to protect front line services.

RESOLVED:

That the report be noted.

87. COMMUNITY ASSET TRANSFER SCHEME

The Director of Environment introduced the Policy for the transfer of assets for community use and explained that the Council was currently undertaking a review of assets through an ongoing rationalisation programme as part of the Assets work stream within the Flintshire Futures programme.

The Leader of the Council welcomed the Policy which he said would assist in supporting social enterprise and community groups.

Councillor R.C. Bithell thanked the Director of Environment for the report which addressed a Notice of Motion he had submitted to County Council on 25 September, 2012. He said that the Policy would allow community groups to carry out their own repairs and maintenance to ensure Council buildings remained an asset to the community.

In response to comments on providing advice to community groups, the Leader of the Council confirmed that work would continue to review how advice was provided to all community groups in Flintshire.

RESOLVED:

That the report and Policy for the transfer of assets for Community Use, attached in Appendix A, be supported.

88. ANNUAL PERFORMANCE REPORT 2011/12

The Cabinet Member for Corporate Management introduced the draft Annual Performance Report 2011/12 for recommendation to County Council.

The Report reviewed progress against the Improvement Priorities as detailed in the Improvement Plan 2011/12.

A copy of the Report was available in the Members' Library and would be distributed to all Members prior to presentation to County Council on 25 October, 2012.

RESOLVED:

That the draft Annual Performance Report 2011/12 be approved.

89. REVENUE BUDGET MONITORING 2012/13 (MONTH 4)

The Head of Finance presented the latest revenue budget monitoring information (Month 4) for the Council Fund and the Housing Revenue Account (HRA) 2012/13.

Members were informed that the projected year end position as estimated at Month 4 was a net overspend of £1.028m on the Council Fund and a net underspend of £0.052m on the HRA. The in-year over/ (under) spends as detailed in the report reflected a number of risks and assumptions. Appendix 6 of the report detailed the movements to date on unearmarked reserves and the level of contingency sum available. On the HRA, the projected outturn reflected an additional allocation of £0.250m from balances to fund additional CERA contribution towards funding of the HRA capital programme.

The Leader of the Council commented on the work being undertaken to address the projected overspend and the additional financial pressures that would be faced following the introduction of the welfare reforms as outlined within the risks and assumptions detailed within the report.

RESOLVED:

- (a) That the overall report and the management actions being taken to address the projected overspend be noted;
- (b) That the Council Fund contingency sum (overdrawn balance) as at 31 March, 2013 (paragraph 5.03) be noted; and
- (c) That the projected final level of balances on the Housing Revenue Account (paragraph 6.03) be noted.

90. CAPITAL PROGRAMME 2012/13 (QUARTER 1)

The Head of Finance introduced the first quarter's capital programme information for 2012/13 which detailed the cumulative information relating to each programme as shown in Appendix A of the report.

In response to a question on the sale of agricultural estates, the Director of Environment explained that the continuing economic climate was impacting the ability to achieve the anticipated capital receipts, a situation which was likely to continue until the economy improves.

RESOLVED:

That the report be approved.

91. COUNCIL TAX AND LONG TERM EMPTY HOMES IN WALES

The Cabinet Member for Corporate Management introduced a report which outlined background information and sought support on Welsh Government proposals to amend legislation allowing Local Authorities the discretion to charge additional council tax on long term empty properties in Wales. The current level of empty properties and length of time they had been empty was detailed within the report.

The Leader of the Council welcomed the report and the proposals to tackle long term empty properties which attracted anti-social behaviour within the community. He suggested that officers take notice of the Welsh Local Government Association's (WLGA's) response in preparing Flintshire County Council's reply to the consultation.

In response to a question on non domestic properties, the Head of Finance explained that the proposals would not amend legislation for non domestic properties but suggested that a comment could be included within the response that similar powers would be welcomed in respect of non domestic properties which could also present problems for the community.

RESOLVED:

- (a) That the principles of the proposals be supported;
- (b) That officers be authorised to respond appropriately to the consultation, in line with the recommended responses shown in Appendix 1 to the report; and
- (c) That officers take cognisance of the WLGA's response in preparing Flintshire County Council's reply to the consultation.

92. TREASURY MANAGEMENT MID YEAR UPDATE

The Cabinet Member for Corporate Management introduced the Treasury Management Mid Year Report for 2012/13 for recommendation to the County Council. The key points contained within the Treasury Management Mid Year Report were outlined within the report.

The Cabinet Member for Corporate Management thanked the Clwyd Pension Fund Manager and his team for their work in preparing the report and managing the investments of Flintshire County Council.

RESOLVED:

That the Treasury Management Mid Year Report 2012/13 be approved and recommended to County Council.

93. WEPRE PARK 10 YEAR MANAGEMENT PLAN

The Director of Environment introduced a report to advise Cabinet of the Wepre Park 10 year management and maintenance plan developed as part of the Heritage Lottery Fund (HLF) second round submission. The 1st round pass had been granted which provided £30,000 of development funding to submit a 2nd round application. This application had been made on 31 August, 2012. Details of the Management Plan vision and its aims and objectives were outlined within the report.

RESOLVED:

- (a) That the draft Management Plan be approved; and
- (b) That delegated authority be granted to the Director of Environment, following consultation with the Cabinet Member for Regeneration, Enterprise and Leisure to make any changes deemed necessary to meet the future needs of the Park.

94. EXERCISE OF DELEGATED POWERS

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

The actions taken were as set out below:-

Lifelong Learning / Community Services / Environment / Corporate Services	2012 Modern Trainee Scheme – additional 31 positions required to be created.
Lifelong Learning	Disposal of an area of land of 9m ² within the Playing Field adjoining The Greens and Meadow View, Sealand Manor, Sealand, Flintshire for the siting of a cabin containing District Gas Governor apparatus together with granting of an Easement to the Statutory Undertaker in order to facilitate the installation of the gas main supply pipe to an adjoining Council Housing Estate.
	Leisure Services Tariff 2013.

95. DURATION OF MEETING

The meeting commenced at 9.30 a.m. and ended at 11.00 a.m.

96. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press and one member of the public in attendance.

.....
Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **20 NOVEMBER 2012**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **IMPROVEMENT ASSESSMENT LETTER FROM THE**
 AUDITOR GENERAL FOR WALES

1.00 PURPOSE OF REPORT

- 1.01 To advise Members of the Council's Improvement Assessment Letter October 2012 from the Auditor General for Wales.
- 1.02 Members to note the report and receive and agree the Council's response.

2.00 BACKGROUND

- 2.01 The Auditor General is required by the Local Government (Wales) Measure 2009 (the Measure) to report any audit and assessment work which informs tangible judgement as to whether a Council has discharged its duties and met the requirements of the Measure.
- 2.02 This is the first letter that the Council will receive; the second one covering an assessment of both the Council's Improvement Plan and the Annual Performance Report. This second letter will also comment on compliance with the Measure in addition to reporting on the financial audit.

3.00 CONSIDERATIONS

- 3.01 The letter summarises the Auditor General's views on:
- whether the Council has discharged its statutory duties in respect of improvement planning
 - the Council's compliance with requirements to make arrangements to secure continuous improvement, including the Council's progress on areas for improvement and recommendations identified in previous assessments
 - any relevant issues that may have emerged since the last Auditor General's report, including comments on how the Council is addressing financial challenges; and a brief summary of relevant regulators issued since the last report
 - any further proposals for improvement and/or recommendations
 - updates to the Wales Audit Office work plan and timetable

- 3.02 The full letter is attached at Appendix 1.
- 3.03 The letter outlines developments since the last letter notably the housing ballot.
- 3.04 The Audit General has made no new proposals for improvement or recommendations in the letter.
- 3.05 However, as good practice, the Council always makes a full response. The response is attached at Appendix 2.

Both the letter and the Council's response were received by yesterday's Corporate Resources Overview and Scrutiny Committee and will be presented to the Audit Committee meeting in December.

4.00 RECOMMENDATIONS

- 4.01 To advise Members of the Council's Improvement Assessment letter received from the Auditor General for Wales.
- 4.02 Members to note the letter and receive and agree the Council's response.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The letter refers to the medium-term financial plan.

6.00 ANTI POVERTY IMPACT

- 6.01 The letter has no direct implication in relation to poverty.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The letter has no direct implication in relation to environmental impact.

8.00 EQUALITIES IMPACT

- 8.01 The letter has no direct implication in relation to equalities.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The letter refers to the Council's work on implementing Single Status.

10.00 CONSULTATION REQUIRED

- 10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers have had input into this report.

12.00 APPENDICES

12.01 Appendix 1: The Auditor General's Improvement Assessment Letter (October 2012)

Appendix 2: The Council's response to the Auditor General's Improvement Assessment Letter (October 2012)

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

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: karen_armstrong@flintshire.gov.uk

This page is intentionally left blank



24 Cathedral Road / Heol y Gadeirlan
Cardiff / Caerdydd
CF11 9LJ
Tel / Ffôn: 029 20 320500
Fax / Ffacs: 029 20 320600
Email / Epost: wales@wao.gov.uk
www.wao.gov.uk

Mr C Everett
Chief Executive
Flintshire County Council
County Hall
Mold
CH7 6NB

Date	25 October 2012
Our reference	467A2012
Your reference	
Tel No	02920 320500
E-mail	Walesauditoffice@wao.gov.uk
Pages	1 of 11

Dear Colin

Improvement Assessment

I am required, under the Local Government (Wales) Measure 2009 (the Measure) to report my audit and assessment work in relation to whether Flintshire County Council (the Council) has discharged its duties and met the requirements of the Measure.

This letter summarises:

- my views on whether the Council has discharged its statutory duties in respect of improvement planning;
- my views on the Council's compliance with requirements to make arrangements to secure continuous improvement, based on work carried out to date by the Wales Audit Office and relevant regulators, including:
 - the Council's progress on areas for improvement and recommendations identified in my previous assessments;
 - any relevant issues that may have emerged since my last report, including comments on how the Council is addressing financial challenges; and
 - a brief summary of any reports of relevant regulators issued since my last report.
- my further proposals for improvement and/or recommendations; and
- updates to the Wales Audit Office work plan and timetable for delivering my Improvement Assessment work.

I shall update my views during the year and will provide a further letter by the end of November 2012.

Developments since my last report

I reported in January 2012 that the Council had made continued progress towards a housing stock transfer ballot and that this represented an important step in improving the quality of its housing stock. In March 2012, the Council balloted its tenants on the option of transferring its stock to a housing association. There was a high turnout of 71 per cent of tenants. Of these, 88 per cent voted against the proposal to transfer the stock from the Council. The Council is in discussions with the Welsh Government on how to meet the Welsh Housing Quality Standards.

My January report also referred to the Council's progress in reorganising its secondary schools in order to make better use of resources. Following an informal public consultation, the Cabinet has agreed its preferred options for modernising its school provision in the Holywell, Connah's Quay/Shotton/Queensferry and Buckley/Mynydd Isa/Mold areas of the county. The Council will now consult formally upon the preferred options. There has also been progress in the primary school sector; the Council has opened a new school in Connah's Quay and has amalgamated four pairs of infant and junior schools.

I am unable to state whether the Council has discharged its improvement planning duties under the Measure as the Council has not yet published its Improvement Plan for this year

The Local Government elections in May 2012 resulted in significant changes in the Council's political leadership. Labour Party candidates won 30 of the Council's 70 wards and, at its Annual Meeting on 15 May, the Council chose Councillor Aaron Shotton of the Labour Group as its Leader. The Labour Group, formerly in opposition, now occupies seven of the eight seats on the Council's Cabinet.

In light of this political change, the Council has understandably chosen to publish its 2012-13 Improvement Plan in October 2012. Though well after the beginning of the financial year, the timing will enable the Council to consider how its Improvement Objectives might better reflect the manifesto commitments of the new political leadership. In the meantime, services continue to address the wide-ranging objectives and associated actions set in 2011-12, all of which remain relevant to the Council. I shall report on my audit of the Council's 2012-13 Improvement Plan by the end of November.

Based on, and limited to, work carried out to date by the Wales Audit Office and relevant regulators, I believe that the Council is likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year

I have reached this conclusion because:

- the Council has made reasonable progress in acting on several of the recommendations in my last Annual Improvement Report but some key projects are taking longer than anticipated;
- work on the medium-term financial plan continues but the Council has not succeeded in completing the plan by the end of September 2012, as intended;
- the Council's arrangements for developing, using and supporting technology are likely to support continuous improvement; and
- the Care and Social Services Inspectorate Wales (CSSIW) has published a positive assessment of the Council's services for children and families, reflecting strong leadership and improving outcomes.

The Council has made reasonable progress in acting on several of the recommendations in my last Annual Improvement Report but some key projects are taking longer than anticipated

I have previously reported a number of recommendations/proposals for improvement and also noted some areas where we would undertake further work. I include a full list of my previous recommendations and proposals for improvement in Appendix 1, along with my assessment of progress to date and my plans for future reporting. I summarise progress on some of these matters below:

- The Cabinet (and previously the Executive) has received updates from officers on the Council's progress in delivering one of its 2011-12 Improvement Objectives, 'to be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement'. The Council has assessed its progress against this Improvement Objective as being satisfactory. However, the likely date for the full implementation of Single Status remains under review, having again been deferred. In this respect, the Council has been unable to meet its intended timetable, as recommended in my last Annual Improvement Report.
- The work of reaching a legal and affordable agreement with the Council's Trades Union partners is complex and the Council has understandably engaged external support for this work. The Council understands and accepts that there are financial risks associated with the implementation of Single Status and the settlement of existing and potential equal pay claims. It has set aside financial reserves to mitigate these risks. However, our audit of the Council's financial statements has

concluded that the Council has been too willing to rely, without sufficient review or challenge, on externally produced estimates for equal pay claims. As a result, the Council amended the figure included in the accounts to better reflect the liability for accounting purposes. The Council acknowledges that further work is required to estimate the actual liability. The size of this liability will emerge from the Single Status agreement and through negotiations with the Trades Unions.

- I recommended in January 2012 that the Council should complete its work in quantifying the financial benefits of its programme of efficiencies and organisational change by mid 2012-13. A key part of this programme, known as 'Flintshire Futures', represents an important strand in the Council's medium-term financial planning. It supports the Council's ability to continue to maintain and invest in services in the context of reduced external funding. In a paper to the Cabinet in June 2012, officers estimated that the Council needs to identify efficiencies of between £7 million and £8 million in order to balance its 2013-14 budget. The Flintshire Futures programme is ambitious and comprises five major workstreams. Senior officers acknowledge that progress is variable across the workstreams, and slower than planned in several areas. The Council has established a Programme Board to maintain and, where necessary, to increase momentum and to improve overall governance of the programme. While the Council has realised almost 90 per cent of the planned savings for 2011-12, from Flintshire Futures projects and other efficiencies, significant further work is needed to quantify the future savings that might be achieved so as to better inform the Council's financial planning.

We will provide further information about our findings in some of these areas separately in interim updates where appropriate.

Work on the medium-term financial plan continues but the Council has not succeeded in completing the plan by the end of September 2012, as intended

Officers reported to Cabinet in June 2012 that they planned to complete the Council's medium-term financial plan and to refresh the financial strategy by the end of September. In doing so, they estimated the total sum required to meet likely cost pressures for the year ahead, based on past experience. Officers also referred in general terms to the potential of the Flintshire Futures programme to generate efficiency savings. At the time of writing this letter, the production of the medium-term financial plan continues but remains incomplete.

The June report provided the new political administration with an outline of the Council's financial position. However, the Cabinet will, in future, require more detail in order to make informed decisions that will ultimately lead to the recommendation to the Council of a budget for 2013-14. As noted above, the Flintshire Futures programme remains unspecific in a number of areas in terms of the savings that each strand is likely to yield.

The introduction of a 'benefits realisation approach' to all projects has the potential to improve the Council's medium-term financial planning. At present, the Council's financial planning takes insufficient account of longer-term projects, particularly those that require services to be reconfigured, and whose financial benefits may not be realised for some time. It is important that the intended financial benefits arising from such work are estimated from the outset so that the Council is better placed to achieve a balanced budget in future years. Some of these projects, planned for two or three years ahead, also require early decisions to ensure that the intended savings become available in the year in which they are planned.

The Council's arrangements for developing, using and supporting technology are likely to support continuous improvement

The effective use of technology is essential for transforming the delivery of public services, improving outcomes for citizens and delivering efficiency savings. Technology can support different ways of working, delivering services and engaging with citizens, enabling councils to deliver more for less. The way in which technology is delivered and managed has a direct impact on the efficiency, effectiveness and quality of work undertaken across the Council and affects almost every council worker.

In 2010, we identified that many local authorities were grappling with ensuring that technology was used effectively to support service transformation and achieve efficiency savings. As a result, we undertook reviews of technology at all councils during 2011-12.

In Flintshire, we found that the Council's arrangements for developing, using and supporting technology are likely to support continuous improvement. The Council has established a sound technology infrastructure, and is starting to use technology effectively to transform services and achieve efficiencies. In particular, we found that:

- arrangements for developing, using and supporting technology are sound with examples of good practice but a more corporate approach to funding technology would maximise improvement opportunities; and
- performance in the use of technology is sound and improving, but there is scope for further improvement through the better use of performance information.

Our feedback to the Council includes some suggestions as to how the Council might further improve its use of technology.

The Care and Social Services Inspectorate Wales has published a positive assessment of the Council's services for children and families, reflecting strong leadership and improving outcomes

In June 2012, the CSSIW published a report on the quality of the Council's services for children and families. The CSSIW's overall assessment of services is positive. They found that:

- information about the role of Children's Services is widely available and there is an effective response to those who make contact, with prompt advice and support arrangements;
- there is an increasing focus upon prevention and early intervention that supports the whole family, with better outcomes for children as fewer are needing care;
- partnership arrangements work well in delivering a co-ordinated approach to meeting need;
- the Head of Children's Services provides strong strategic and operational leadership and managers are working with the workforce to gain commitment to modernised ways of delivering services;
- there are good systems in place to ensure work is appropriately prioritised; and
- staff morale is good and social work staff and their managers feel well supported.

There are nevertheless a number of areas where the Council needs to improve. These include:

- ensuring consistency of approach, practice and understanding among all workers and in the quality of professional supervision;
- ensuring that there is an appropriate component of experienced workers within the duty system;
- continuing to address staff sickness issues in some areas;
- improving the timeliness of case conference minutes and their subsequent distribution; and
- ensuring a consistent level of competent use of computer systems by all staff and that data is promptly and consistently recorded within the computer system.

Further proposals for improvement and recommendations

I make no new proposals for improvement or recommendations in this letter. While the text above refers to a number of areas that are not yet as strong as they might be, I believe that the proposals and recommendations set out in my previous reports and letters, set out in Appendix 1, largely cover these. My Improvement Assessment Team will continue to monitor and report on the progress made by the Council in implementing these matters.

Updates to the work plan and timetable

My Improvement Assessment Team will keep the Council informed of the detailed arrangements for the delivery of my assessment work.

The regularly updated work plan and timetable provides more detail on the work being delivered during this year's assessment and, in particular, how we will add value by focusing on jointly identified areas or services.

The work plan and timetable takes account of my consultation with improvement authorities over my proposals for 2012-13 performance audit work. In particular, I shall be asking my Improvement Assessment Team to consider during the year the reliance that we can place upon the self-assessment processes (including your review of governance in producing the Annual Governance Statement and your Annual Performance Report). I will also be reviewing the Council's self-assessment of its arrangements during the autumn. I shall comment on this approach in my Annual Improvement Report.

I am grateful to the Council for the way in which it has helped to facilitate our work and hope to see even more effective and efficient arrangements developing over time. I remain committed to providing appropriate levels of public assurance while supporting you in mitigating the inevitable risks to services and accountability that stem from reducing resources and consequential change.

Yours sincerely



HUW VAUGHAN THOMAS
AUDITOR GENERAL FOR WALES

CC: Carl Sargeant, Minister for Local Government and Communities
Huw Lloyd Jones, Manager
Karen Lees, Performance Audit Lead

Appendix 1

Recommendations ¹ for improvement made in the Annual Improvement Report 2012	Progress
<p>The Council should report more fully and regularly to the Executive Board on progress in delivering the Human Resources strategy and Single Status Agreement, and ensure capacity and capability are available to achieve intended outcomes and timetables.</p>	<p>The Cabinet has received updates from officers on the Council's progress in delivering one of its 2011-12 Improvement Objectives, 'to be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement'. The Council has assessed its progress against this Improvement Objective as being satisfactory. However, the likely date for the full implementation of Single Status remains under review, having again been deferred. The work of reaching a legal and affordable agreement with the Council's Trades Union partners is complex and the Council has understandably engaged external support for this work. The Council understands and accepts that there are financial risks associated with the implementation of Single Status and the settlement of existing and potential equal pay claims. It has set aside financial reserves to mitigate these risks. However, our audit of the Council's financial statements has concluded that the Council has been too willing to rely, without sufficient review or challenge, on externally produced estimates for equal pay claims. As a result, the Council amended the figure included in the accounts to better reflect the liability for accounting purposes. The Council acknowledges that further work is required to estimate the actual liability. The size of this liability will emerge from the Single Status agreement and through negotiations with the Trades Unions.</p>

¹ These two recommendations follow from proposals for improvement made in August 2010 and August 2011.

Recommendations ² for improvement made in the Annual Improvement Report 2012	Progress
<p>The Council needs to complete its work in quantifying the financial benefits of its programme of efficiencies and organisational change by mid 2012-13, to determine the remaining funding gap (shortfall or surplus) and then establish clear plans to identify further savings and/or redirect resources to priorities.</p>	<p>The ‘Flintshire Futures’ programme represents an important strand in the Council’s medium-term financial planning. It supports the Council’s ability to continue to maintain and invest in services in the context of reduced external funding. In a paper to the Cabinet in June 2012, officers estimated that the Council needs to identify efficiencies of between £7 million and £8 million in order to balance its 2013-14 budget. The Flintshire Futures programme is ambitious and comprises five major workstreams. Senior officers acknowledge that progress is variable across the workstreams, and slower than planned in several areas. The Council has established a Programme Board to maintain and, where necessary, to increase momentum and to improve overall governance of the programme. Almost 90 per cent of the planned savings for 2011-12, from Flintshire Futures projects and other efficiencies, have been realised. However, significant further work is needed to quantify the future savings that might be achieved so as to better inform the Council’s financial planning.</p>
Proposals for improvement made in the Annual Improvement Report 2012	Progress
<p>Complete the work in progress to set clear success measures for all improvement objectives and ensure regular, clear reporting.³</p>	<p>We will report on progress in November 2012.</p>
<p>Develop and agree a detailed business plan for improving customer access showing how success measures will be achieved and offer value for money.</p>	<p>We will report on progress in our 2013 Annual Improvement Report.</p>

² These two recommendations follow from proposals for improvement made in August 2010 and August 2011.

³ This proposal for improvement was first made to the Council in January 2011.

Proposals for improvement made in the Annual Improvement Report 2012	Progress
Ensure its Annual Performance Report is published by 31 October in line with statutory requirements and more fully reflects Welsh Government guidance.	We will report on progress in November 2012.
Improve quality assurance arrangements to ensure that data used to support performance management and monitoring is accurate and robust.	We will report on progress in November 2012.
Proposals for improvement made in the Corporate Assessment Update Letter 2011	Progress
<p>By the end of 2011, the Council should complete the development of its medium-term financial plan so as to allow informed decisions on how funding pressures will be addressed and resources allocated to achieve improvement objectives.</p>	<p>Officers reported to Cabinet in June 2012 that they planned to complete the Council's medium-term financial plan and to refresh the financial strategy by the end of September. In doing so, they estimated the total sum required to meet likely cost pressures for the year ahead, based on past experience. They also referred in general terms to the potential of the Flintshire Futures programme to generate efficiency savings.</p> <p>This report provided the new political administration with an outline of the Council's financial position. However, the Cabinet will, in future, require more detail in order to make informed decisions that will ultimately lead to the recommendation to the Council of a budget for 2013-14. As noted above, the Flintshire Futures programme remains unspecific in a number of areas in terms of the savings that each strand is likely to yield.</p> <p>The introduction of a 'benefits realisation approach' to all projects has the potential to improve the Council's medium-term financial planning. At present, the Council's financial planning takes insufficient account of longer-term projects, particularly those that require services to be reconfigured, whose financial benefits may not be realised for some time. It is important that the intended financial benefits arising from such work are estimated from the outset so that the Council is better placed to achieve a balanced budget in future years.</p>

Proposals for improvement made in the Corporate Assessment Update Letter 2011	Progress
By the end of October 2011, the Council should complete a review of overall progress with the People Strategy 2009-12, prioritise the outstanding actions and resources necessary to achieve them, and report on this to elected members.	We will report on progress in during 2013.
Develop an improved corporate approach to engagement with communities and users of services including arrangements to enhance the contribution of elected members.	We will report on progress in our 2013 Annual Improvement Report.

This page is intentionally left blank

Wales Audit Office Improvement Assessment Letter 2012

Update Response

A: Formal Recommendations made in the Annual Improvement Report 2012

Ref	Recommendation	Update Response
R1	The Council should report more fully and regularly to the Executive Board on progress in delivering the Human Resources (HR) Strategy and Single Status agreement and ensure capacity and capability are available to achieve intended outcomes and timetables.	For the People Strategy see C. P2 below. The Council's project plan for adoption of a local Single Status Agreement makes a commitment to an effective date for the Agreement of the first quarter of 2013-14. The project is sufficiently resourced to achieve this timeline. Achievement is subject to the successful conclusion of negotiations with the Trade Unions, adoption by the Council as the employer, and a positive outcome in the workforce ballot.
R2	The Council needs to complete its work in quantifying the financial benefits of its programme for efficiencies and organisational change by mid-2012-13 to determine the remaining funding gap (shortfall or surplus) and then establish clear plans to identify further savings or re-direct resources to priorities.	The Flintshire Futures first phase programme has clear objectives, project plans and financial targets. These targets are being built in to both the Medium Term Financial Plan and the annual budget for 2013-14. The programme governance and accountability arrangements have been strengthened with a new member-officer programme board. A second and more far-reaching phase of Flintshire Futures is under development for major organisational change and redesign.

B: Proposals for Improvement made in the Annual Improvement Report 2012

Ref	Proposal for Improvement	Response
P1	Complete the work in progress to set clear success measures for all improvement objectives and ensure regular, clear reporting.	The improvement objectives set in 2012-13 have had a first and initial review by the new Cabinet prior to read option with several additions. The priorities, targets and outcomes for the objectives are under review in line with this recommendation and the Wales Audit Office has been invited to advise and assist. The Local Service Board has similarly reviewed its priorities and has reset more specific and measurable outcomes and targets in the spirit of this recommendation.
P2	Develop and agree a detailed business plan for improving customer access showing how success measures will be achieved and offer value for money.	The Customer Services Strategy is adopted and is in the process of implementation. Success and efficiency measures are being developed for each work-stream of the Strategy as they are adopted and implemented (e.g. channel shift, Flintshire Connects). This is an ambitious Strategy and the Council is calculating risks and benefits for each work-stream as they develop. The Council must avoid being too cautious and be prepared to

		take some calculated risks to improve the organisation for customer benefit and to achieve efficiencies.
P3	Ensure its Annual Performance Report is published by 31 October in line with statutory requirements and more fully reflects Welsh Government guidance.	The 2011/12 Annual Performance Report has been published by the due date in full compliance with Welsh Government Guidance.
P4	Improve quality assurance arrangements to ensure that data used to support performance management and monitoring is accurate and robust.	Quality assurance arrangements for performance data are robust and sufficiently reliable. The audit of performance data for 2011/12 by the Wales Audit Office showed data to be accurate.

C: Proposals for Improvement made in the Corporate Assessment Update Letter 2011

Ref	Proposal for Improvement	Response
P1	By the end of 2011, the Council should complete its medium-term financial plan so as to allow informed decisions on how funding pressures will be addressed and resources allocated to achieve improvement objectives.	The next staged publication of the Medium Term Financial Plan will be published alongside the 2013-14 annual budget. The Plan is under continual review given the volatility in national public finances and the economy, the uncertainty over financial systems such as the social housing finance regime, and the impacts of national Government policy notably Welfare Reform. The financial challenges the Plan aims to quantify and address are not static.
P2	By the end of October 2011, the Council should complete a review of overall progress with the People Strategy 2009-12, prioritise the outstanding actions and resources necessary to achieve them, and report on this to elected members.	The People Strategy has been reviewed in 2012-13 and the priorities re-set. The progress of the Strategy is reported at regular intervals to Cabinet and Overview and Scrutiny.
P3	Develop an improved corporate approach to engagement with communities and users of services including arrangements to enhance the contribution of elected members.	An improved corporate programme for community and citizen engagement is under development. The Council continues to progressively develop effective consultation methods in support of key service change as evidenced in housing, social care and school modernisation.

D: Additional supplementary responses made to the Improvement Assessment Letter 2012

	WAO Reference	Update Response
	The Council's arrangements for developing, using and supporting technology to support continuous	The technology review undertaken earlier this year was positive and we accept the findings and recommendations. We have already

	improvement.	strengthened the ICT business partner role to work with services to identify opportunities for ICT to support service improvement and identify priorities for corporate ICT investment. ICT is also seen as a key enabler of the Flintshire Futures programme. Our project management methodology is being applied consistently for ICT projects and a sound business case and ROI are required for all projects. We are seeing real tangible benefits from targeted corporate investment in ICT e.g. mobile working, EDRMS, e-Procurement, but need to be more consistent in undertaking post implementation reviews for all ICT projects.
	The Care and Social Services inspectorate Wales has published a positive assessment of the Council's services for children and families, reflecting strong leadership and improving outcomes.	The Care and Social Services Inspectorate Wales (CSSIW) assessment of Services for Children and Families makes a positive assessment of the services, notably leadership of change and delivery and our success in promoting positive outcomes for children and young people. The Council has already implemented measures to improve the small number of areas identified for improvement, and has discussed and agreed these with the CSSIW.

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 20 NOVEMBER 2012**

JOINT REPORT **CHIEF EXECUTIVE AND HEAD OF FINANCE**
BY:

SUBJECT: **FLINTSHIRE COMMUNITY ENDOWMENT FUND**

1.00 PURPOSE OF REPORT

1.01 Approve the closedown and transfer of existing moribund and ineffective education trust funds to a newly established Flintshire Community Endowment Fund to be managed and administered by the Community Foundation in Wales, subject to the absolute agreement of the Charity Commission for England and Wales.

2.00 BACKGROUND

2.01 The Council holds a number of funds in trust (as sole trustee) following various bequests. In some cases the fund may have originated from the proceeds of selling property and land originally owned by respective trust funds. A piece of work began in 2009 which is ongoing, to transfer trust funds where possible to the administration of an appropriate body. In the main this has been school governing bodies. A number of funds remain which have become moribund or ineffective as the original intentions or objects stated within the governing documents of the funds are now out of date.

2.02 The Charity Commission is keen to see the release of the many moribund and ineffective trust funds locked into Local Authorities around the country, and the Commission particularly supports the release of these funds to leading charitable bodies.

3.00 CONSIDERATIONS

3.01 Flintshire is currently responsible for 16 educational trust funds which are moribund or ineffective. Five of the trust funds have been registered with the Charity Commission and eleven are unregistered trust funds. Assets total £202,973 to date and are held in the form of cash.

3.02 From the background information available it would appear that all the original donors established a trust fund with the requirement that the capital sum donated be held in perpetuity to generate annual income

that would be used to support prize giving or grant applications to young people. Action needs to be taken to make these trust funds effective once again. These funds are not Council funds and cannot be absorbed into mainstream budgets.

- 3.03 Following formal consultation with the Charity Commission, it is apparent that the most effective use of these moribund and ineffective funds is to close down the existing funds and to transfer them to a single fund administered by a body who will act as trustee and manage the funds with their assets being held in perpetuity, with annual income used to support a new small grants scheme (working title: the 'Flintshire Community Endowment Fund") for charitable distribution to eligible individuals and organisations across the County, broadly in line with the trust funds' original objectives.
- 3.04 The Community Foundation in Wales has been identified as a possible organisation to manage these funds on behalf of the Council. Based on a model of philanthropic giving started in the USA nearly 100 years ago, Community Foundations are now well established and a recognised part of the UK Voluntary Sector. They have been established to cover specific geographical areas and to support their local communities at grassroots level. They are set up as charitable trusts to enable many donors to collaborate in creating a permanent capital fund for the benefit of defined local areas. This will generate income for grant making that will be available for the long term, responding to local needs and issues.
- 3.05 The Foundation is a respected national charity which operates and is effective across Wales. Board members include senior representatives from the business, law and charitable sectors. Trefor Jones CBE, HM Lord Lieutenant of Clwyd is appointed Vice President. The Foundation is an administrator and distributor of charitable funds and manages a number of corporate and statutory grant programmes which directly benefits Flintshire. Over the last five years the Foundation has distributed over £4.5 million of grants to support over 600 groups, individuals and projects across Wales. Flintshire groups and individuals alone have benefited from £33,000 through 16 awards in the last three years. The Foundation is quality accredited by the Community Foundation Network to standards endorsed by the Charity Commission and manages a Capital Endowment Fund in excess of £7m, utilizing the services of professional fund investment managers.
- 3.06 The Foundation is being assisted by an advisor from the Community Foundation Network who has completed similar transfer processes with 30 local authorities across the United Kingdom including five local authorities based in Wales. Community Foundations across the UK have successfully assumed responsibility from local authorities for in excess of £30m of moribund, ineffective and active trust assets creating in excess of £1.3m per annum increased capacity of grant making to individuals and grassroots community groups. This person also acts as the Community Foundation's representative on the

Charity Commission's working group to liberate moribund and ineffective trust funds.

- 3.07 No other locally based organisation has been identified which has the relevant experience or expertise to deal with the release of such moribund and ineffective funds and their attaching assets, to deliver added value and the resulting benefits.
- 3.08 Transfer of the funds will require the absolute agreement of the Charity Commission and be subject to a Fund Agreement between the Council and the Foundation.
- 3.09 There is no intent to transfer the Council's small grant funds that it currently operates, such as the Community Chest.
- 3.10 **Flintshire Community Endowment Fund**

An initial proposal detailing the objectives and administration of the Flintshire Community Fund is attached at Appendix 1 and the key points are outlined below.

- 3.11 The Board of Trustees of the Foundation will be the Trustees of the 'Flintshire Community Endowment Fund'. If the transfer takes place the Council will no longer hold any of the funds or their assets or be responsible for their distribution. The agreement of the Charity Commission and the Fund Agreement between the Council and the Foundation will set out the charitable purposes of the Fund.
- 3.12 The capital sum of approximately £200,000 will form the initial capital fund with the interest earned from investing the capital being distributed through a small grants programme. The amount available for distribution each year will depend on interest rates and other investment returns.
- 3.13 The Foundation will continue to identify possible sources of additional funding from local businesses and potential philanthropic individuals so that more money is available to support the distribution of grants by the 'Flintshire Community Endowment Fund' or to support the growth of the capital element of the fund.
- 3.14 Initially, it is proposed to set aside up to £10,000 from the capital fund for distribution in grants both in 2013/14 and in 2014/2015. It is believed that this will encourage donations from potential philanthropic individuals, companies, businesses and organisations situated within the County who will be attracted to contribute to a Fund which is capable of making an immediate impact in servicing the needs of the community. The combined total of up to £20,000 represents income accrued over many years from the moribund and ineffective assets in scope. The Charity Commission have formally supported this approach.
- 3.15 The Community Foundation in Wales has a very broad Investment

Strategy to institute proper guidelines for the management of investments held which is reviewed every 3 years by the Finance, Risk and Investment Committee of the Community Foundation in Wales. The investment strategy lists investment requirements in two categories, short term and long term.

Short term:

- Hold adequate funds to meet core liquidity and grant making needs
- Prudent custodianship of immediate income funds

Long term:

- Affordable long-term funding from endowment income and capital growth for payment of future grants

The strategy sets out the aims and objectives to meet the long term investment requirements which include:

- Diversification – balanced portfolio across different types of assets.
- Risks – a moderate approach to ensure the security of assets is balanced against the need to maintain the real value of assets and to maintain the real value of the Foundation's ability to generate investment income for grant making purposes.
- Delegation – the management of the portfolio is delegated to at least 2 but no more than 3 investment managers.
- Ethical Considerations – the Foundation is a cause-neutral charity and no ethical restrictions are to be placed upon investment managers.

The performance monitoring of investments is outlined in the Fund Agreement. The Foundation will report on the performance of investments twice a year, including a comparison to benchmark, outlining reasons for performance and on an annual basis, provide an overview of the grants distributed, fees etc. along with relevant case studies.

It is proposed that these reports be shared with the Community Profile and Partnerships Overview and Scrutiny Committee and that they receive an annual presentation from the Foundation.

3.16 In establishing the 'Flintshire Community Endowment Fund', the Foundation will set funding themes that are complementary to the Council's Community Strategy (County Vision themes) to include:

- economic prosperity
- health improvement
- learning and skills for life
- living sustainably
- safe and supportive communities

Plus for general charitable purposes which align to the Foundation's ethos of inspiring local giving.

- 3.17 Initially applications to the Fund will only be received to support individuals for educational purposes (to include prize awards, educational attainment and bursaries) and to support projects and initiatives outside of support provided under statutory provision. This will ensure that the assets from the liberated moribund and ineffective trust funds are used broadly in line with their original objects. Grants will not be awarded if there is cross over with the Council's statutory duties.

As the Fund grows there will be the potential to divest additional funding for other purposes (as in 3.16), according to the 'objects' of the transferred fund.

Educational establishments across the County will be advised of the launch of the 'Flintshire Community Endowment Fund' and the process for accessing grant funding.

A maximum grant award of £750 is proposed for individuals, voluntary groups or charitable organisations. This would be subject to regular review as the Fund develops.

The Foundation will publish guidelines and eligibility criteria for the 'Flintshire Community Endowment Fund'.

- 3.18 Grant applications will be restricted to applicants residing within the County. The promotion, administration, assessment and vetting, quality checking and support for applicants will be undertaken by the Community Foundation in Wales. A flowchart of the process for grant making is attached at Appendix 2.

The trustees of the Foundation, as the accountable body, will review and approve all recommendations made, in line with charity law. Applications which do not meet the criteria of the 'Flintshire Community Endowment Fund' will, wherever possible, be signposted to alternative funds available from other funding bodies within the county or donor managed funds administered by the Foundation. This will assist in reducing the risk of applicants being disappointed.

- 3.19 A Grants Panel will be set up comprising of local people (to include nominees received from the Council, potentially comprising officers and elected members) which will review the applications received and their recommendations for a final decision to be made. The Foundation will appoint a trustee to chair the panel who will have non-voting rights.

It is proposed that the Chief Executive in consultation with the Leader determine the final working arrangements of the Panel and its

supporting structure to discuss in partnership with the Community Foundation in Wales.

3.20 When the 'Flintshire Community Endowment Fund' is established, information about the fund and application process will be circulated to all elected members, publicised on the Council and the Foundation's respective websites, and promoted in the local media and by appropriate community support networks.

3.21 In addition, to support the local strategic direction of the Fund, there will be a Strategic Advisory Group comprising of Council and key partner community representatives who would contribute their knowledge and strategic direction to develop a Strategic Development Plan for the Fund. One of their roles would be to identify potential companies who may wish to invest in grant-making or donate capital.

3.22 **The Flintshire Community Endowment Fund Administration**

A one off establishment fee of up to 3% of the value of the assets at the time of transfer is to be negotiated and agreed upon by the Council and the Foundation. This represents the direct costs aligned to the work undertaken by the Foundation to establish the Fund and to liberate, through the Charity Commission, the moribund and ineffective trust funds in scope and their attaching assets. This fee is to be taken from transferring assets at the time of transfer. If the fund had been transferred on 31st March 2012 the 3% fee would have been approximately £6k.

3.23 The value of all assets held in the form of endowment will incur an annual management charge of 1.25% of the market value of the Fund. Therefore the Fund would need to yield a return of 1.25% to cover the annual management charge, anything less would result in the depletion of the capital value of the Fund.

Furthermore, returns in excess of 1.25% are needed before the Fund generates income that can be distributed through the small grants scheme.

The Foundation's total returns (on all Funds held) on managed investments are 3.52% for 2011/12, 8.3% in 2010/11 and 10.03% in 2009/10.

3.24 The management and administration of the distribution element of the fund will incur a fee of 10% per annum of all income passing to the fund. This is based on interest earned and any one-off donations received. Therefore, any income generated through managed investments that could be distributed through the small grants scheme would be reduced by this 10% fee.

3.25 The transfer of funds such as these to the Community Foundation in Wales has been successfully implemented by a number of Councils in

Wales: Powys, Monmouthshire, Cardiff and Newport. Denbighshire have just recently launched their fund.

- 3.26 A further report outlining the final arrangements of the 'Flintshire Community Endowment Fund' will be presented to Cabinet prior to the launch.

4.00 RECOMMENDATIONS

- 4.01 To approve the closedown and transfer of existing moribund and ineffective education trust funds to a newly established 'Flintshire Community Endowment Fund' to be managed and administered by the trustees of the Community Foundation in Wales, subject to the absolute agreement of the Charity Commission for England and Wales and subject to the Head of Finance in her Section 151 statutory officer role being satisfied that the investment strategy of the new Fund does not pose a significant risk to achieving a satisfactory return on funds and value for money.
- 4.02 The Chief Executive in consultation with the Leader determine the final working arrangements of the Panel and its supporting structure to discuss in partnership with the Community Foundation in Wales.
- 4.03 To receive a further report outlining the final arrangements of the 'Flintshire Community Endowment Fund' prior to any agreed launch.

5.00 FINANCIAL IMPLICATIONS

As set out in the report.

In addition the following points are to be noted:

- when making investments there is a degree of risk involved
- decisions on how to manage investment risk will be transferred to the Foundation/Trustees with no option for the Council to resume control once transfer has taken place (despite performance reporting requirements included in the Fund Agreement).

6.00 ANTI POVERTY IMPACT

The Fund will seek to discharge the funds to support those who are disadvantaged; financially or socially.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Environmental considerations can be built into the Trust's considerations for funding.

8.00 EQUALITIES IMPACT

- 8.01 The majority of the trust funds were originally established for educational purposes including educational attainment, prize funds and bursaries. Establishment of the 'Flintshire Community Endowment Fund' will enable the liberated assets to be used for these

purposes into the future.

9.00 PERSONNEL IMPLICATIONS

9.01 The transfer of these trust funds will release capacity amongst officers currently administering such funds.

10.00 CONSULTATION REQUIRED

10.01 Ongoing consultation will be undertaken by the Strategic Advisory Group to inform the future strategic direction of the Fund.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has been undertaken with various officers and Corporate Management Team.

11.02 The Community Profile and Partnerships Overview and Scrutiny Committee considered this item at their meeting on 15 October and supported the initiative. Much of their in-depth scrutiny in relation to the governance arrangements has helped inform this report.

11.03 The Community Chest Members' Grants Panel was also provided with a verbal outline of the proposal at their meeting on 22 October. Member representation (numbers) on the Grants Panel was discussed; further consideration will be needed in this area.

12.00 APPENDICES

12.01 Appendix 1: The Flintshire Community Endowment Fund: Proposal May 2012
Appendix 2: Grant Process

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: Karen.armstrong@flintshire.gov.uk

The Flintshire Community Endowment Fund

Proposal

Presented to Flintshire Council

May 2012

Contents

1. Introduction
2. Executive Summary
3. The Community Foundation in Wales
4. Benefits to Flintshire Council
5. Management of the Fund
6. Quality and Impact Measurement
7. Management Fees
8. Financial Management and Investment Practices
9. Future Fund Development
10. Summary

Appendix 1. List of groups in Flintshire supported by the
Foundation in the past 3 years

Appendix 2. Patrons and Board of Trustees

1. Introduction

The Community Foundation in Wales (the Foundation) is delighted to present this proposal to work in partnership with Flintshire County Council (the Council) to develop a new charitable fund for the benefit of residents across the county.

The proposed Flintshire Community Endowment Fund (the Fund) will seek to draw together a number of funding streams to make it easier for community and voluntary organisations based throughout the county to access funds from a single source.

It is proposed that the Fund will consist of two elements: -

1. Endowment – initially to be pump primed by the successful: -

- Liberation, through the Charity Commission in Wales (with whom the Foundation enjoys a first class relationship), of any qualifying moribund or ineffective trust funds currently administered by the Council
- Acquisition of any appropriate committee administered active trust funds currently supported by the Council

The assets from all qualifying funds, to be liberated by the Foundation in conjunction with the Charity Commission in Wales, to be held for the long-term benefit of future generations, with an annual transfer being made into the distribution fund (see below) to facilitate immediate grant awards to grass roots community and voluntary groups across the county.

Added value would also be achieved as a result of the Foundation's unique partnership with the Charity Commission involving identifying any redundant and ineffective funds domiciled across the County (outside Local Authority control) which are referred to the Foundation by the Charity Commission under the BOOST Initiative (www.boostinitiative.com). We are happy to

commit any appropriate liquidated proceeds arising from funds liberated to the Fund as a result of our work in this area, to benefit organisations within the county under the umbrella of the Flintshire Community Endowment Fund.

2. Distribution – Immediate impact to receive the transfer of net annual interest/dividends from the endowment element of the Fund to facilitate grant making.

In addition now, or at any time in the future, to include the opportunity to accommodate all or part of the Council's voluntary sector small grants funding streams.

Added value is critical to the success of the partnership between the Foundation, and the Council to ensure the effectiveness of the Fund. This can be achieved, for example, through staff member support in advocating for other Council and public sector charitable assets and grant-making programmes to be consolidated, leveraged and enhanced through the Flintshire Community Endowment Fund. Should the Council agree to this proposal the Foundation will commit to adding value to the Flintshire Community Endowment Fund by allocating extra and new resources to fund development work – achieving new investment from the business community and wealthy individuals in the county.

We are proposing to follow a proven model which has been successfully piloted in Wales and which is being adopted across the United Kingdom by members of the Community Foundation Network who are collectively engaged in partnership working with over 50 Local Authorities. This approach has identified and liberated in excess of £20 million of endowed charitable trusts, moribund and ineffective trust funds which have been transferred and liberated creating in excess of £1.3 million per annum increased capacity in local grant making to grassroots community groups by growing their respective Community Funds both organically and through acquisition.

This proposal explains how, in particular, the Foundation can use its wide experience of;

- Working with the Charity Commission in Wales
- Partnering with local authorities
- Managing high-impact local grant making
- Administering charitable trusts and assets
- Supporting and guiding the Council through the process required to release and transfer both its moribund and ineffective trust funds
- Appropriate actively managed trusts for the benefit of the people of Flintshire

2. Executive Summary

Charitable Trusts can become moribund or ineffective for a variety of reasons.

Their original purpose may be outdated and irrelevant to current needs or may have simply ceased to exist or ceased to have been fulfilled. This is particularly likely where the objects of a charity focus on specific projects or purposes that are successfully completed, leaving surplus or residue fund balances that in time become obsolete. It is also a common issue, particularly for local authorities, that managing multiple charitable assets, with the burden of investment, grant-making and Charity Commission compliance becomes onerous, expensive and not prioritised.

Changes in Charity Law now impose a legal requirement that every organisation set up for one or more charitable aims must be able to demonstrate that its aims are for the **public benefit** if it is to be recognised and registered as a charity in England and Wales. The Charity Commission in Wales has regard to what the organisation's aims are, whether those aims are charitable and whether the aims are fully and accurately reflected in its stated objects. It will also consider whether each of the aims are for the public benefit and whether they will, or may be, carried out for the public benefit, taking into consideration the particular circumstances of the organisation.

This imposes a burden on individual charity trustees, including local authorities, to ensure that they do not become negligent in charity and they are carrying out their charitable aims to the satisfaction of the public benefit test.

Against this background the Community Foundation in Wales has, over the past 3 years, engaged with 4 local authorities across Wales and successfully launched local Community Endowment Funds following the successful transfer of assets totalling £4.5 million

Key to this initiative was the development of a protocol with the Charity Commission in Wales and as far as moribund and trust funds are concerned, to interpret and utilise sections 74 and 75 of the Charities Act 1993 as revised and enhanced by the 2006 Act.

Liberation and transfer allows funds currently held in a moribund and ineffective state to be revitalised and successfully safeguards them for future generations.

Many Local Authorities provide support services and commit considerable advice and offer time to fulfilling their role as trustees of active trust funds which, in some cases, can prove to be time consuming and costly to maintain with no direct benefit to the Council. For example, completing Charity Commission returns, producing accounts and administering and monitoring grants on behalf of Council-stewarded charitable assets can be viewed as non-core activities for accounts, education and administrative staff.

The Foundation believes that the identification and transfer of active, moribund and ineffective trust funds would provide the Council with a flexible, cost effective and trouble free solution to what may currently represent an on-going administrative burden that in some cases delivers no charitable benefit.

Our proposal would create a new and high-impact source of sustainable funding for the Community and voluntary sector and also relieve the Council of its current charitable, legal, management, and administrative responsibilities and the considerable connected costs.

In summary it is proposed that the endowment element of the Fund is established from the pooled balances of all moribund and ineffective trust assets and that the Council undertakes a review of its active trust fund portfolio to establish whether the Foundation could prove to be an able manager and administrator.

The Foundation will ensure revenue and income generated from the net interest accrued by the Fund will be used specifically to meet the needs of local people across the County, in line with the charitable objectives and where possible dovetailing with the Council's corporate plan and /or improvement plan objectives.

The Fund will provide local people with a totally sustainable source of finance that will in time make a significant contribution to meeting the needs of the area's small charities, community groups and voluntary sector organisations.

There are no direct costs to the Council for achieving this proposal; the Foundation charges **to the charitable asset** a transfer fee and annual management fees for administering the investment and grant-making. These fees are competitive and cost-effective.

It is hoped that the Council will give serious consideration, now or sometime in the future, to allocating whole or part of its small grants scheme budget to the distribution element of the Fund. This could facilitate immediate grant making and act as a major gesture of goodwill towards the overall partnership.

Once key financial information has been received from the Council and presented to the Charity Commission in Wales by the Foundation it may be possible to pump prime the distribution element of the Fund by top slicing an amount of accrued income to provide immediate support to qualifying grant applications.

In setting out, over time, to create a major funding portal for qualifying grassroots community and voluntary groups to access, it should be remembered that the Foundation will always attempt to signpost applicants to other relevant named funds under its control should the application be eligible for the 25-plus other Funds managed by the Foundation.

3. The Community Foundation in Wales

The Foundation is a company limited by guarantee, a registered charity and a fully accredited member of the Community Foundation Network to customised quality standards endorsed by the Charity Commission.

With a decade-long track record of 'matching donors with do-ers' the Foundation performs three main functions – promoting philanthropy, client philanthropy advice services and grant-making.

As an independent charity the Foundation is dedicated to strengthening local communities and promoting philanthropy using its knowledge of needs to manage excellent grant programmes which make a sustainable impact.

The Foundation is cause neutral and independent.

During the last financial year the Foundation:-

- awarded £1.7 million in grants on behalf of clients, enabling local people to achieve extraordinary things in their communities.
- supported 239 organisations and 63 individuals; these groups funded on behalf of clients have over 69,900 beneficiaries and 5,200 volunteers.
- Increased the level of assets held in endowment to over £6.7million

The Foundation's clients include individuals, families, business and charitable trusts; people and organisations who recognise the value of our philanthropy services in stewarding their charitable giving, maximising its impact and administering and monitoring grants to demonstrate a sustainable legacy.

Chaired by the Hon. Antony Lewis, the Foundation's trustees come from the private, public and charitable sectors and bring a wealth of expertise and experience to support its charitable objects.

The eight Lord Lieutenants in Wales are Vice Presidents and the Foundation is supported by a broad range of volunteers, supporters and advocates across the country.

The Charity Commission in Wales, Welsh business and individual donors are amongst those who attest the Foundation's services and value their role in promoting philanthropy in Wales. Charity clients include Comic Relief; The Fair Share Trust and the Henry Smith Charity.

In recognition of the Foundation's national value and ambitious plans the Welsh Assembly and the Esmee Fairburn Foundation are currently investing in support of the Foundation's core work and growth.

The Foundation provides a cost effective and efficient broker service. This simple structure allows organisations, wealthy individuals and successful businesses to maximise the potential of cause related community involvement, ensuring that all gifts have a real impact, for all the right reasons and for all time.

The Foundation represents a new generation of social business, accountable, transparent, creative and active in engaging committed donors and matching them with areas of genuine concern. This is done in a manner that improves, develops and supports Flintshire's diverse charity, voluntary and community organisations.

The Chief Executive Officer of the Foundation is Liza Kellett who has been a dynamic and personable driving force since 2008.

Over the past 5 years the Foundation has made grants in excess of £4.5 million to support over 600 groups, individuals and projects across Wales, working to meet a range of needs. These include investing in charities, projects and community groups which; enable young people and promote education and enterprise; build cohesion and confidence in communities;

improve physical and mental health; nurture heritage and culture and protect our environment. Flintshire groups and individuals alone have benefited from £42,891 through 18 awards in the last three years.

Appendix 1 provides a list of groups and projects supported in Flintshire during this period and an insight into the diverse range of groups the Foundation has funded.

The Foundation provides a professional approach for those individuals and organisations that want to invest in local communities and to be engaged in proactive community development.

It also employs a creative management structure utilising a range of modern corporate tools. This includes, fund management, data collection, marketing concepts and reporting techniques that maximise impact, ensure transparency and guarantee donor involvement through specific reporting procedures.

The Foundation's running costs are met through a range of fees that are charged for managing and administering funds and also from private and Welsh Government grants and donations in support of core costs.

4. Benefits to Flintshire Council

The formation and commitment to develop the Flintshire Community Endowment Fund will create capacity and added value to increase grant making to community and voluntary groups across the County through the creation of a sustainable fund for the future.

This will result in a positive difference to local communities in tandem with the creation of positive press.

Liberation of moribund and ineffective trust funds and the transfer of appropriate active trust funds will relieve the Council of the annual cost and burden of administration and ensure that the assets held in the trust funds in scope are used to create a modern endowment fund where the objects will ensure that the interest and dividends earned on the money held in perpetuity will support the current and future needs of the community.

Once the Fund is launched it will effectively be managed by the Trustees of the Foundation who will become legally responsible for the Fund, its assets and delivery of its objects in accordance with Charity Law, including adherence to the wishes of the original benefactor.

The Foundation's Patrons and Board of Trustees (see **Appendix 2**) hail from a variety of backgrounds and possess a wide range of skills and experience and an extensive knowledge of the local community and its needs.

Cost effective grant management

One of the major benefits to the Council in partnering the Foundation to establish the Flintshire Community Endowment Fund will be the cost effectiveness in managing multiple trust funds. The Foundation has a professional grants team looking after policy, procedures, delivery, due diligence, monitoring, evaluation and administration. By allowing the Foundation to steward the Flintshire Council's charitable trusts for the benefit

of the people of Flintshire it will greatly reduce the Council's cost of this administrative burden, with the additional bonus of the Foundation multiplying the amount of funding available for local grant making purposes.

Reference to the Foundation's proposed fee structure to effectively manage the Fund is contained in **Section 7** of this proposal. Management fees are charged to the charitable asset and not to the Council.

Enquiry handling

The Foundation would handle all incoming requests for community-based support to the proposed new Fund.

Applications that did not meet the criteria of the Fund would, where considered appropriate, be signposted to alternative funding sources, and indeed, to other grant programmes managed by the Foundation. This would reduce the risk of local groups being disappointed or turned away due to lack of funds.

Meeting needs

In any community, many fundamental needs are hidden from view, with a great deal of vital work being undertaken by smaller, less known charities and community groups. It can be difficult to find out about local charities and community projects that need support.

In running county or town-specific Funds we often gain local intelligence from the local County Voluntary Council and we convene and collaborate with other funders, community workers and a range of local people with community knowledge.

We can guarantee that money will only be spent locally and in support of charitable purposes.

The Council's corporate and improvement plan objectives and community plans will be fully embraced to ensure that, wherever possible, grant making is effective and satisfies the priority themes and outcomes within the Local Area Agreement (LAA) or equivalent.

For example, and subject to Flintshire priorities and the objectives of the charitable assets, grant-making criteria, could include: -

1. Older People
2. Children and Young People
3. Safer, Stronger Communities
4. Sustainable Environment
5. Physical and Economic Regeneration
6. Health and Healthy Living
7. Education and commitment to Lifelong Learning

Publicity support

Through our in-house marketing and communications process, we will maximise the PR potential of the Fund by actively promoting both the benefits passing to local groups and the Council's involvement and commitment to social responsibility, ensuring that this is fully recognised and well documented.

Growing the fund

We would seek to work with the Council, in true partnership, to effectively grow the Fund organically and through acquisition.

The Foundation will convene a range of allies and local support to advocate for the Fund, raise the profile of the opportunities to donate into it (or set up an additional Fund under the Flintshire umbrella) and support the Foundation's business development work for Flintshire, supplemented by a formal Flintshire Fund Development Plan that will widen the initial partnership and deliver growth to the endowment and distribution elements of the Fund.

Over time, this work will add value to and increase the grant making capacity of the Fund, providing positive press and achieving a strong community impact in terms of organisational sustainability, community action and on the lives of the beneficiaries and volunteers.

5. Management of the Fund

The Foundation will actively support the Council's staff and members through the Council's decision-making process. This includes making presentations at Board/Cabinet/Compact meetings or equivalent; summarising the proposal for different audiences; advising key staff on information needs; pre-transfer and provision of templates for communications with the Charity Commission and for accounts staff. In this way we will underpin all the Council's pre-transfer work to establish the Fund, and concurrently and into the future, undertake activities as outlined below.

Once the Fund has been effectively pump primed the Foundation will publicise its establishment, in partnership with the Council. For example we usually hold a launch reception, inviting civic leaders, potential donors, the media and supporters and potential partners from the voluntary sector.

As part of this unique partnership the Foundation will:

- Liaise with the Charity Commission to obtain an initial "in principle sanction" to obtain scheme arrangements and or to utilise sections 74 and/or 75 of the 1993 and 2006 Charities Acts and ultimately undertake the work to facilitate the transfer of all qualifying trust funds and/or their assets.
- Design a Flintshire grants programme (e.g. including criteria priorities, marketing and promotion plan and Fund timetable).
- Use the specialist finance and investment skills and expertise of its investment committee to ensure the highest possible return for grant-making, in line with the Foundation's investment policies.
- Provide extensive grant making experience and knowledge to ensure the success of the Fund using the management and administrative services of its professional grants team.
- Ensure that the Council's corporate, improvement and community plan objectives are achieved in respect of grant awards made from

the Fund. This will be achieved by working in partnership to develop the Fund criteria which in turn will govern the distribution of grants.

- Produce an annual impact report to present to the Council to demonstrate the effectiveness of Flintshire grant making.
- Deliver a pro-active approach to grant making, targeting the identified community groups and people to ensure effective delivery of funds.
- Undertake all administrative duties involved in running the Fund, including investment and financial management, the production of accounts, Charity Commission annual returns and any tax reclaims where appropriate.
- Ensure that all grant awards will be distributed in the name of the **Flintshire Community Endowment Fund**.
- Work with the Council to actively widen the initial partnership with a view to developing the Fund through a number of planned initiatives which would be contained within the Flintshire Fund development plan.
- Organise a high profile formal launch of the Fund (perhaps as part of the partnership the Council would host this at one of its civic venues).
- Arrange press releases in line with grant awards to maximise positive press for the Council and the Foundation and to increase awareness and availability of the Fund.

6. Quality and Impact Measurement

National Quality Standard



In 2010 the Foundation reached the Quality Accreditation Standard set by the Community Foundation Network (CFN) to ensure Community Foundations are healthy, strong and sustainable. The standard is aimed at making it easier for those Community Foundations that have attained the accreditation to bid for and deliver national contracts and partnerships.

The Quality Accreditation Standard has received the endorsement of the Charity Commission (England and Wales) ensuring that those Community Foundations who achieve the standards will be effective in the delivery of their services to users.

Diligence

The Foundation operates a robust due diligence in all its activities, including grant-making. We have a baseline due diligence check on all applicants, which increases proportionately with the size and term of the grant award. For example, references are checked for every grant beneficiary, as are the constitution and accounts, many are visited by our grants team and monitoring reports are expected for every beneficiary.

Fund Monitoring and Evaluation

The Fund would be allocated a dedicated Manager at the Foundation, responsible for programme management. Monitoring reports from all beneficiaries (usually received after six months) are scrutinised by the Grants team and actioned/flagged where necessary

Performance of this Fund would be monitored regularly by the Foundation's Board's Grants Committee (at least twice a year). Investment performance is managed by the Finance, Risk and Investment Committee which reports quarterly to the Board. The Board monitor the performance of the Foundation annually and the Chief Executive monitors and evaluates the performance of each Fund annually, reviewing a range of impact indicators.

The Foundation would actively report back on the Fund performance and subsequent grant awards in an annual Impact Report. News items, features and grant information would be featured in the Foundation's website, annual review and annual report.

7. Management Fees

The Council will incur no real costs in transferring stewardship of its charitable assets to the Foundation to create the Flintshire Community Endowment Fund, although some staff time will need to be dedicated to the pre-transfer process. The Foundation makes no charges to the Council for its services, as is usual practice across all Community Foundations across the UK for work of this type, and as endorsed by the Charity Commission, the Foundation operates a standard model of management fee charges to the charitable asset.

1. **a one-off establishment fee** would be negotiated with the Council to represent the direct costs aligned to the work undertaken by the Foundation to establish the Fund and liberate/transfer all trusts and assets in scope.
2. The value of all assets held in the form of endowment within the Flintshire Community Endowment Fund will incur an **annual management charge of 1.25%** of the market value of the Fund.
3. The Foundation makes an **annual grant programme management fee of 10%** of the grant-making total to cover the management and administration costs of grant-making from this Fund.

The Foundation adds great value, at its own cost, through actively promoting and growing the Fund for the benefit of people across the county of Flintshire.

8. Financial Management and Investment Practice

The Foundation's Board appoints a Finance, Risk and Investment Committee of experts in the fields of finance and investment. They in turn develop and review the Board's Investment Policy and performance and recruit and monitor the services of benchmarked and scrutinised fund managers to ensure best possible levels of growth that will sustain and maximise high-impact grant making programmes. The FRIC reviews Fund Manager Performance quarterly and annually against a range of benchmarking tools. Members of this Committee are noted with an * in **Appendix 2**.

At present our endowment investments are placed with UBS, J P Morgan and Barings Investment Managers and our grant making funds are deposited with Royal Bank of Scotland.

Fund performance will be evaluated quarterly and a statement of account produced annually in accordance with Inland Revenue and Charity Commission criteria. This will also be published in Foundation's annual Report and Accounts and summarised in the Impact Report of the Flintshire Community Endowment Fund.

9. Future Fund Development

- Strategic Development Group (SDG)

The Foundation will work in partnership with the Council to increase the capacity of the Fund by engaging with senior officers and appropriate members within the Council, the relevant Chambers of Commerce, professional bodies and representatives of prominent businesses across the County, with a long-term objective of growing both the permanent endowment and distribution elements of the fund.

The Foundation's Chief Executive will develop a Flintshire Community Endowment Fund Development Plan; a business plan to achieve profile, partnerships and ultimately additional grant programmes, donations and sub-funds to benefit the community and voluntary sector in Flintshire.

Added value will be achieved, should this Fund for Flintshire be established, through, for example:

- The Foundation focussing existing and new broader grant programmes on Flintshire groups
- Increased grant-making from the Foundation's new Fund for Wales (a generic, Wales-wide Endowment Fund created on the 1 March 2011 and which has the Prince of Wales as Patron)
- The Foundation's programme of work to support the fundraising capacity and sustainability of the community and voluntary sector through its on-line profile and fundraising programme – localgiving.com

Primary targets for growth of the Fund include:

- Transfer of appropriate **active** trust funds currently administered by the Council
- Adoption of redundant and ineffective trust funds as identified by the BOOST initiative (a Community Foundation Network-wide initiative in partnership with the Charity Commission)

- Community benefit Funds (e.g. wind farms) can sometimes come into this category
- The creation of a new Endowment Funds from private individuals and families

Immediate Impact

- New annual grant programmes established by the Foundation's work with businesses and families
- In partnership with the Council, additional elements of the annual Council's discretionary and community grants programmes where feasible
- Payroll giving
- General donations from companies, local businesses, regeneration partners, wealthy individuals (i.e. those below the 'own Fund threshold of £10,000)
- Acquisition of grant-making responsibility from the existing donors who wish to out-source the responsibility and administration to an appropriate third party

10. Summary

The Foundation would be delighted to work in partnership with the Council to facilitate the liberation of moribund and ineffective trust funds and the transfer of appropriate active trust funds that are currently administered by the Council.

It is proposed that such funds are used to establish a named endowment fund, The Flintshire Community Endowment Fund, managed by the Foundation for the benefit of the community and voluntary sector and citizens of Flintshire.

Under the Total Return approach operated by the Foundation, the return generated by the Endowment Fund (dividends interest and capital growth) is retained within the Fund and annual transfers are made into the Distribution Fund to be used for the immediate benefit of the people across the County with grant awards being made for charitable purposes to smaller local charities and community groups.

Subject to agreement, application will be made to the Charity Commission to consider top-slicing an agreed amount of accrued interest from the charitable assets potentially available for transfer from the Council to the Foundation, to provide immediate grant-making. For example, retaining £10,000 for two years, to 'kick-start' grant-making from the Flintshire Community Endowment Fund - thus enabling time for the investment income to accrue and for the Foundation to secure other sources of grant funding.

Added value in growing the capacity of the Fund is fundamental to the success of this venture. Partnership working with the Council in advocacy and signposting and could also result in other Council assets and grant programmes being managed through the Flintshire Community Endowment Fund. The Foundation will create a Flintshire Fund Development Plan and achieve new income for Flintshire grant-making.

The Foundation will take complete responsibility for the management and administration of the fund including all legal requirements.

This proposal is based upon the Foundation's ability to deliver an unparalleled level of charitable service directly to the heart of the local community.

By working in partnership with the Foundation we believe the Council can generate a sustainable Fund that will serve the County "today and forevermore" ensuring that a real difference can be made to the lives of ordinary people, in particular those identified as in greatest need.

Appendix 1.

List of grants made in Flintshire supported by the Foundation in the last 3 years.

Organisation Name	Amount Awarded	Brief Description
Plas Derw Trust Ltd	£7,849.00	Towards the costs of running 'Mission Explorable', a project for children and young people to experience the outdoors and discover more about themselves.
North Wales Superkids	£2,000.00	To purchase toys to be distributed to children in North Wales for Christmas.
DangerPoint	£1,000.00	To deliver an additional road safety event for 500 more pupils.
Dyffryn Ceiriog Riding for the Disabled Association	£4,500.00	Towards costs of operation of the riding sessions and funding for a riding holiday for children with disability (autism, cerebral palsy, scoliosis, visual and hearing)
Holywell Autumn Club	£2,500.00	Towards the costs of coach, meal, rail and river journeys and theatre in a programme of outings for their elderly members.
Multiple Sclerosis Support Centre	£3,600.00	12 month pilot delivering free, weekly circuit training based exercise classes to people with MS.
Plas Derw Trust Ltd	£2,060.00	To fund 'Mission Explorable' a series of activity days that take children canoeing and rock climbing over two days
Bullies Out	£1,000.00	To deliver Hand of Courage workshops across North Wales.
Carmel Toddler Group	£900.00	To purchase new children's furniture and storage equipment.
Cylch Meithrin Maes Y Coed	£1,000.00	To purchase new equipment and craft materials
Deeside Silver Band	£1,000.00	The money would go towards new music books, uniforms and instrument repair and also the rent for the hall and expenses for a music teacher.
Eye 2 Eye	£1,000.00	Towards a social club for people who are visually impaired.
Holywell Autumn Club	£937.00	Towards costs of an outing for the elderly members of the group.
Llanasa Scarecrow Festival	£750.00	To purchase a small marquee, to facilitate children's activities during the Scarecrow Festival and could also be used by local groups and organisations.
Playmates	£1,000.00	To buy craft materials and equipment and somewhere to store what they create.
DangerPoint	£1,995.00	To cover transport and staff costs to deliver a new road safety presentation and reconstruction at the centre for young people.

Organisation Name	Amount Awarded	Brief Description
Plas Derw Trust Ltd	£4,800.00	To fund the running of a project called Seed to Side Board that offers practical work experience to young people at risk of exclusion.
Friends of Flintshire Citizens Advice Bureau	£5,000.00	Towards the training of volunteers, tutors for informal IT and other courses, and to purchase digital camera equipment.
TOTAL	£42,891.00	

Appendix 2.

Patrons

President

Captain Sir Norman Lloyd-Edwards KCVO, GCStJ, RD*, JP, RNR

Vice Presidents

Byron Lewis Esq, HM Lord Lieutenant of West Glamorgan

His Honour Huw Morgan Daniel C.StJ, HM Lord Lieutenant of Gwynedd

The Hon. Mrs Shân Legge-Bourke LVO, HM Lord Lieutenant of Powys

Mrs Kathrin Thomas CVO, HM Lord Lieutenant of Mid Glamorgan

Dr Peter Beck, HM Lord Lieutenant of South Glamorgan

Trefor Jones Esq CBE, HM Lord Lieutenant of Clwyd

Simon Boyle Esq, HM Lord Lieutenant of Gwent

The Hon. Robin Lewis OBE, HM Lord Lieutenant of Dyfed

HRH the Prince of Wales ‘Patron of the Fund for Wales’

Board of Trustees

Chair

The Hon. Antony Lewis

Antony Lewis is the Chair of the Community Foundation in Wales. He is also Chair of the Mid Wales Food and Land Trust. He is a trustee of the Institute of Rural Health, the Newtown Market Hall Building Preservation Trust, the Powys Association of Voluntary Organisations and Rekindle, a mental health charity. He was the chair of the Powys Family Health Services Authority from 1990 to 1996 and the Powys Health Care NHS Trust from 1996 to 2003. He is a barrister and a member of the Competition Appeal Tribunal.

Trustees

Dr Caryl Cresswell

Dr Caryl Cresswell, Director of Enterprise Development Associates Ltd (EDA) has demonstrated practical experience of working with the social, public and private sectors in business creation, development, survival and growth with expertise in business and strategic planning, funding applications, governance and project management. From a background in academia and manufacturing engineering she provides both an operational and business perspective and as a successful and experienced project manager she achieves solutions, outcomes and results within timelines and budgets.

Caryl is a consultant with the Welsh Assembly Government for Enterprise Education in HE/FE and with Wales Co-operative Centre for social enterprise development. As a Trustee of the Community Foundation in Wales, chair of the HR Committee and chair of the Newport Strategic Group she is engaged in both professional and volunteering opportunities with South Wales communities to provide community leadership and encourage and support

sustainability through effective governance, planning, management, systems and triple bottom line control.

Peter Davies OBE

Peter Davies is currently Commissioner for Wales on the UK Sustainable Commission and Co-ordinator for The Prince's Charities in Wales. His career background is in the field of corporate social responsibility working for the Confederation of British Industry and the Department of Trade and Industry and was also Managing Director for Business in the Community (1995-2005). Peter was awarded an OBE in 1995 for work in establishing links between business and education under the DTI's Enterprise Initiative (1989-1995). He is project consultant for Wales and the Millennium Development Goals Task Force, Welsh Assembly Government's Corporate Challenge programme, WCVA Climate Change programme and St James Ethics Centre corporate responsibility research programme. He also has many other responsibilities among which are being a member of the Climate Change Commission, Chair of the Cambrian Mountains initiative, and Trustee of Prime Cymru.

David Dudley

David Dudley is the Vice Chair of the Foundation. After a career spanning 34 years and many countries, David left the Army as a Lt Colonel to assume the new post of Information Manager at the N Wales Health Authority. He went on to become Chief Executive of Epilepsy Wales and took on a number of roles in the Voluntary Sector. For many years he was on the Board of the Rolls-Royce Enthusiasts' Club, including a spell as Chairman. Although now 'retired', he still plays a part in local affairs and is Vice-Chairman of his local Community Council.

Jon Hollins

Jonathan Hollins is Group Marketing Director of the Freshbaked business services group. With over 20 years PR and marketing experience, Jonathan is an elected member of the Chartered Institute of Marketing and award winning PR professional, and has worked for national organisations including Boots, RAC, Lloyds TSB and the former Welsh Development Agency. Having previously acted as Head of the South Wales Chamber of Commerce in Cardiff, he acts as a conduit between the Welsh business community and the Foundation.

Ilene Hoyle

Ilene Hoyle is the director of Ilene Hoyle Consultancy, her own consultancy and training business serving the not for profit sector across the UK. With over 25 years in the sector Ilene specialises in supporting the strategic development of small and medium sized charities. A licensed trainer and member of the Institute of Fundraising as well as the Chartered Institute of Personnel and Development, Ilene's areas of interest include strategic fundraising and governance. In 2009 her title in the Tiny series, ***A Tiny Guide to an Effective Fundraising Strategy*** is being published. Ilene's client list is large and diverse. Ilene uses her expertise in the sector and her charity governance experience to support the development of the Community Foundation in Wales, where she currently chairs the Forward Planning Group.

Drewe Lacey*

Drewe Lacey holds the Diploma in Financial Planning and for 27 years has been an independent financial adviser. He is presently Executive Chairman (and Founder) of Alchemy Wealth Management Ltd, and a Director of the Portland Financial Group Ltd and Portland Financial Management SA, in Geneva. These companies provide tax and investment services in the UK and Internationally. His first career in Industry was with Ford Motor Co and BTR plc in business and General Management in the UK and Overseas. He holds post graduate Management and Marketing qualifications and is a member of the Institute of Directors.

He has written papers on Charitable Giving and Retirement Options, and Corporate Sponsorship and is actively engaged in developing relations between Freemasonry and Community Foundations.

Drewe also has an interest in fundraising whilst using his other pursuits, music and running e.g. London Marathon (1998, 2003) and his involvement in Monmouth Music Theatre and has organised a major fundraising event for the Monmouth Branch of Friends of Chernobyl's children.

Frank Learner (Honorary Treasurer)*

Frank Learner is Principal of Greengage Associates – providing financial management and governance services to the Voluntary Sector. He spent most of his working life in the Royal Air Force; his last role was Treasurer of the Service's main grant-making charity - earlier roles included Head of Internal Audit at RAF St Athan in the Vale of Glamorgan and Head of HR/Finance at RAF Valley in Anglesey. Frank is the Foundation's Treasurer; he is also a member of the Charity Finance Directors' Group's Regional Committee for the South West of England & Wales. Frank has won WCVA's volunteer of the year award for 2010 which was to recognise the extensive Accountancy work and invaluable commitment he offers the Foundation.

Henry Robertson

Henry Robertson, is business development director for Rathbone Brothers Plc (the Investment Manager), where he has been employed since 1994. The company has good links with several Community Foundations. In addition he manages his family property and business at Crogen near Corwen, where the family have been living for several generations. Prior to joining Rathbones, Henry served in the regular Army for 17 years.

Henry served as High Sheriff for Clwyd in 2009/10 and subsequently became a member of the Reserve Forces and Cadet Association in Wales, trustee of Dangerpoint and Clwyd Crimebeat. Together with his wife Sarah, he actively engaged with the promotion of young people and rehabilitation for offenders, as well as proactive support for St Dunstan's which supports blind ex-servicemen. He joined HM Queen's Bodyguard of the Yeoman of the guard in 2009.

Julian Smith*

A former professional Engineer and international industrialist, subsequently worked for West Wales Chamber of Commerce to bring Objective 1 funding to the private sector. Has lived for 19 years in Mumbles since returning from overseas, he has recently stepped down as a Council member of Swansea

University and as a Director of Care and Repair Neath Port Talbot. Julian still represents West Wales Chamber of Commerce on various NPT bodies and is well connected in the Swansea Bay area. He is also Company Secretary of Mumbles Development Trust and Secretary of the Mumbles Twinning Association.

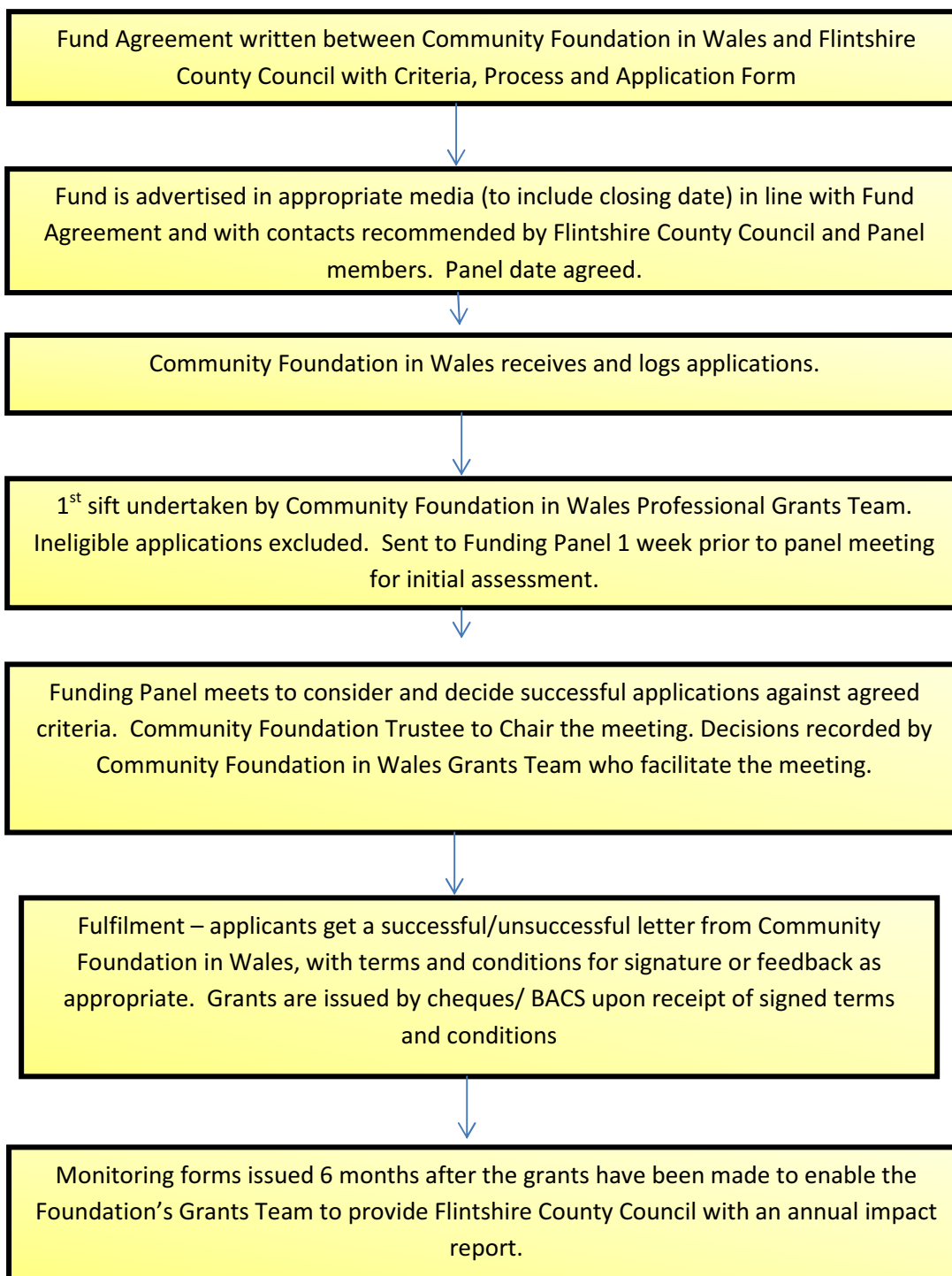
Michael Westerman

Michael is a fundraising and philanthropy consultant, mentor and business advisor, with over 35 years experience in the voluntary and corporate sectors. A former Chair of both The Assoc. of Fundraising Consultants and the Institute of Fundraising(Midlands). He brings to the Foundation a wealth of fundraising expertise. Michael helped create one of the UKs most successful voluntary organisations - ActionAid in 1972 and in 1980 formed the award winning consultancy The Midas Partnership. He has lectured widely on fundraising in Asia, Australia, India, and the UK, and holds a diploma in Communication, Advertising, and Marketing: is a Life Fellow of The Institute of Marketing: is a Member of The Institute of Fundraising: and is a member of The Institute of Sales Promotion.

*** indicates members of the Finance, Risk and Investment Committee.**

Julian Rathbone of Rathbones is a co-opted advisor to the Finance, Risk and Investment Committee.

This page is intentionally left blank

GRANTS PROCESS

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 20 NOVEMBER 2012**

REPORT BY: **HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT**

SUBJECT: **PEOPLE STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To provide Members with a progress report on the delivery of the People Strategy Action Plan for 2009–2012 as at 30 September 2012.

2.00 BACKGROUND

2.01 The People Strategy is one of the four Corporate Resource Strategies for the Council. It sets out the Council's vision and intentions in achieving effective Organisational Change and transformation, improving Leadership and management practice, increasing performance and productivity and modernising our working practices and terms and conditions of employment to enable us to better meet the needs of our customers.

2.02 The current strategy covers the period 2009–12 and is in the process of being reviewed to reflect the Council's on-going and future priorities for the next three/four years. Whilst appropriate focus and resources are being targeted to deliver the identified priorities, consideration is being given to which projects will extend to the next phase of the strategy.

2.03 Given the interdependencies between the People Strategy and the ICT Strategy, there is the opportunity to re-align the timeframes for the review of the respective strategies. This would ensure that the 'enabling' actions on the part of both HR and OD and the ICT teams, to support the delivery of key projects such as Agile Working, are fully co-ordinated.

2.04 To achieve the above, work is underway to commence some joint planning of activities and priorities for the new strategies. The likely outcome is that the implementation dates and duration of the respective strategies will be the same.

2.05 The progress on the delivery of the strategy is reported on a regular basis (at least quarterly) to Cabinet and at Overview and Scrutiny Committees. In addition, the Quarterly Performance reports for

Human Resources and Organisational Development provides details on progress, by exception, focusing on those actions that have been completed in accordance with the action plan and actions that have not been delivered in accordance with the original timeframes set, the reasons for this and the recovery plan that has been put into place.

3.00 CONSIDERATIONS

3.01 The People Strategy Action Plan, shown at Appendix 1, provides a detailed progress update on each of the projects/work streams.

3.02 The majority of projects and actions are on track to be completed within the stated deadline, or are completed. Some of the deadlines were revised and reported on in the previous People Strategy progress report in July. For example, the deadline for the delivery of the Organisational Design Change Programme was delayed, to allow sufficient capacity and resources for the Single Status project.

3.03 The following actions/projects are reported 'by exception' as follows:

- The action CUS/003, in the 'Customer' work stream, i.e. to design and implement a new HR and OD service structure, has been delayed. The new service structure and jobs within it have been re-designed and are currently undergoing job evaluation. Individual consultation with affected employees will not start until November 2012, resulting in the new service being fully operational by March 2013. This delay is as a result of the Head of Service and other senior managers in HR and OD being responsible for leading on the delivery of the Single Status and Equal Pay projects, both of which have had to take priority over other projects.
- The action CHA/006, in the 'Change' work stream, i.e. to develop Career Progression Frameworks has been completed and implemented as part of the Single Status Project.
- The action CAP/006, in the 'Capacity' work stream, i.e. to develop the E-learning modules for new managers, is now completed. The date for the roll out and implementation of the modules is still to be determined.
- A new task has been added to CAP/005 in the 'Capacity' work stream to identify a new programme for 'aspiring leaders' which is currently being explored as part of developing the partnership arrangement between Flintshire Council and Deeside College further.
- The implementation date for the action CON/001 for Single Status and Equal Pay is shown as November 2012 but is currently under review. All data verification work on the posts and people in scope

of the project has been finalised and pay modelling and Part 3 negotiations have recommenced and are on-going. Whilst the projects are progressing, the date for implementation is under review. A further report relating to the Single Status Project will be presented separately for the Cabinet Committee.

4.00 RECOMMENDATIONS

4.01 That Members note the progress report on delivery of the current People Strategy Action Plan for 2009–12.

5.00 FINANCIAL IMPLICATIONS

5.01 The financial/resourcing implications for each project are set out in the attached Action Plan.

6.00 ANTI POVERTY IMPACT

6.01 None identified.

7.00 ENVIRONMENTAL IMPACT

7.01 None identified.

8.00 EQUALITIES IMPACT

8.01 Equality Impact Assessments will be undertaken for individual projects as appropriate.

9.00 PERSONNEL IMPLICATIONS

9.01 None specifically arising from this report. Any actions arising from delivery of projects within the strategy which may impact on employees will have their own Communication and Consultation Plan.

10.00 CONSULTATION REQUIRED

10.01 None specifically arising from this report. A consultation exercise will be conducted with Members, Managers and Trade Unions on the proposed content of the next phase of the strategy at the appropriate time.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Appendix 1 – People Strategy Action Plan with updates as at 30th September, 2012.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Helen Stappleton
Telephone: 01352 702720
Email: Helen.stappleton@flintshire.gov.uk

APPENDIX 1

PEOPLE STRATEGY ACTION PLAN – PRIORITIES FOR 2011/12

PEOPLE STRATEGY THEME	CUSTOMER – Rebecca Noble		
OBJECTIVES	<ul style="list-style-type: none">• To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive and customer focused services• To design the organisation to meet the requirements of customers, ensuring structures are shaped with the aim of delivering excellent customer services• To develop a 'world class' HR service for both strategic and transactional HR	LEAD ROLE	Head of HR and OD

DELIVERABLES		<ul style="list-style-type: none"> • Providing development opportunities for employees to develop excellent customer care skills (Customer Care Award) • Design and implement an organisational design model / framework with guidance for managers to meet the needs of customers • Implementation of HRMIS Phase II – Manager and Employee Self-Service • Design and implementation of a new HR & OD Service Structure 			TARGET COMPLETION DATE	SEPTEMBER 2012 (some workstreams will extend beyond)
RESOURCES		HR Management team, Corporate Training, Directorate Management Teams, Corporate Management Team				
REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CUS/001	Develop Customer Care	Completion by June 2011 achieved.	Corporate Training (Steve Hughes)/	Within existing resources	GREEN	Customer Service Award

	Award		Deeside College / DMTs			development completed. C - Completed
CUS/002	Implement Customer Care Award across the organisation	Implement from July 2011 and on-going	Corporate Training(Steve Hughes)/ / Heads of Service Denise Naylor (LEAD) / Rebecca Jones	Within existing resources	GREEN	Housing award completed. C - Completed
					GREEN	Programme of development for Environment complete. Roll out in Environment due to be completed April/May 2012. Wider roll out to organisation within 18 months. Update 17.09.12 S Hughes to agree to a roll out plan aligned to the OD change programme. ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CUS/003	Design and Implement new HR and OD service	Service Review in progress. Complete by May 2012 Revised implementation date March 2013	Head of HR and OD	Additional project support resources secured.	AMBER	Process mapping & SOP's development near completion. 29.09.12 Quality Assurance and final JEQ's submitted for panel. Communication issued to the HR and OD team. Revised implementation date March 2013 ✗ - Behind Schedule
CUS/004	Tailor and implement Customer Care Award for new HR and OD service	Tailor the Customer Care Award - Commence by August 2012. Revised date Jan 2013 Implement the	Steve Hughes and Employment Services Manager (on appointment)	Within existing resources	AMBER	HR and OD Review to be completed first. ✗ - Behind Schedule –

		Customer Care Award - Complete by December 2012. Revised date June 2013 Carry forward to 2013 – 2016 People Strategy.				date adjusted.
CUS/005 PROJECT PLAN IN PLACE – (Flints. Futures)	Implement Phase II of HRMIS - Employee Self-Service	Completion by August 2011 achieved.	iTrent HRMIS Project Manager (Rebecca Noble)	Continuation of Project Funding confirmed via Flintshire Futures.	GREEN	Employee Self-Service roll out complete for IT users C – Completed
CUS/006 PROJECT PLAN IN PLACE- (Flints. Futures)	Implement Phase II of HRMIS (iTrent) Manager Self-Service (People Manager)	Project in progress. Complete by Dec 2013 Carry forward to 2013 – 2016 People Strategy.	iTrent HRMIS Project Manager (Rebecca Noble) – CMT – Project Board – DMT's	Continuation of Project Funding confirmed via Flintshire Futures.	GREEN	Update 17.09.12 Manager Self Service rollout complete to all IT users. Expenses module roll out to Corporate Services complete. Learning

Page 88

						Module development commenced – target roll out Dec 2012 ✓ - On Track
Page 82	CUS/007	Identify and implement employee involvement methods	Project in progress. Methods to be identified and implemented from April 2012 onwards Revised deadline September 2012 Carry forward to 2013 – 2016 People Strategy.	Heather Johnson /Corporate Communications Officer (Gill Watkins)	Within existing resources	AMBER Methodologies identified but plan still requires developing. Intention is to have a programme of involvement /engagement activities. ✗- Behind Schedule – date adjusted.

PEOPLE STRATEGY THEME	CHANGE – Sheila Lynch		
OBJECTIVES	<ul style="list-style-type: none"> To ensure that managers are confident and competent in managing change effectively To promote a culture where employees understand and participate in change 	LEAD ROLE	Head of HR and OD

	<ul style="list-style-type: none"> • To achieve planned organisational change and modernisation throughout our services and business practices • To create frameworks, tools and techniques for managing change 		
DELIVERABLES	<ul style="list-style-type: none"> • Delivery of 'managing change' programme to develop skills and knowledge • Development and implementation of Organisation Design principles • Development of framework and guidance for managing change effectively • Implementation of tools and techniques to support change and service modernisation 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners Additional resource – Temporary Organisation Design Officers / Job Analysts		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/001 (Flints. Futures)	Develop set of Organisational Design principles	In progress. Completed by December 2011	Cross-organisation Management Group / Single Status Project Manager / Head of HR and OD	Additional project support resources secured	GREEN	Research and benchmarking work completed Final document prepared C - Completed
CHA/002 (Flints. Futures)	Review and revise "Guide to Organisational Design for Senior Managers" (Lean process to be incorporated)	Commence by July 2012 Completed by November 2012	Organisation Design Officer(s) Averil Thomas/Sian Williams		GREEN	Timescale has been adjusted as corporate priority is Single Status (insufficient HR capacity to deliver to original timeframes). This activity will commence in July 2012 and complete November 2012 Update 17.09.12 Guidance is on track for completion ✓ - On track

Page 84

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/003 Flint Futures	Design and Deliver coaching / development programme on Organisation Design and Change	Commence by January 2013 Complete by March 2013 Carry forward to 2013 – 2016 People Strategy.	Head of HR/Single Status Project Manager/Corporate Training Officers	Additional project support resources	GREEN	Reasons for adjustment as above. Commencement date January 2013 Completion of design of programme March 2013 ✓ - On track
CHA/004 Flints. Futures)	To define the programme and identify which services to be reviewed as part of Organisational Design Change Programme	Commence by January 2013 On-going. Carry forward to 2013 – 2016 People Strategy.	Head of HR / CMT / Organisational Design Officers	Resources secured (Appointment of Organisation Design Officers as part of HR and OD Service Review).	GREEN	Commencement date has been adjusted. Intelligence via the Single Status JE process (e.g. examples of compression) will be used initially to identify services where the organisational structure needs to be reviewed. ✓ - On track

Page 9 of 9

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA005 (Flints. Futures)	Commence implementation of Organisation Design Change Programme	Commence by April 2013 Carry forward to 2013 – 2016 People Strategy.	CMT / HR / Organisation Design Officers	Additional project support resources secured	GREEN	Timescale adjusted to come after Single Status implementation. ✓ - On track
CHA/006	Agree and implement “Jobs at this Level” Framework for broader usage across organisation	In progress. Complete by December 2011. Revised deadline to November 2012.	Head of HR and OD / Single Status Project Manager / CMT / Joint Trades Unions	Project resources in place	GREEN	Framework document prepared and implemented for determining ‘Career Grade Progression’ – see CON/003. Under consideration by Corporate Management Team for broader usage. Consultation on the framework to be undertaken with Trade Unions. ✓ - On Track

Page 86

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/007	Promote attendance for senior and middle managers on 'Managing Change Successfully' Regional Programme	In progress	HR Managers with Heads of Service	Within existing resources	GREEN	Programme well established C- Completed
	<p>Revised key task to:</p> <p>Target attendance for senior and middle managers on 'Managing Change Successfully' Regional Programme</p>					Evaluation of learning / measures around improved practice to be identified
CHA/008	<p>Create opportunities for exchanging good practice / excellence in managing change</p> <p>Identify 'Change Champions' within services</p> <p>(CHA/008 and CHA / 009 now combined)</p>	Commence December 2012	CMT [Head of HR and OD / Head of Housing and Head of ICT and Customer Services] (Flintshire Futures Programme)	<p>Within existing resources</p> <p>HR Manager (Lesley Newton)</p> <p>Flintshire Futures HR Lead (Angela Lawrence)</p>	GREEN	<p>Review of organisational change approach with Leadership Team</p> <p>✓ - On Track</p>

Interdependencies: Key Tasks CHA/001, CHA/002, CHA/005 have interdependencies with Single Status – CON/001
CHA/008 is interdependent with CHA/002

PEOPLE STRATEGY THEME	CAPACITY – Sian Williams		
OBJECTIVES	<ul style="list-style-type: none"> To identify and implement a framework to remodel the workforce as part of corporate and service planning To promote succession and continuity planning To develop key skills for employees to support the effective delivery of services now and in the future 	LEAD ROLE	Head of HR and OD
DELIVERABLES	<ul style="list-style-type: none"> Workforce Planning Model including identification of talent and succession planning Developing use of Appraisal system to identify and develop our talent Development and implementation of People Development Framework including Leadership Development 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/001	Develop Workforce Planning Skills for HR	Completion by October 2011 achieved	Head of HR and OD / HR Managers	N/A	GREEN	Training completed. C - Completed
CAP/002	Develop Workforce Planning Approach and Model	Commence by January 2012. Complete by March 2012.	Head of HR and OD / HR Managers /Lorraine Snead / CMT	Within existing resources	GREEN	Draft Workforce Planning model developed. C - Completed
	Implement new Workforce Planning Model and explore integration into Service Planning process	Complete by April 2013 Carry forward to 2013 – 2016 People Strategy.	Head of HR and OD / HR Managers / Lorraine Snead / Karen Armstrong / CMT	Within existing resources		Model to be 'tested' by Directorate and Service teams. The option to integrate WP into service planning process to be

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						explored. ✓ - On Track
CAP/003	Adapt Appraisal System (as part of Workforce Planning Model) to assess and improve performance, identify talent and provide development opportunities	Commence by January 2013. Complete by April 2013 Behavioural competencies and 'Jobs at this Level' to be developed prior to selecting and introducing new approach. Carry forward to 2013 – 2016 People Strategy.	Corporate Training – Heather Johnson	Additional resources (in collaboration with neighbouring Councils) to be identified	AMBER	Further work to be done to assess most effective Appraisal system for the Council at this time. Competency-based approach to be tested by Senior Management Team ✓ - On Track
CAP/004	Embed People Development Framework Programmes and align with new Qualification Framework	In progress. Complete by January 2012	Corporate Training Team Heather Johnson	Within existing resources	GREEN	Programmes designed and implemented C - Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/005	Develop/identify options for Leadership Development for existing Leadership team	In progress. Complete by February 2012	Head of HR / CMT / Corporate Training Team Steve Hughes	Within existing resources	GREEN	Initial options identified. Application of appropriate methods to be arranged to include Coaching options
	Identify options for 'aspiring' / future Leaders as part of programmes offered in partnership with Deeside College Key task added	In progress. Complete by April 2013 Carry forward to 2013 – 2016 People Strategy.	Head of HR and OD / CMT/ Corporate Training Team – Heather Johnson.	Within existing resources		C - Completed
CAP/006	Develop New Manager Development Programme (E-Learning)	Commence by January 2012. Complete by June 2012	Corporate Training Team Heather Johnson	Within existing resources	GREEN	E learning programme developed. C- Completed

Page 91

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
	Implementation of new programme Key task split to reflect development and implementation as two stages.	November 2012 Carry forward to 2013 – 2016 People Strategy.				ICT arrangements now in place to implement programme by revised deadline. ✓ - On Track
CAP/007	Develop and implement Coaching Strategy	Commence by April 2012 Complete by December 2013. Carry forward to 2013 – 2016 People Strategy.	Corporate Training Team Steve Hughes / Head of HR and OD	Within existing resources	GREEN	Draft Coaching Strategy for other NW Councils to be adapted for FCC. ✓ - On Track

Page 92

Interdependencies: Key Tasks CAP/005 is interdependent with CAP / 007

PEOPLE STRATEGY THEME	CONSOLIDATION – Sharon Carney		
OBJECTIVES	<ul style="list-style-type: none"> To enhance Flintshire’s reputation as a “modern employer of first choice” To ensure we set and meet standards of performance through sound people management To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees 	LEAD ROLE	Head of HR and OD
DELIVERABLES	<ul style="list-style-type: none"> Implementation of Single Status and settlement of Equal Pay Claims Negotiate and implement a revised set of Part III Terms and Conditions Identify, develop and review HR policies to enable flexible, agile and modernised working practices 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CON/001 PROJECT PLAN IN PLACE Page 94	Implement Single Status Settle Equal Pay claims	In progress. Complete Single Status and Equal Pay projects by November 2012 Project plan currently under review	Chief Executive / Head of HR and OD / Single Status Project Manager / Head of Finance / Head of Legal / CMT / Joint Trade Unions	Project resources in place	AMBER	Data verification to be completed by early October 2012. Pay modelling and Part 3 negotiations to recommence with Joint Trade Unions by mid October. Equal Pay Settlement Strategy under development. concluding of the Council's approach is dependent on the completion of pay modelling. Equal Pay settlement will take place after Single Status completed.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
CON/002	Modify and agree elements of the JE process to enable the converging of organisational change projects with Single Status	Completion by December 2011 achieved.	Head of HR and OD / Single Status Project Manager / CMT / Joint Trades Unions	Project resources in place	GREEN	Alternative proposals for modernising JE process developed and agreed at CMT C - Completed
CON/003	Develop Career Progression Frameworks via use of 'Jobs at this level') (See link to CHA/006 re agreement and implementation of 'Jobs at this Level' model for broader usage across organisation for service change projects)	Commence by May 2012. Complete by July 2012.	Single Status Project Manager / OD Officer / Senior Managers	Additional project support resources secured	GREEN	Research and benchmarking work completed. Project interdependency with Single Status identified. Timeframes brought forward. C - Completed

Page 95

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
CON/004	Establish governance and monitoring post Single Status implementation	Commence September 2012 Complete by November 2012 Project plan currently under review – date may change	Head of HR & OD / Payroll and Systems Manager / HR Managers	Within existing resources	AMBER	Dependent on Single Status project.
Page 96						
CON/005	Set proposals for revised Part III terms and conditions and prepare EIA	Completion by August 2011 achieved. Part 3 to be integrated in with Single Status Agreement – see CON / 001	CMT / CEO / Head of HR & OD / Head of Finance	N/A	GREEN	Proposals and Equality Impact Assessment completed C - Completed
CON/006 (Flints. Futures) Action deleted – negotiations						N/A – to be integrated with Single Status CON / 001

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
for Part 2 now incorporated in with Single Status project.						
CON/007 (Flints. Futures) Page 97	Identify and review HR policies to enable / promote Agile Working	Commence by January 2012. Complete by September 2012. Revised deadline September 2012 to align with Agile Working Project and Single Status	HR Lead – Flintshire Futures Programme Head of HR & OD Interim HR Policy Development Officer	Additional capacity identified within existing resources	AMBER	Appointment of Interim HR Policy Development Officer in May has provided focus and resource for this activity Policies have been identified and draft policies completed, feedback is required to take these policies forward to completion Behind schedule

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
CON/008 (Flints. Futures)	Develop Manager Guidance on Agile Working practices	Completion by March 2012 achieved.	HR Lead – Flintshire Futures Programme Head of HR & OD	Resources in place.	GREEN	Toolkit developed (requires maintenance which is ongoing) C - Completed
CON/009 Page 98	Review and implement Attendance Management Strategy	In progress. August 2012	Head of HR & OD / HR Managers / Occupational Health Team/Lesley Newton /Sharon Cave	Within existing resources	GREEN	Review of Attendance Strategy has commenced. Additional OH Service interventions to be incorporated ✓ - On Track
CON/010 New task added	Develop Holiday Policy Implementation plan to be developed and actioned	In progress. Complete by February 2012 April 2013	Payroll and Systems Manager John Griffiths	Within existing resources	GREEN	Scope for new policy developed. C – Completed Holiday policy to be implemented ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule

PEOPLE STRATEGY THEME	COLLABORATION - Lesley Newton		
OBJECTIVES	<ul style="list-style-type: none"> To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with Trades Unions To lead collaborative working on innovative and responsive HR shared solutions across North Wales To develop good practice principles and capacity to lead and participate effectively in collaborative working projects To promote mobility across the public sector to achieve workforce planning, recruitment and retention and develop talent 	LEAD ROLE	Head of HR and OD
DELIVERABLES	<ul style="list-style-type: none"> To establish links with other Local Authorities, public sector organisations and WG to explore opportunities to working collaboratively to deliver positive outcomes together To enable collaborative working projects (e.g. shared School Improvement Service) to deliver by ensuring that the 'people' workstreams are managed effectively (creation of HR Collaboration Toolkit) To promote and deliver regional collaboration within Human Resources with other local authorities 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	HR Management team, HRD Network, HR Regional Community, Directorate Management Teams, Procurement, Corporate Management Team, other Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
COL/001 PROJECT PLAN IN PLACE (Flints. Futures)	Implement shorter term options to maximise benefits of MASS project further across the three Local Authorities	In progress. Complete by September 2012	Heads of HR and OD / Director of Community Services / Managed Agency Contracts Manager	Within existing resources	GREEN	New contract re-negotiated for 3 Local Authorities from October 2011 onwards Implementation of new version of Matrix system in progress C – Completed
COL/002 PROJECT PLAN IN PLACE (Flints. Futures)	Explore options for introducing systems such as the Dynamic Purchasing System to procure other services, e.g consultants	In progress. Complete by September 2012 Carry forward to 2013 – 2016 People Strategy.	Heads of HR and OD / Director of Community Services / Procurement Manager	Within existing resources	AMBER	Options currently under review. Further development as a Flintshire Futures Project under Workforce Workstream. ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
COL/003 PROJECT PLAN IN PLACE (Flints. Futures) Page 102	Consultants and Interims Review	To commence October 2012. To complete December 2013.	Head of HR & OD / Head of Finance / Procurement Manager / CMT		GREEN	Further development as a Flintshire Futures Project under Workforce Workstream (links with Procurement Workstream). Project is currently being scoped – in progress. ✓ - On Track
COL/004	Development of Redeployment pool across North Wales and development of NW approach for providing outplacement services for all redeployees.	Commence by January 2012. Complete by September 2012. Part of task removed as this is not currently a collective priority for NW Councils	Heads of HR and OD / HR Community Group for North Wales	Within existing resources	AMBER	Partially delivered. NW Local Authorities offering outplacement support through Careers Wales and Job Centre Plus on a collective basis to improve response times and

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
					AMBER	accessibility for employees. ✓ - On Track
COL/005	Sharing HR policy development and harmonising current policies across Local Authorities	In progress from March 2012 and on-going Carry forward to 2013 – 2016 People Strategy.	Heads of HR and OD / HR Community Group for North Wales / HR Policy Development Officers	Within existing resources		Key policies shared policies to be collectively developed identified. Working Group set up to identify areas of priority. ✓ - On Track
COL/006	Development of Commissioning Model for Learning and Development across North Wales Extend model to work on a All Wales basis as part of COMPACT	Commence from January 2012. Complete by December 2012. Carry forward to 2013 – 2016 People Strategy.	Heads of HR and OD / Learning and Development Officers	Within existing resources	AMBER	NW Managing Change Successfully Programme developed and delivered at no cost for 600 managers. NW Coaching Framework in place and delivering ILM

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						Level 5 Coaching Diploma ✓ - On Track
COL/007	Development and implementation of an HR Toolkit for Collaboration and Integration Projects.	Commence by January 2012. Complete by December 2013.	Heads of HR and OD	Financial assistance bid submitted to WLGA for Project Manager for two year duration to work across NW Local Authorities	GREEN	Toolkit to be developed to support Conwy and Denbighshire Highways and Infrastructure Integration Project Toolkit to be further developed for wider use across NW - e.g. for Schools Improvement Project and North Wales Support Services Review ✓ - On Track
COL/008	Agree and finalise partnership with WCBC to act as host authority for providing	Implementation date 1 September 2011 achieved.	Head of HR & OD	N/A	GREEN	New OH service partnership agreement with WCC fully operational

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track × - Behind Schedule
	Occupational Health Services					C - Completed

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 20 NOVEMBER 2012**

REPORT BY: **CHIEF EXECUTIVE AND HEAD OF HUMAN
RESOURCES AND ORGANISATIONAL
DEVELOPMENT**

SUBJECT: **SINGLE STATUS PROGRESS UPDATE**

1.00 **PURPOSE OF REPORT**

1.01 To provide Cabinet Members with an update on the Single Status project and the revised project plan for closure of the project with a local Single Status Agreement.

2.00 **BACKGROUND**

2.01 The previous update on the Single Status Project was presented to Cabinet on 12 June 2012.

2.02 Since that time, significant progress has been made in completing activities for the commencement of pay modelling (designing a new Pay and Grading structure) and in preparing for the negotiations on Part 3 (terms and conditions of employment) with the Joint Trade Unions. The Officer Executive Board has finalised the following work with a high level of confidence in the rigour and thoroughness applied in the completion of these activities and since reported to the Single Status Project Board:-

- Job Evaluation Questionnaires have been completed for completed Service Reviews to improve the quality of organisational and job design;
- A new set of Job Profiles for School Support posts has been developed and all School based posts have been aligned to the profiles;
- The Conventions Review (ensuring that the Job Evaluation Scheme has been applied consistently) has been completed;
- The Rank Order of jobs (a list of all jobs in scope of the project from the smallest sized job to the biggest job) have been 'sore thumbed' and a Joint Moderation Panel (Trade Unions and Management) have reviewed and amended job evaluation outcomes accordingly;
- verification of the current workforce cost / budget to support the pay modelling work; and

- All data for posts in scope of Single Status has been verified and loaded onto the Pay Modeller software to allow a new Pay and Grading Structure to be designed.

2.03 Since the completion of the above activities, the Council, in partnership with the Joint Trade Unions, has made recent progress on pay modelling and Part 3 negotiations and are now at an advanced stage with this work.

3.00 CONSIDERATIONS

3.01 The original target date for implementation of a new Single Status Collective Agreement was set at November 2012. Whilst the Council have made significant steps in completing the various stages of the Single Status project, it has become clear that full implementation would not be achieved by November this year due to the complexity of finalising a pay and grading model and concluding Part 3 negotiations with the Trades Unions.

3.02 The project plan for Single Status has been revised to include new time frames for completion of the key milestones and new target implementation date.

3.03 Given that the delivery of the Single Status Collective Agreement is dependent on the effective delivery and cooperation of all three stakeholders i.e. senior management, Elected Members and the Trade Unions, the proposed project plan was considered by the Single Status Project Board (SSPB) on 7 November 2012 and collective approval and commitment was given by all parties.

3.04 The key milestones and revised timetable is as follows:

- Pay Modelling and Part 3 negotiations completed in November/ early December 2012;
- Equal Pay liability and provision determined in December and January 2013;
- Equality Impact Assessment undertaken in January 2013;
- Member agreement at full County Council in February 2013;
- Letters to employees to notify them of proposed impact on pay and terms and conditions in March 2013;
- Employee Road shows in March 2013;
- Trade Union Ballot in April 2013;
- Reconfiguration of the iTrent system to reflect the new pay and grading structure and terms and conditions in May / June 2013;
- Target implementation date August / September 2013.

3.05 Whilst the precise effective date for the new collective agreement will be the subject of negotiations with the Trade Unions, the Board

endorsed the proposal that the effective date should be within the first quarter of 2013 – 14, i.e. no later than June 2013. These means that implementation will be back-dated to a date to be agreed between 1 April and 30 June.

3.06 Members should be aware that the Council does not have complete control over the delivery of the activities set out above. The achievement of a new collective agreement is subject to the successful conclusion of negotiations with the Trade Unions, adoption of the collective agreement by the Council as the employer, completion of an Equality Impact Assessment by National Trade Unions and a positive outcome in the Trade Union Ballot.

3.07 At the Board on 7 November, it was agreed that the workforce should receive an update on the new timetable, the key milestones for completion and the likely target implementation date.

4.00 RECOMMENDATIONS

4.01 That Members note the project update and the new target timetable for the closing stages of the Single Status Project.

5.00 FINANCIAL IMPLICATIONS

5.01 The potential one –off and projected costs of the proposed Single Status Collective Agreement and the settlement of existing and prospective Equal Pay claims will be reported to Members as the pay modelling and negotiations on Part 3 and Equal Pay mature. The financial implications of Single Status pose a major financial risk to the Council.

6.00 ANTI POVERTY IMPACT

6.01 Consideration will be given during the various stages of the project on the financial impact of the proposals on employees.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 A full Equalities Impact Assessment is being undertaken on the final proposal of a Single Status Collective Agreement as it is developed.

9.00 PERSONNEL IMPLICATIONS

9.01 Employees will receive full details of the proposed Single Status Collective Agreement and their proposed grade by letter. Employee

Road shows will follow, in order to raise awareness on the proposed agreement and to respond to any queries. The Employee Road shows will also be supplemented by the setting up of a Single Status Contact Centre in HR and OD to respond to queries from employees and managers. The human resources risks of Single Status pose a major risk to the Council.

10.00 CONSULTATION REQUIRED

10.01 Consultation and negotiation will take place via the recognised Trade Unions. The Council will engage with all employees in scope of Single Status via Workforce Communications, the Employee Road shows and the Contact Centre. Employees who are members of a recognised Trade Union will have the opportunity to vote in a ballot on whether they wish to accept the proposals.

11.00 CONSULTATION UNDERTAKEN

11.01 See above.

12.00 APPENDICES

12.01 None.

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

**Contact Officer: Helen Stappleton
Telephone: 01352 702720
Email: Helen.stappleton@btinternet.com**

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **EXECUTIVE**

DATE: **TUESDAY, 20 NOVEMBER 2012**

REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**

SUBJECT: **NATIONAL PROCUREMENT SERVICE**

1.00 PURPOSE OF REPORT

To seek cabinet approval to join the proposed Welsh Public Sector National Procurement Service, with an initial 5 year commitment.

2.00 BACKGROUND

2.01 The 2010 review of procurement in the Welsh Public Sector “Buying Smarter in Tougher Times” recommended that for common repetitive spend, contracts should be established on a “Once for Wales” basis.

2.02 The Compact emphasised this commitment by confirming the development of a business case to establish a National Procurement Service (NPS).

2.03 The business case is now complete and all public sector organisations in Wales have been invited to provide formal commitment to join the service. The deadline for indicating our commitment is 14th December, 2012. (A copy of the letter and pro forma for completion is attached at Appendix 1).

3.00 CONSIDERATIONS

3.01 The proposed NPS will undertake procurement for between 20 and 30% of the total spend across the public sector in Wales. The categories of spend included are set out on Page 4 of the invitation letter at Appendix 1.

3.02 The level of spend covered by the NPS is estimated at £967 million, savings are estimated at £75 million over a 5 year period, with minimum savings for Local Government of £6 million per annum. A copy of the Business Case Executive Summary is attached at Appendix 2 of the report.

3.03 The establishment of the service will require an investment of £2.4 million per annum to establish and resource the hosting organisations. Expressions of interest are currently being sought from across the public sector to host the new service.

- 3.04 Commitment to the service will be on the basis that the service will be centrally funded by the Welsh Government until 2016/17 after which it is proposed that the funding of the service will switch to a self funding rebate model.
- 3.05 The NPS is intended to complement our local procurement capacity and allow that capacity to concentrate on non-standard spend and “Flintshire” specific contracts.
- 3.06 The North Wales Procurement Partnership which currently manages a range of regional procurement projects and contracts is currently being reviewed alongside a business case for an enhanced regional service. In undertaking this review we need to ensure that there are no overlapping procurement categories which impact the respective business cases.
- 3.07 In committing to the NPS we must also commit to using all the contracts established by the service. There will be an “opt out” mechanism, however this would be by exception and need to be justified to the NPS board in advance of the tender process commencing.
- 3.08 There is a sound business case for the establishment of the NPS. However in giving our commitment to join the service we need to ensure Flintshire’s best interests are protected and associated risks are addressed. We therefore need to set out conditions alongside any commitment we give:-
- The hosting organisation chosen is competent with a proven track record of managing large scale procurement across multiple organisations and delivering substantial efficiency savings.
 - The final business case once the level of commitment is known still demonstrates achievable savings of a sufficient level to ensure the on-going sustainability of the service.
 - The Welsh Government confirm their funding commitment to the service on a non-refundable basis for participating organisations.
 - Arrangements are in place to ensure joint and several liability across all participants in the event of any dispute or performance issues with contractors.
 - The opt-out mechanism would allow us to be excluded from using individual contracts where it was clear that alternative procurement arrangements offered a proven “better deal” for Flintshire.
 - The opt-out mechanism would allow us to be excluded from using individual contracts if there was likely to be a significant adverse impact on the local or sub-regional economy.

4.00 RECOMMENDATIONS

4.01 Members are asked to support the NPS and Flintshire's membership for a 5 year period subject to the conditions set out in 3.08 above.

5.00 FINANCIAL IMPLICATIONS

5.01 It is difficult to identify the specific Flintshire efficiencies until the service is active. However the business case has identified a minimum level of savings for Local Government of £6 million per annum. The level of savings will obviously be influenced by buy in to the service and the resultant scale of procurement.

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 TUPE regulations may apply but unlikely to have any local impact for Flintshire.

10.00 CONSULTATION REQUIRED

No

11.00 CONSULTATION UNDERTAKEN

Extensive consultation on the business case has been undertaken with professional networks.

12.00 APPENDICES

Appendix 1 – Invitation letter and Pro Forma for response

Appendix 2 – Executive Summary of Business Case

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

Contact Officer: Chris Guest
Telephone: 01352-702800
Email: chris.guest@flintshire.gov.uk

This page is intentionally left blank

Ask for / Gofynnwch am
Our ref/ Ein cyf
Your ref / Eich cyf
Tel / Ffôn
Direct dial / Rhif union
DX
E-mail / E-bost

Tracey Lee
TL/tr
01633 656656
99463 Newport (Gwent) 3
tracey.lee@newport.gov.uk



Civic Centre/Canolfan Ddinesig
Newport/Casnewydd
South Wales/De Cymru
NP20 4UR

8th October 2012

Dear Colleagues

Invitation to join the National Procurement Service

Through signing up to the Compact, we confirmed our commitment to the development of a Business case for a National Procurement Service. Please find attached to this letter a copy of the Executive Summary and the Full Business Case plus appendices for your consideration.

The public sector spend one third of its budget on external goods and services – some £4.3 billion per year. It is our duty to spend wisely and secure maximum value for money in its widest sense.

At least 20-30% of what we buy is common across organisations and is bought year on year. We have had some success from looser forms of collaboration. Now is the time to go to the next level. The 2010 review 'Buying Smarter in Tougher Times' clearly recommended that contracts for this spend should be set up on a 'Once for Wales' basis. This is a necessary step change and one that was fully endorsed by the recent McClelland Review.

The National Procurement Service model has delivered significant benefits to other devolved governments within the United Kingdom. It is a proven approach to maximising procurement benefits and is a model used in the majority of global private sector businesses.

We know that our existing procurement capability is stretched. The McClelland Review points to major weaknesses in certain areas. The recent cross party Inquiry into 'Influencing the modernisation of European procurement policy' calls for us to address 'creativity, capability and capacity'. Collaboration need not have a negative impact on our economy. The McClelland Review shows that stronger centralised procurement, with a focus on economic value, results in a greater level of local spend than with uncontrolled maverick buying.

We cannot continue to ignore the need to strengthen our collaboration, to standardise demand for our common spend areas and to invest in creating capability that will get the best out of the market. The Business Case for the creation of an NPS shows that it will deliver better contracts, efficiencies in process, smarter use of scarce skills, and also the potential for local social and economic benefits.

The Proposal

1. That a National Procurement Service be established to carry out common and repetitive spend once for Wales
2. That it has independent cross-sector governance – through an NPS Board attended by Chief Executives
3. That it be set up on a ‘category management’ basis – structured so that lead officers have a good understanding of spend, future demand and the market and develop appropriate and relevant category sourcing strategies
4. That investment of £2.4million per annum be made in the NPS – to secure a savings benefit of £74.8million over 5 years which is £34million over and above current arrangements. For Local Government, projected savings range from £6million to £16million per annum.
5. That in addition to generating savings the NPS is tasked with developing opportunities to deliver social and economic benefits
6. That organisations commit to using the NPS for a 5 year period – and fully using associated contracts other than on an exception basis agreed in advance of tender and through justification to NPS Board. This is on the assumption that the NPS is centrally funded directly through WG budget process until it reaches a point of maturity; estimated in Year 3 (2016/2017) of operation; at which point it is proposed that the funding model switches to a self funding rebate from 2017/2018 onwards
7. That local procurement expertise be retained to deliver local spend categories and to put in place the controls to ensure organisational compliance with agreed national contracts
8. That sector based collaboration continues so as to service spend areas unique to a given sector where collaboration will drive benefit.

Features

- Strategic vehicle for procuring common goods and services for Wales, taking into account the needs of all sectors.
- Central delivery model with own governance structure with appropriate representation from all sectors
- Focus on three key aspects of the procurement process – Developing Common Specifications, Tendering and Contract Management.
- Structured on a category management basis; will seek to leverage the procurement scale; influence demand management and implementing best practice approaches.
- Utilises Welsh Public Sector Procurement policy to support best practice.
- Capability to procure as yet unknown new or innovative solutions in support of public service reform.
- Co-ordinated approach to procurement which seeks to develop the SME community within Wales.
- Provide effective supplier relationship management through a single route.

Benefits

- Cashable savings achieved through reduced total cost of acquisition for the common and repetitive spend goods and services, estimated at £75million over 5 years
- Cost avoidance benefits delivered through the simplified procurement and increased compliance
- Opportunity to be gained by individual stakeholder organisations by redeploying their scarce resources onto higher risk more critical spend areas
- Developing the professionalism and capability of the procurement community in Wales.
- Positive impact on the Welsh economy
- Easier for suppliers to engage and transact with the Welsh public sector.

Attached to this letter is a copy of the Executive Summary of the Business Case and the full version plus appendices. Clicking on the paper clip links at the side of this text will open these attachments.

We now require a formal commitment from each organisation to join the NPS to enable the investment decision to be made. I would be grateful if you could consider the proposal outlined above. While recognising that the delivery plans and staffing structure of the NPS will be subject to development, you are now asked to confirm your commitment to sign up to joining the NPS for a five year period, recognising that this will mean a financial commitment estimated in 2016/2017 in the form of a rebate, and fully committing to using the contracts that are created by the Service (subject to exceptions agreed by the Procurement Board).

You will find a pro-forma attached, which I would be grateful if you could duly sign on behalf of your organisation following your own internal approval process and forward a copy to the Project Team (Rebecca.rees2@wales.gsi.gov.uk) by 14th December 2012. Once again, you will need to click on the paper clip links to open the attachment.

Should you require any further information, please don't hesitate to contact the Project Team at the email address just above.



TRACEY LEE

Managing Director, Newport City Council

Appended below—NPS: Categories in scope / out of scope

Category	Subcategories considered within the scope of a National Procurement Service	Subcategories considered <u>out</u> of the scope of a National Procurement Service initially	Subcategories included in NPS review (£m)
Information Communication Technology	Hardware, Consumables, Software, Telecoms, Network and Support	Repair, Photographic Equipment and Website Design	£291.80
Utilities	Electricity, Gas and Petroleum	Water, Wind, Solar, Coal and Wood	£153.30
Facilities & Management Services	Maintenance Services, Travel, Advertising and Printers	Design, Photography and Market Research	£99.50
Human Resources	Employment agencies and translators	Advisory Services and Training	£74.40
Consultancy	Business and Technical consulting	Highly specialised - e.g. Planning, Food and Geological	£68.60
Vehicle Management	Vehicle acquisition, Lease and Hire	Heavy construction and Industrial	£75.80
Catering	Catering Supplies, Food and Vending	Fresh food, Equipment Maintenance, Linen Services and Caterers	£53.00
Legal Services	Solicitors	Specialist support, Barristers	£35.20
Healthcare	Medical and Mobility Equipment	Drugs, Specialist Medical Supplies and Hospital Equipment	£30.00
Construction Materials	General Materials, Electrical Supplies and Equipment Hire	Specialist Materials - e.g. fencing, bathroom and kitchen	£20.00
Stationery	Paper and General Stationery Supplies	Sundries including Promotional items	£14.20
Furniture & Soft Furnishings	Office Furniture & Equipment	Commercial Furniture and Social Care Supplies	£14.20
Mail Services	Postal Services, Couriers and Mailing Equipment	Freight and Mailroom services	£16.40
Clothing	Uniforms, Workwear, Protective and Safety Equipment	Specialist protective clothing	£10.80
Cleaning & Janitorial	Cleaning Materials and Equipment	N/A	£5.70
Education	Audio-visual Equipment & Supplies	Services and Books	£4.20
TOTALS			£967

Response to the Invitation to join the National Procurement Service

I agree on behalf of < *insert organisation name* > that:

1. < *Insert organisation name* >, wishes to join the National Procurement Service, to carry out common and repetitive spend once for Wales;
2. Our organisation signs up to **using the NPS for a period of 5 years, on the** assumption that the NPS is centrally funded directly by the Welsh Government until it reaches a point of maturity; estimated in Year 3 (2016/2017) of operation; at which point it is proposed that the funding switches to a self funding rebate from 2017/2018 onwards;
3. We will embrace an **agreed management information approach**; where transparency and a robust category management culture drive optimum benefits across the scope of the service;
4. **Fully commit to using the contracts that are created by the Service.** Any opt out provision would be by exception and justified to the NPS Board in advance of the tender processes commencing, as to ensure its success and not dilute the benefits for other members through picking and choosing contracts. The NPS will reserve the right to exclude an organisation who makes excessive use of this exception clause.

Name:

Position:

Organisation:

Signature:

Date:

Please email your completed forms to rebecca.rees2@wales.gsi.gov.uk by 14th December 2012

This page is intentionally left blank

National Procurement Service

Business Case - Executive Summary

Version No: v 1.0

Issue Date: 12/09/2012

1 Executive Summary

Introduction

The Efficiency and Innovation Board, chaired by the Minister for Business and Budgets, was set up in early 2010 to provide practical leadership to help the public sector improve public services in the context of reduced budgets. Its aims were to achieve a step change in operational efficiency and innovation and transformation in public service design and delivery. The Programme built on the principles first set out in the Assembly Government's public service policy statement 'Making the Connections' and confirmed in the Beecham 'Review of Local Service Delivery'¹.

A Procurement Board was set up as part of the Programme and commissioned a Procurement Taskforce to carry out the Category and Capability Review and generate priority ideas and concepts for the Board to consider. The report 'Buying Smarter in Tougher Times' outlined the conclusions and recommendations of the Category and Capability Review.

One of four key themes of recommendations that emerged from the issues identified with the report was the potential for the development of a National Procurement Service which would be responsible for ensuring common and repetitive commodities were only procured once for Wales. This was also endorsed by Jane Hutt AM, the then Minister for Business and Budget who said that *"common and repetitive spend needs to be carried out once for Wales. We need to organise our expenditure and develop collective sources of expertise in high spend areas such as construction, social care, and ICT."*

Following the Welsh Government elections in May 2011, the Efficiency and Innovation Board was replaced by the Public Service Leadership Group (PSLG) which was established to provide national leadership for public service reform and collaboration, and to drive the pace of improvement in public services of Wales.

Three national work programmes, each led by a senior public service leader help to drive forward this reform agenda:

- Effective Services for Vulnerable Groups;
- Asset Management and Procurement; and
- Organisational Development and Simpson Implementation.

This project forms part of the Asset Management and Procurement work programme, chaired by Tracey Lee (MD Newport City Council).

The Case for Change

With an objective to transform public procurement in Wales through world class collaboration, there is a need to identify where improvements can be made in the approach to procurement across sectors. "Buying Smarter in Tougher Times" recognised a number of challenges that are currently facing public sector procurement and these support the development of a National Procurement Service. The key conclusions from the report included:-

- There is a need for clear leadership and commitment if change is to be adopted, to address barriers and issues and ensure decisions are made for the greater good of Wales.
- There is a need to organise the Welsh public sector spend, so the public sector go to market effectively and secure value from even stronger collaboration.
- There is a need to invest in the capability to drive commercial value, such as improved contract management and the consistent development of specifications across organisations.
- There is a need to rely on technology to reduce transaction processing costs by automating manual processes, increase commitment and contract usage and use management information to identify

¹ Beecham Review of local Service Delivery, the Welsh Assembly Government – November 2006

National Procurement Service Project

Business Case – Executive Summary

further opportunities for price savings and cost reductions.

The key objectives for the development of a National Procurement Service are therefore as follows:-

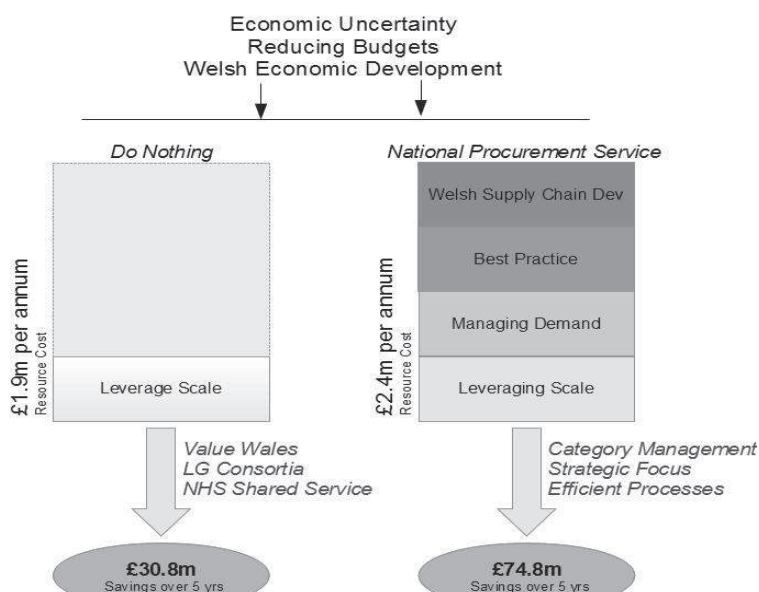
- to deliver a strategic vehicle for procuring common goods and services once for Wales saving resources and maximising potential economies of scale;
- to improve the quality of procurement for the identified categories to ensure maximum value for money;
- to support the national policy agenda through the effective delivery of procurement best practice;
- to ensure the continuous development of public sector procurement skills;
- to support the development of a competitive supply base and have a positive impact on the Welsh economy.

While it is recognised that there has been a significant amount of procurement collaboration across Wales to date, this has traditionally been focused on leveraging the scale of public sector procurement spend and has not fully exploited other potential procurement strategies that relate to demand management i.e. the consideration of what is bought as well as how it is bought. We also do not have a robust vehicle that is has the right resource and governance to effectively procure ‘once for Wales’.

The development of the National Procurement Service is based on the principle that to achieve the investment objectives and address the recommendations within “Buying Smarter in Tougher Times”, a step change is required in the scope of collaborative procurement and how it is undertaken. The strategies employed need to move beyond only leveraging scale to fully exploit the full potential benefit. These wider strategic approaches to managing spend and influencing demand are fully aligned to the fundamental principles of category management. To deliver the benefits using these wider strategies and a category management approach, there must be recognition that a different skill set and approach to procurement needs to be employed which is over and above traditional competencies.

Current collaborative strategies primarily focus on securing savings through leveraging scale by going to the market with a range of needs and on behalf of a group of organisations. To continue with this strategy for the commodities in scope the cost of resources will be £1.9m which will deliver savings of £30.8m over a five year period. If additional investment in capacity and capability is made which facilitates a category management approach to common and repetitive spend categories; focusing on a combination of leveraging scale; demand management; specification standardisation and development of welsh supply chains, then £2.4m per annum resource costs (£500k more) will deliver savings of £74.8m over five years. The diagram below in Figure 1.1 demonstrates the differences between the current “do nothing” environment and the proposed National Procurement Service.

Figure 1.1 – Current Collaborative Procurement versus a National Procurement Service



National Procurement Service Project

Business Case – Executive Summary

National Procurement Service Category Scope

The scope of the National Procurement Service is a defined set of common categories of goods and services that are procured across the Welsh public sector. 'Common and Repetitive' spend categories have been defined as those goods and services purchased by multiple sectors each year. These are not necessarily high value or complex – and by their very nature are often transactional; other categories that fall outside of these areas will always need to be managed using local and regional sourcing strategies which are outside of the scope of the National Procurement Service. They represent 23% of total Public Sector Spend.

Figure 1.2 – NPS Category Scope

Category	Subcategories considered within the scope of a National Procurement Service	Factors already considered when defining spend in scope	Subcategories included in NPS review (£m)	Accessible spend (%)	Accessible spend in NPS (£m)
Information Communication Technology	Hardware, Consumables, Software, Telecoms, Network and Support	Local nature of some support services; Relevance of infrastructure-based ICT	£288.0	58%	£165.8
Utilities	Electricity, Gas and Petroleum	Different buying behavior in each Sector	£154.7	35%	£54.6
Facilities & Management Services	Maintenance Services, Travel, Advertising and Printers	Local nature of some services; Outsourcing	£100.1	47%	£47.3
Human Resources	Employment agencies and translators	Existence of Vendor Neutral and Managed Service contracts	£74.6	86%	£64.4
Consultancy	Business and Technical consulting	Local nature of some services; Outsourcing	£68.9	57%	£39.3
Vehicle Management	Vehicle acquisition, Lease and Hire	Managed Service Contracts	£76.1	54%	£41.4
Catering	Catering Supplies, Food and Vending	Impact on local Suppliers and quality of food; Local nature of some services	£53.2	46%	£24.6
Legal Services	Solicitors	Local nature of some services; Partnerships	£35.3	62%	£21.8
Healthcare	Medical and Mobility Equipment	Only applies to community equipment	£30.0	52%	£15.7
Construction Materials	General Materials, Electrical Supplies and Equipment Hire	Existence of frameworks in dominant spend area (LG); Specialist supplies	£20.1	48%	£9.6
Stationery	Paper and General Stationery Supplies	Some specialist Suppliers	£15.0	56%	£8.4
Furniture & Soft Furnishings	Office Furniture & Equipment	Some specialist Suppliers in Health and Education sectors	£14.2	60%	£8.6
Mail Services	Postal Services, Couriers and Mailing Equipment	Significant proportion of spend results from how organisations manage mail	£15.8	60%	£9.4
Clothing	Uniforms, Workwear, Protective and Safety Equipment	Some specialist Suppliers (e.g. Police)	£10.9	58%	£6.3
Cleaning & Janitorial	Cleaning Materials and Equipment	Some specialist products (e.g. Health)	£5.7	55%	£3.1
Education	Audio-visual Equipment & Supplies	TBC	£4.3	50%	£2.1
TOTALS			£967	54%	£522

'Common and Repetitive' spend categories include commodities such as stationery, office furniture, travel, IT hardware and software, postal services and cleaning materials etc and were agreed at Procurement Board on 9th December 2011. They do not include products or services such as: social care; construction; waste management or specialist clinical goods and services.

Category Management

It is recommended that the NPS is based on a category management approach where goods and services are organised into distinct groupings based on their related supply markets. Procurement professionals are then allocated to the defined categories and the staff are therefore focused on a particular supply market and become experts in that category area. CIPS (Chartered Institute of Purchasing & Supply) define category management as "the entire science of the procurement subject applied to a single genre of expenditure".

The category management approach needs to incorporate developing a thorough understanding of spend and future demand, and the market, and developing relevant category sourcing strategies based on the understanding, implementing the strategies and then ensuring effective supplier performance management.

National Procurement Service Project

Business Case – Executive Summary

National Procurement Service Operating Principles

There are a number of critical operating principles that the operating model will need to be built upon to ensure that the delivery of the National Procurement Service can be effectively achieved. These operating principles have been reviewed by the Procurement Board, the NPS Project Team and Task & Finish Group to ensure stakeholder input.

- The NPS will be a strategic vehicle for procuring common goods and services for Wales, taking into account the needs of all sectors;
- The NPS will focus on three key aspects of the procurement process – Developing Common Specifications, Tendering and Contract Management;
- The NPS will be structured on a category management basis;
- The NPS will seek to leverage the procurement scale of the Welsh public sector, but also focus on influencing demand management and implementing best practice approaches;
- The NPS will seek to develop strategies that will have a positive impact on the Welsh economy;
- The NPS will utilise Welsh Public Sector Procurement policy to support best practice implementation (Ministers policy priorities will be adopted by the NPS), seek to adopt one standard procurement process and utilise technology to support processes and systems;
- Commitment to the NPS will be for an agreed period (3-5 years being considered) with a notice period;
- During this period the NPS will require stakeholders to fully commit to using the contracts that are created by the Service, this would need to be supported by Chief Executives and mandated to their Heads of Service and Service Leads. Any opt out provision would be in advance of tender processes commencing.

The Procurement Board reiterated on 9th May 2012 that stakeholders should recognise that commitment to the NPS would be for an agreed period and once the commitment was made that stakeholders must remain part of the Service. It was recognised that some contracts may not be appropriate but this should be by exception and members must use as much of the Service as possible to support its success and not dilute the benefits for other members through picking and choosing contracts.

Development of Options

A series of workshops were held to develop the long list of options for the National Procurement Service. Workshop attendees were asked to consider the range of options between the two extremes of doing nothing through to outsourcing the required service to a private sector service provider.

The options identified were as follows:-

- Option 1 - Do Nothing
- Option 2 – Utilise Existing Structures & Consortia
- Option 3 – Utilise Existing Structures & Consortia with Additional Central Resources
- Option 4 – Revise Existing Structures & Consortia for Regional Delivery
- Option 5 – Hosted Operation
- Option 6 – Welsh Government Service (building on the work of Value Wales)
- Option 7 – Standalone Public Sector Organisation (Joint Venture)
- Option 8 – Outsource to Third Party

The Short List

The recommended shortlist of options included in the options analysis stage are as follows:-

- Build on Existing Consortia & Structures – this includes two delivery options:
 - Networked Delivery Model - achieved via a virtual model utilising existing structures &

National Procurement Service Project

Business Case – Executive Summary

network of consortia, a National Contract Plan agreed by NPS Board & delivered by existing consortia who take responsibility for delivery of an agreed set of contracts and procure on behalf of all sectors.

- Central Delivery Model² - Value Wales would take responsibility for the delivery of the NPS and would oversee the day to day management of the NPS. Staff would be employed by Value Wales to deliver the agreed plan and the NPS would be separate to Value Wales internal procurement.
- Hosted Operation⁴ – by a nominated public sector organisation - a host public sector organisation would take responsibility for the delivery of the NPS and oversee the day to day management of the NPS. Staff would be employed by the public sector organisation to deliver the agreed plan and would be separate to the public sector organisation's internal procurement.
- Standalone Organisation - Public Sector Joint Venture - Sectors collaborate to form a new joint venture (JV) organisation. The JV would be a new legal entity and create contracts on behalf of members. Staff would be employed by JV and undertake all aspects of service delivery.

It should be noted that the Do Nothing option (Option 1) forms part of short list options process and will be used as the baseline to compare the potential benefits of the other options in comparison to the current as is structure and associated costs. It was identified by the Procurement Board that Do Nothing would only be a viable option if there were no benefits identified through the other options.

Preferred Option for National Procurement Service

The Procurement Board recommend a Central Delivery model to deliver the National Procurement Service. The delivery model is based on the premise that the NPS will have independence from the chosen host organisation's own operation as the Service will have its own discreet governance structure with appropriate representation from all sectors. The NPS will be responsible to the NPS Board and will operate as an independent entity governed through its own leadership and operational structure, with the host organisation providing the required facilities, employment and professional mentoring for the NPS.

At Procurement Board there was full consensus that this option would be the best way to deliver the envisaged benefits and would be the option most likely to meet the PSLG ambition for greater benefits. It is expected that the NPS would be fully adopted by Local Authorities and the NHS with other sectors making maximum appropriate use of its services. The consensus of the Economic Impact Assessment Group was that while there are some risks in the collaborative procurement actions of the proposed NPS, these are outweighed by the opportunities both within and outside the scope of the NPS. Both risks and opportunities can be effectively managed if current SME friendly policies and Welsh Government best practice procurement policy, provided through Value Wales guidance, is applied.

The Board also recommend that some initial work should be put in train to support the preferred operating model, facilitating the early delivery of the identified benefits and thereby strengthening the evidence. This work would improve timely implementation of the preferred model.

Benefits

The benefits of the National Procurement Service will fall into a number of categories from tangible cash releasing savings from the implementation and use of national contracts through to more qualitative benefits gained from developing more innovative contracts across sectors.

The approach to determining the potential benefits from a National Procurement Service has included:

- Drawing upon the expertise of a Procurement Leaders Task Force (PLTF) to develop an approach and model for identifying savings. The model developed uses a number of factors to ensure that

² It is recognised that if the Hosted option were to be delivered by Value Wales then this would be the same as the Central Delivery Model within Building on Existing Consortia & Structures.

⁴ It is recognised that if the Hosted option were to be delivered by Value Wales then this would be the same as the Central Delivery Model within Building on Existing Consortia & Structures.

National Procurement Service Project

Business Case – Executive Summary

savings identified have a **clear rationale**, are **incremental**, **achievable** and consider **Sector-specific** constraints. By using a series of factors that influence the resulting savings, a clear understanding of the rationale behind the saving is obtained.

- Undertaking a series of cross sector workshops; facilitated by Ray Legge (Spike Cavell) , with procurement professionals and service leads to populate the model to determine achievable savings

It is important to note that identified savings will only be realised through the combined commitment of individual organisations and their ability to ensure effective and consistent compliance to the contracts that are created through the National Service. This commitment will require leadership from senior stakeholders across the Welsh public sector to ensure effective buy-in to the National Service.

A summary of the potential benefits are as follows:-

- **Cashable savings** will be achieved through a reduced total cost of acquisition for the common and repetitive spend goods and services. This will be achieved through leveraging the scale and combined buying power of the Welsh public sector and standardising specifications across users. Based on implementing the procurement strategies identified, the potential for incremental annual savings ranges between **£9.2m** and **£24.6m** across the Welsh public sector or **£74.8m over 5 years** with a NPV of 3.5% applied.
- **Cost avoidance** benefits will also be delivered through the simplified procurement arrangements for common and repetitive spend items and the increased compliance through the use of national contracts.
- There are potential savings in relation to **resource efficiencies**, and there could be potential opportunity to be gained by individual stakeholder organisations by redeploying their scarce resources onto other critical spend areas. However, this is a decision that must be made at local level and any savings achieved from this will be recognised locally. Whilst the resource cost of establishing a NPS is £2.4m; there is an existing resource cost of sourcing Common and Repetitive spend categories of £1.9m. Whilst there is a net difference of £0.5m between the current “do nothing” environment and the proposed NPS, it would be a local decision on how the current £1.9m resource is used. It is not within the gift of the business case to ‘bank’ the £1.9m but this would need to be considered at a local level when considering the investment decision. In his recent review, ‘ Maximising the effect of Welsh procurement policy’, John McClelland makes it clear that there is an overall deficit in procurement capacity both at a local and collaborative level.
- There will also be further **qualitative benefits**, which include:-
 - driving innovative and intelligent procurement activity for the benefit of end users and ultimately the citizens of Wales;
 - the positive impact that co-ordinated and common procurement could have on the Welsh economy and the development of the SME community within Wales;
 - the ability to provide effective supplier relationship management through a single route. This would include supplier development and influencing the market structure to leverage further opportunities for the users of a National Procurement Service;
 - supporting and further developing the professionalism and capability of the procurement community in Wales. This includes leveraging and sharing the existing knowledge and expertise across sectors.
 - Having a ready strategic vehicle to act on behalf of the Welsh public sector to procure as yet unknown new or innovative solutions in support of public service reform.

Financial case

In developing the cost/benefit model, both low and high savings projections were considered (£9.2m low savings; £24.6m high savings). Assuming high resource costs, the NPS is projected to return a positive cumulative NPV in Year 1 (high savings) and Year 2 (low savings).

National Procurement Service Project

Business Case – Executive Summary

Financial Strategy:

- The NPS is centrally funded directly through WG budget process until it reaches a point of maturity; estimated in Year 3 of operation; at which point it is proposed that the funding switches to a self funding rebate model (as per the Scottish model and GPS).

Figure 1.3 – NPS Cost Benefit Analysis

Average Savings/High Resources	Y0	Y1	Y2	Y3	Y4	Y5
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	£000s	£000s	£000s	£000s	£000s	£000s
Total Cost of Hosted Option	1,682	2,368	2,368	2,368	2,368	2,368
Cash Savings	0	2,987	13,177	16,902	16,902	16,902
Deficit/Surplus	-1,682	619	10,809	14,534	14,534	14,534
NPV (3.5%)	-1,682	598	10,091	13,108	12,665	12,238
Cumulative NPV	-1,682	-1,084	9,006	22,115	34,780	47,017

The Procurement Board recognised that whilst the cost of establishing a NPS was £2.4m; that there is an existing resource cost of sourcing Common and Repetitive spend categories of £1.9m. Whilst there is a net difference of £0.5m between the current “do nothing” environment and the proposed NPS, it would be a local decision on where the £1.9m is invested. It was agreed that it was not within the gift of the business case to ‘bank’ the £1.9m but that this would need to be considered at a local level when considering the investment decision.

Expressions of Interest to Host the NPS

Whilst the preferred operating model for the NPS is that of Central Delivery, the ‘host’ organisation has not been confirmed at this point. It was agreed at Procurement Board on 22nd May 2012, that an Expression of Interest (EOI) process to identify the host organisation, run in parallel with the consultation exercise on the Business Case.

Interested organisations will have six weeks to compile their response which will be reviewed by an **independent** evaluation panel, chaired by the SRO, Tracey Lee. Panel members forming the recommendation to Procurement Board consist of procurement professional across the wider public sector and include: Claire Russell (NQC Consulting); Alastair Merrill/Paul McNulty (Procurement Scotland), Des Armstrong (Procurement Ireland) and a representative from Welsh Government; Local Government and NHS to be confirmed.

This panel will also include ‘observers’ who will be nominated from the largest sectors (by spend) to ensure that the decision making process is a fair, transparent and rigorous process. Steve Thomas (WLGA) will represent Local Government; (TBC) will represent NHS and Martin Sollis will represent Welsh Government.

Review of the submissions will be supported by a presentation by the respondees before a decision is made by the end of December 2012. The outcome of the process will be communicated after consultation has closed on the Business Case.

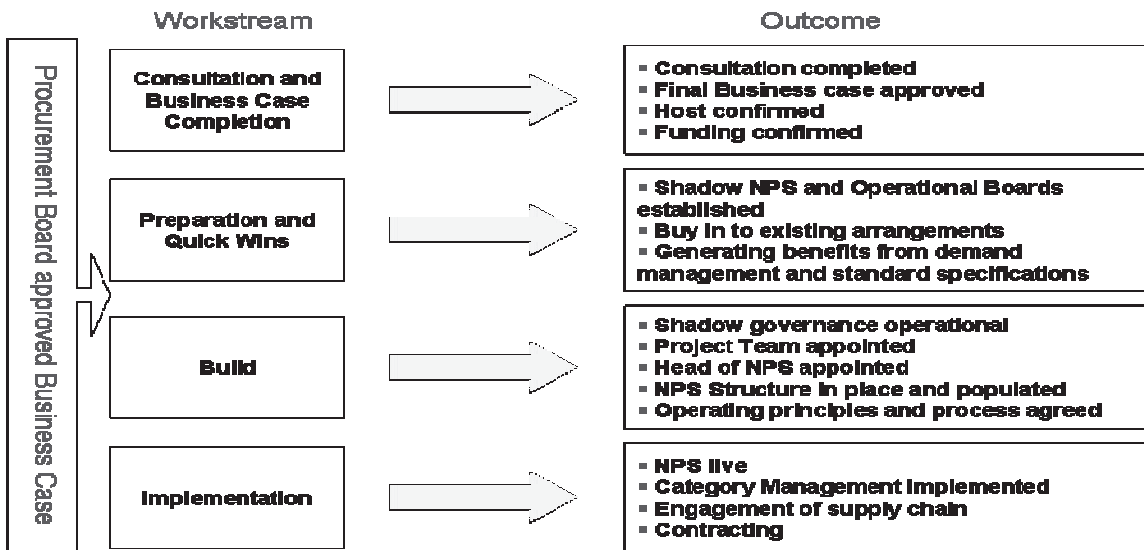
Management Arrangements

The ongoing stages of the project and their related milestones are indicated below:

National Procurement Service Project

Business Case – Executive Summary

Figure 1.4 – Proposed workstreams and outputs

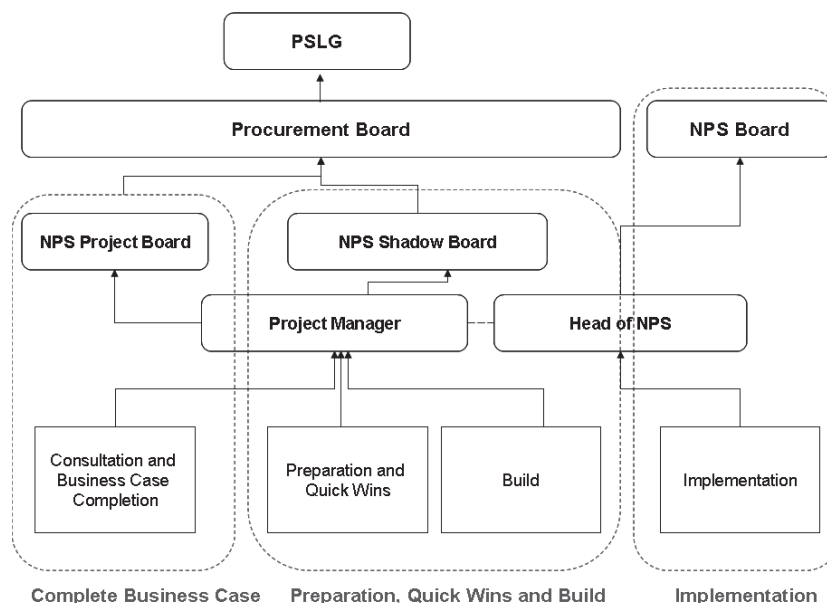


Stage	Timescales
Consultation and Complete Business Case	October 2012 – March 2013
Preparation and Quick Wins	July 2012 – onwards
Build	April 2013 – October 2013
Implementation/Go Live	November 2013

Project Delivery

The ongoing governance model is dynamic in nature as each stage of the project will require a slightly different governance model. In summary, the existing governance arrangements for the Project will continue until the point at which the Service is ready to 'go live' at Implementation stage; whereupon the National Procurement Service Board will be established to exercise governance over the operations of the National Procurement Service (regardless of operational approach).

Figure 1.5 – Project Governance Model



National Procurement Service Project

Business Case – Executive Summary

Procurement Board Recommendation

- a) Organisations sign up to **using the NPS for a period of 5 years**. This is on the assumption that the NPS is centrally funded directly by WG until it reaches a point of maturity; estimated in Year 3 (2016/2017) of operation; at which point it is proposed that the funding switches to a self funding rebate from 2017/2018 onwards;
- b) In signing up to using the NPS; organisations embrace an **agreed management information approach**; where transparency and a robust category management culture drive optimum benefits across the scope of the service;
- c) During this period organisations will **fully commit to using the contracts that are created by the Service**. Any opt out provision would be by exception and justified to the NPS Board in advance of the tender processes commencing as to ensure its success and not dilute the benefits for other members through picking and choosing contracts. The NPS will reserve the right to exclude an organisation who makes excessive use of this exception clause;
- d) Whilst the Business Case will be revised to reflect the outputs of the consultation process; it will not be reissued for approval on the basis that the service is able to generate benefits in excess of its costs.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 20 NOVEMBER 2012**
REPORT BY: **HEAD OF FINANCE**
SUBJECT: **PROVISIONAL SETTLEMENT 2013/14**

1.00 **PURPOSE OF REPORT**

1.01 To provide Cabinet with details of the Provisional Welsh Local Government Settlement 2013/14.

2.00 **BACKGROUND**

2.01 The Provisional Local Government Settlement for 2013/14 was announced by the Welsh Government on 16th October 2012.

2.02 At this stage figures are provisional only. The final settlement date has provisionally been set for 6th December 2012.

3.00 **LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2013/14**

Revenue Settlement

3.01 **Aggregate External Finance (AEF)**

The Council's allocation of Aggregate External Finance (AEF) (made up of Revenue Support Grant and National Non Domestic Rates) has increased by 1.15% after adjusting for transfers and new responsibilities. Across Wales, there is an overall increase in Aggregate External Finance (AEF) of 1.22%.

3.02 Flintshire's allocation of AEF is £199.651m and this equates to £1,321 per capita, ranking Flintshire 18th out of the 22 authorities in Wales.

3.03 AEF provides around 75% of the Council's revenue funding with the remainder being raised from Council Tax. The increase of 1.15% after transfers compares to the increase before transfers of 1.1% provided previously by WG as a forward projection and which is included within the Council's Medium Term Financial Plan. Work is being undertaken to evaluate the impact of the transfers and new responsibilities on budget projections.

3.04 **Standard Spending Assessment (SSA)**

Flintshire's SSA has increased by 6.7% to £259.255m. This increase takes account of the transfers into the settlement and the significant new responsibility in relation to the Council Tax Support Scheme which brings in funding previously met by the Department for Works and Pensions (DWP).

3.05 **Transfer into the Settlement**

The Settlement notified of the following eight transfers into the Settlement:-

- Learning Disabilities Settlement Grant (£1.618m)
- Post 16 SEN Special Schools – Out of County (£1.335m)
- School Breakfasts Grant (£0.746m)
- Local Government Borrowing Initiative (£0.385m)
- School Counselling Grant (£0.224m)
- Post 16 SEN in Mainstream (£0.126m)
- Appetite for Life Grant (£0.121m)
- Blue Badge Scheme Grant (£0.018m)

3.06 **New Responsibilities**

There is one significant new responsibility identified in the Settlement in relation to the Council Tax Support Scheme. The provisional amount allocated to fund this role is £8.823m (of the £214m across Wales). This may be subject to change in the Final Settlement when data changes are confirmed and is dependent on the funding to be announced by the Chancellor in the Autumn Statement on 5th December 2012. There also continues to be ongoing discussion on whether the funding should be included in the RSG or be a specific grant.

3.07 **Regional Collaboration Fund**

The provisional settlement advised that across Wales £10.174 million has been taken out of the settlement ("top sliced") to form a new specific grant for regional collaboration, which is equivalent to 0.25% of the 2013-14 AEF (before adding in transfers and new responsibilities).

No details are available as yet as to how this fund can be accessed although the settlement tables set out a possible allocation to six regions.

3.08 **Protection for Schools**

The settlement includes protection for education funding equivalent to 1% above the uplift for the Assembly Government's revenue funding allocation from the UK Government which equates to a 2.08% uplift. By way of a monitoring mechanism, all councils were required to complete a standard proforma for the 2011/12 and 2012/13 budget rounds to evidence that this protection had been included in individual authority budgets. It is anticipated that this will be the case again for 2013/14.

3.09 **Recognition of Social Care Pressures**

The settlement also includes 1% protection for social services in recognition of the increasing costs and demand led demographic pressures. However, unlike the position for schools, there has been no formal monitoring mechanism put in place for the last two years, and it is anticipated that this will be the case again for 2013/14.

3.10 **Specific Grants - Revenue**

The settlement only provides limited details on the amounts to be received in respect of specific grants. However, it is anticipated that the majority of grants currently received will continue, although this will continue to be very closely monitored, in terms of the availability of grants and the amounts to be provided.

3.11 **Unhypothecated Grants**

The value of the Outcome Agreement Grant at the all Wales level has remained at £31.1m. Flintshire's allocation, subject to performance, is £1.467m, a reduction of £0.008m on 2012/13.

Capital Settlement

3.12 For Flintshire, overall general capital funding has decreased by £0.995m (12.7%) to £6.868m. This relates to a reduction of £0.959m for Unhypothecated Supported Borrowing and a reduction in General Capital Grant of £0.036m. The level of funding allocated is £0.009m less than had previously been indicated assumed for budget planning purposes.

3.13 In addition to general capital funding, there will be specific capital grants. No details are available for Flintshire at this stage.

Consultation Period

3.14 The formal consultation period on the Provisional Settlement runs from 17th October 2012 to 16th November 2012. A copy of the Council's response will be tabled at the Cabinet Meeting given the timing of the closing date for consultation responses and the Cabinet Meeting.

4.00 **RECOMMENDATIONS**

4.01 Members are requested to note the details of the Welsh Local Government Provisional Settlement 2013/14 and the Council's response.

5.00 **FINANCIAL IMPLICATIONS**

5.01 As set out in the report.

6.00 ANTI POVERTY IMPACT

6.01 None directly as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None directly as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly as a result of this report.

10.00 CONSULTATION REQUIRED

10.00 None directly as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None directly as a result of this report.

12.00 APPENDICES

12.01 None.

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

Contact Officer: Gary Ferguson
Telephone: 01352 702271
Email: gary.ferguson@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 20TH NOVEMBER 2012

REPORT BY: DIRECTOR OF COMMUNITY SERVICES

SUBJECT: FLINTSHIRE LOCAL HOUSING STRATEGY 2012-2017

1.00 PURPOSE OF REPORT

1.01 To endorse the proposals within the Local Housing Strategy, and recommend to Council for adoption.

2.00 BACKGROUND

- 2.01 This strategy is based on evidence from a number of sources including research commissioned by the Council comprising Flintshire's 2012 Housing Market Needs update.
- 2.02 Extensive consultation has been undertaken in developing this strategy and details of consultations undertaken are included in Section 11 of this report.
- 2.03 This strategy was jointly written with Wrexham County Borough Council, which has a similar housing profile and demographic trends to Flintshire. This partnership shared resources and highlighted opportunities for joint working in line with the Welsh Government's 'Making the Connections' principles and the Housing White Paper's promotion of effective regional collaboration.
- 2.04 Effective delivery of the strategy is dependent on responding to and complimenting other local and national policies. Locally, the strategy compliments the Flintshire Community Strategy 2009-2019 and the Flintshire Regeneration Strategy 2009-2020 where housing is seen as playing a crucial role in delivering these objectives.
- 2.05 The Welsh National Housing Strategy 2010: Improving Lives and Communities – Homes in Wales has three objectives and Flintshire's strategy has adopted these as its own. These are:
Provide more housing, more choice
Improve homes and communities
Improve housing-related services and support

The Welsh Government's Housing White Paper reinforces the national strategy.

- 2.06 As the national strategy sets the housing framework for the Flintshire Local Housing Strategy, the Council's Unitary Development Plan (UDP) frames the strategy in planning guidance. The UDP will specifically provide for the housing needs of the county through the provision of 7400 new dwellings over the plan period of 2000-2015. This provision will comprise a range of housing including affordable and special needs.
- 2.07 The 2008 credit crunch, subsequent global financial crisis and UK recession have created a very uncertain economic environment. This can be seen in a fall in private investment in housing coupled to reductions in mortgage finance, public subsidy and reducing public sector capital grants. Year on year reductions in Social Housing Grant will mean that the council and its housing association partners will need to find innovative ways to fund and build new affordable housing.
- 2.08 Although house prices have fallen since 2007, buying a house for the average first time buyer is not more affordable. Local wages, in the public and private sector, have seen small rises or have been frozen. As a result, an increasing number of people on 'reasonable' incomes cannot access the housing market due to limited mortgage products for first time buyers with most lenders requiring a 20% deposit. While it is difficult to get a mortgage due to stricter lending criteria and larger deposits, home ownership can still be more affordable than open market rent. There is consequently a need to carry out more research to assess the changes in aspirations and attitudes of Flintshire households to home ownership.
- 2.09 The Welfare Reform Act 2012 came into force on the 8th March 2012 and introduces significant reforms to the social security system. The act will change the way Flintshire and other local organisations provide services to low income and vulnerable people.
- 2.10 Flintshire is developing a comprehensive and long-term Welfare Reform Strategy which will link to the Housing Strategy in areas where the impact of the Act may lead to increases in: homelessness; demand for housing related support, welfare benefit and budgeting advice; evictions in both private and social sectors; demand for smaller accommodation; numbers of Houses in Multiple Occupation; and, pressure on the private rented sector as well as social rented housing.

3.00 CONSIDERATIONS

Flintshire's Strategy – A Quality Home for Everyone

Objective 1

Provide more housing, more choice

- 3.01 Flintshire's ambition is to increase the supply and variety of affordable homes by at least 740 new homes over the next five years. It will increase the number of affordable homes for purchase or rent and give more choice by broadening the range of homes and tenancy options to suit people at different stages of their lives, income levels and circumstances. This will also include increasing the supply of supported housing. Extra Care housing gives older people more choices, compliments existing sheltered housing and increases flexibility in approaches to supporting older people at home. Research shows that approximately 300 further units of Extra Care accommodation are currently needed and this is expected to increase by a further 10% by 2033.
- 3.02 Flintshire's Unitary Development Plan (UDP) requires 7400 new homes, 30% of which should be affordable. Flintshire's local planning guidance note LPGN9 further requires, the developer to consider affordable home types in the following preference order:-
- 1st Social Rented – through RSL
 - 2nd Shared Ownership – through an RSL or other bona fide management organisation
 - 3rd Subsidised Market Homes – provided as low cost discounted housing for sale
 - 4th Private Rented – provided as low cost rented accommodation.
- 3.03 Flintshire offers a range of affordable housing options with developers and other partners. These are Social and Affordable Rental, Rent to Save, Shared Equity, First Time Buyer Loans, Homebuy and homes built as gifted units or using commuted sums. These continue to be developed in partnership with developers and Registered Social Landlords.
- 3.04 Flintshire will continue to explore new approaches to provide more affordable homes, designed to overcome the current financial barriers to accessing the housing market. These will be linked to investment with partners in renewal and regeneration schemes such as Flint Town Centre, the Deeside Housing Renewal Area and the Deeside Growth Zone.
- 3.05 In line with the Housing White Paper we will investigate alternative affordable housing options for people to meet their needs. This will include community land trusts, cooperative housing tenure and self-build.
- 3.06 Flintshire's current Social Housing Grant (SHG) programme, 2011-2014, amounts to £5.142 million and will build 102 new social rented homes. Uncertainty remains on future SHG funding levels beyond 2014.

Objective 2

Improve homes and communities

3.07 Improving the quality of the housing stock in Flintshire is at the core of ensuring the suitability and sustainability of its communities. The investment required in order to achieve the WHQS in the council's housing stock is well documented and following the completion of a private sector house condition survey in 2010 the level of investment required in private property is much clearer.

3.08 It is Flintshire's ambition to invest at least £49m in its own properties on WHQS improvements over the five years from 2013 to 2018. This investment will be prioritised on:

- Renewing 4880 kitchens
- Upgrading and renewing 3550 central heating systems
- Renewing 1300 bathrooms
- Up grading 4667 smoke detectors
- Investing £1m per year on disabled adaptation

This investment will generate 100 jobs and 10 apprenticeships through the use of local contractors helping to ensure that as much as possible of the investment remains within the local economy.

3.09 The Choices Document produced by the Council for tenant ballot held earlier this year on the future of the Council housing stock and landlord service demonstrated the scale of the challenge to achieve the WQHS in a timescale acceptable to Welsh Government, under the current housing revenue account funding system, and without access to new investment capital. The council is inviting Welsh Government to reform the national housing finance regime to enable the Council to access capital to achieve an acceptable physical housing standard alongside the Council optimising its resources to invest in housing improvement through CERA. Optimising the resources available to the Council under the current system will only give a part solution to the challenge of improving the housing stock.

3.10 Flintshire's Housing Association partners are working towards delivering WHQS across all their homes. The three housing associations in Flintshire would achieve the standard for 100% of their properties as follows:

- Pennaf by 2014/2015
- Tai Clwyd by 2014/2015
- Wales & West 2012/2013

3.11 It is Flintshire's ambition to improve the quality and standard of all existing houses and rented accommodation, including their energy efficiency. Everyone has the right to live in a home, which is in good repair, has ready access to all necessary amenities, and is free from physical hazards.

- 3.12 The Flintshire Private Sector House Condition Survey carried out in 2010 found that 32% of private property failed the Decent Homes Standard and over 24% had at least one Category 1 hazard. The council does not have sufficient funding to tackle the backlog of repair and renovation so its Private Sector Renewal and Improvement Policy, adopted in 2012, has prioritised and targeted action to support the strategy in achieving its objectives by:
- targeting action to vulnerable households living in non-decent homes, in line with Private Sector Stock Condition Survey findings
 - increasing the proportion of homes that meet the decent homes standard by working with all stakeholders and service providers
 - providing equity and low cost loans to vulnerable and lower income homeowners to make their homes decent
 - reducing the health effects of poor housing conditions through a combination of advice, financial assistance, and appropriate enforcement action, ensuring that residents live in safe, warm and comfortable homes
 - promoting the take up of a range of energy saving measures provided by a range of agencies to improve home energy efficiency and reduce fuel poverty
 - promoting improvement and conversion of empty residential properties and obsolete commercial buildings to bring back in to use and increase the supply of affordable homes
 - achieving a well maintained and managed private rented sector through the All Wales Landlord Accreditation Scheme by encouraging the professional development of landlords, through incentives, education, and advice
- 3.13 In the private sector Flintshire will offer a wide range of advice, loans and grants to owner occupiers and landlords to eliminate the most serious hazards, bring empty properties back into use and increase energy efficiency. The planned investment programme will be aligned with available funding from CESP, Arbed, Green Deal and other energy efficiency initiatives. Flintshire, with Denbighshire and Wrexham, is considering a fuel brokerage scheme to reduce the cost of heating oil to its tenants.
- 3.14 The Council will continue to regenerate Flintshire's existing homes through the Connah's Quay, Shotton and Queensferry Renewal Area and the Townscape Heritage Initiative.
- 3.15 Flintshire will review the capacity and location of the enforcement team within the organisation; raising the profile of landlord accreditation to professionalise the sector; review activity on illegal evictions; introduce additional licensing of HMOs; and, introduce fee earning services to support increased capacity within housing enforcement.

The Council will establish effective partnerships with landlords and

- 3.16 corporate investors to increase provision of housing. The council will protect the health, safety and welfare of private tenants through advice, negotiation, agreement and appropriate incentives. Enforcement action will be taken, if these methods have been exhausted, as a last resort.

Objective 3

Improve housing-related services and support

- 3.17 It is a national strategic priority to provide better services to make it easier for people to find suitable accommodation, particularly people from minority groups.
- 3.18 It is Flintshire's ambition to provide better services to improve people's lives through: collaboration and innovation to improve access to a suitable home; offer the best advice and support to sustain people in their home, whatever the tenure; and, promote independent living generally and specifically for an aging population by developing additional extra care schemes.
- 3.19 Good quality, local housing advice helps people make informed decisions on suitable housing provision. The establishment of a common access point for all North Wales aims to remove the barrier of multiple waiting lists and allocation policies. The Housing White Paper promotes further development of accessible housing registers. Flintshire is part of the North Wales Single Access Routes to Housing Project (SARTH). It is working with three other North Wales' councils and five housing associations to create a common access route to housing, bringing benefits to residents, local authorities and housing associations. The pilots for this project are expected to start in late 2013.
- 3.20 Flintshire will be examining options for the establishment of a social lettings agency as part of our strategy to increase the size of the private rental sector. A Lettings Agency involves letting property to a chosen tenant on behalf of the owner and dealing with all aspects of the let from then on, including the acceptance of any legal and financial liabilities. The difference between a Social Lettings Agency and a high street agency is that the target client base are people who are homeless, or may become homeless. Through this route Flintshire intends to help private landlords rent to target groups, such as young people, at affordable local housing allowance rates.
- 3.21 Flintshire is the most significant provider of Gypsy Traveller pitches in North Wales with 58% of authorised pitches. This is 15% of the total for Wales. The North Wales Gypsy Traveller Accommodation Needs Assessment found that demand for sites occurred along the main travelling routes through North Wales in Rhyl, Bangor, Colwyn Bay and Holyhead. No new locations were requested in Flintshire.

Flintshire will however continue to develop Gypsy Traveller services by:

Managing Riverside Caravan Site

Managing unauthorised encampments

Coordinating support & welfare services to the community

Consider the expansion of the current site at Riverside, Queensferry to increase the number of residential pitches and provide short-stay transit pitches.

- 3.22 The Housing White Paper promotes effective regional collaboration on housing functions and services, including the Supporting People programme. From April 2012 Supporting People funding will be allocated regionally, with shared planning and commissioning of joint projects. The new North Wales regime will merge 2 funding streams, the Supporting People Grant and the Supporting People Programme Grant and be run by a new governance framework. As with other subsidies, Supporting People funding will reduce in the future.
- 3.23 In view of these changes, Flintshire aims to critically examine current Supporting People provision and articulate how local need will be met in the future. Over the next 12 months, Flintshire will:
- plan a number of short term pilot projects to make the best use of available funding and avoid decommissioning needed services. These will provide individual support and inform the strategic direction of its homeless prevention services
 - collaborate with providers and stakeholders on a range of innovative support approaches and options to maximise much needed support from the available resources for as many vulnerable people as possible
 - undertake a strategic review of accommodation based and floating support, including an assessment of need, supply and support pathways, to inform the future direction of housing support services
- 3.24 The overarching priorities for accommodation and services for vulnerable people are set out in the Flintshire County Council Supporting People Strategy 2010-2013. These are:
- To provide a range of support and accommodation models across all vulnerable groups and increase provision in rural areas;
 - Ensure existing services are high quality and deliver positive outcomes;
 - Link with the Social Housing Grant programme to facilitate new development;
 - Improve access to services; and,
 - Provide a mix of generic and more targeted services.
- 3.25 It is a national strategic priority to do as much as possible to prevent homelessness, but where it occurs Flintshire will provide efficient and

effective services to help people find accommodation. The provision of housing-related advice, guidance and support to help people stay in their homes and to help them make best use of their income is essential to achieving this.

- 3.26 The Housing White Paper contains a proposal aimed at placing a statutory duty on local authorities to prevent homelessness, ensure even better help is available for those who do become homeless and to end family homelessness by 2019.
- 3.27 Given the impact of the Welfare Reform Act and the proposals contained within the Housing White Paper it is an objective of the Flintshire Welfare Reform Strategy to review the Flintshire Homelessness Strategy to promote effective partnership working with internal and external providers, ensuring that the authority fulfils its statutory duties efficiently and cost effectively.
- 3.28 The Council will assist residents affected by the Act, to avoid it becoming a barrier to services and housing:
- It will work with other local authorities, using Welsh Government funding to proactively work with private landlords and their tenants who are at most risk of homelessness following reductions in their local housing allowance.
 - Flintshire's Income Maximisation (Welfare Rights) Service will offer specialist advice and representation to an increasing number of residents who are seeking assistance on appealing adverse decisions on their welfare benefit entitlement. Particularly, residents whose incapacity benefit claim has migrated over to employment and support allowance.
 - Flintshire's Housing Benefit Service is identifying tenants in the private rented sectors who will be affected by housing benefit reforms. Vulnerable households, for example where an adult receives a sickness benefit or children reside within the household, are offered advice and support ahead of their local housing allowance being reduced.
 - Plan to increase the number of units of temporary accommodation to house the anticipated increased homeless
 - Profiling of working age LA tenants who claim housing benefit is being carried out to assess those who would be affected by the 'bedroom tax'. Tenants will receive appropriate advice and support to overcome difficulties they may have in maintaining their contractual housing costs
 - Run awareness raising campaigns and provide training for tenants, landlords, members and officers on the Welfare Reform changes and the impact they may have upon residents, local communities and the local authority
- 3.29 The country is at a period where life expectancy is increasing. Consequently all strategies need to reflect locally the national priority

of responding to the needs of an aging population. Flintshire has already shown its commitment to helping vulnerable and older people to live independently and safely in their own homes through the Community Based Accommodation Support Service, which commenced in July 2012. Carrying out adaptations to people's homes to help people live independently will remain a priority, and the Disabled Facilities Grant programme will continue to be a key activity in the council's housing capital programme

4.00 RECOMMENDATIONS

4.01 That the Draft Local Housing Strategy be recommended to Council for adoption.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no financial implication other than those noted within the body of the report

6.00 ANTI POVERTY IMPACT

6.01 The Strategy is designed to compliment the Council's current and emerging plans and strategies aimed at mitigating the effects of the Welfare Reform Act and current on-going anti-poverty activities.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no direct environmental implications within the Strategy. The Strategy does however seek to compliment broader energy conservation initiatives and support sustainable housing development.

8.00 EQUALITIES IMPACT

8.01 The draft Strategy has been subject to the council's equalities impact assessment process

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications from this report.

10.00 CONSULTATION REQUIRED

10.01 Ongoing consultation will be undertaken as the strategy is implemented

11.00 CONSULTATION UNDERTAKEN

11.01 Two major stakeholder consultation events were hosted jointly with Wrexham County Borough Council. The emerging strategy has been presented to the Health Social Care and Well-Being Partnership and

the Children and Young Persons partnership. In addition several meetings with individual groups and representative bodies were held during 2012. Copies of the consultation draft have been circulated to many cross-sector organisations across Flintshire in addition to those operating across North Wales and North West England

12.00 APPENDICES

12.01 Flintshire Local Housing Strategy 2012-2017

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

Contact Officer: David Humphreys
Telephone: 01352 703820
Email: david.humphreys@flintshire.gov.uk

Flintshire Local Housing Strategy 2012 – 2017

A Quality Home for Everyone

22 October 2012 Draft

Contents	Page
Introduction	2
Local & National Policy	3
Housing, the Economy and the Welfare Reform Act	5
Objective 1 – More Housing More Choice	8
Objective 2 – Improving Homes & Communities	12
Objective 3 – Better Services to Improve People’s Lives	17
Monitoring and Evaluation to Reflect the Needs of the Users	22
Flintshire Facts and Figures	23
Delivery Plans	27

Introduction

Housing is central to people's lives. Quality housing contributes directly and positively to neighbourhood sustainability and to people's health and well-being. Flintshire County Council's strategic housing role, over the next five years, is to be the catalyst for sustainable communities that are:

- well designed and built
- not dominated by a single type of housing or tenure
- well connected
- environmentally sensitive
- well-run
- well served
- fair for everyone
- active, inclusive and safe
- thriving

The Flintshire Local Housing Strategy aims to be:

- for the whole community – public, private and voluntary stakeholders, community groups, tenants, residents, the vulnerable and the excluded
- for the whole County – rural, urban, coastal, town and village;
- in support of sustainable development, social, economic and environmental
- in support of economic growth
- that innovates, for example links jobs and training with housing investment
- value for money, making effective use of public and private resources and set clear priorities for investment and action
- flexible, regularly reviewing progress and continually improving to meet future changes

Delivering the Strategy

The responsibility for housing and housing services falls on many organisations and individuals. Nationally, the UK and the Welsh Government lead, setting housing, planning and welfare policy, backed up by funding, subsidy and grants.

Locally, councils, housing associations, banks, building societies, voluntary sector organisations, charities, businesses and professionals all have an important part to play, to make housing and related services available and accessible.

Most housing is built by private developers, usually for sale, with no public funding involved. Their role is critical to the supply of quality new homes. They can contribute to housing challenges such as climate change and an ageing population, while creating jobs and supporting local businesses.

Individuals, whether they own their home, rent, or rent out a house, have a responsibility to keep the property in good repair. Flintshire's response to climate change relies heavily on individual owner occupiers or private landlords making their homes more energy and carbon efficient.

Delivery plans for the Strategy are lean, flexible and focus on those things that will make the most difference and summarised on page 27.

This Strategy was jointly written with neighbouring Wrexham, which has a similar housing profile and demographic trends to Flintshire. This partnership shared resources and highlights opportunities for joint working, in line with the Welsh Government's '**Making the Connections**'¹ principles and Housing White Paper's² promotion of effective regional collaboration.

It is based on evidence from a number of sources including research commissioned by the Council such as the Flintshire's 2012 Housing Market Needs Update. This evidence is summarised in the Flintshire Facts and Figures section on page 23.

Delivering the strategy both responds to and compliments other local and national policies.

Local and National Policy

The **Flintshire Community Strategy 2009 - 2019** has developed a county vision of Flintshire as a place where there is:

- economic prosperity
- health improvement
- learning and skills for life
- living sustainably
- safe and supportive communities

It wants Flintshire to be "where people want to live, work and visit now and in the future" and a "county built on fairness and respect, where people feel confident in all aspects of their diversity regardless of age, disability, gender, language, race, religion or belief, and sexual orientation."

Flintshire's **Diversity and Equality Policy 2012 – 2017's** and this strategy shares the National Equalities Review 2007's belief that, "an equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and can be."

The **Community Strategy** promotes *laith Pawb*, the Welsh Assembly Government's national action plan to create a 'truly bilingual nation... a country where people can choose to live their lives through the medium of Welsh or English'.

¹ Making the Connections Action Plan, Cabinet Statement 14 June 2005 Sue Essex

² Housing White Paper, May 2012, Huw Lewis, Minister for Housing, Regeneration and Heritage

The **Welsh Language Strategy 2012–17, A Living Language: A Language For Living** says “language renewal must go hand in hand with the work of improving the social and economic infrastructure ... to help ensure that better employment opportunities and more affordable housing become available, so that people can remain in their communities”.

The **Flintshire Regeneration Strategy 2009 – 2020’s** mission is that Flintshire will have a “sustainable, world class, modern economy, based on business enterprise and a highly motivated, well-trained workforce, supported by cutting-edge technology which maximises the area’s physical and human assets.” It sees housing playing a crucial role in delivering its objectives. It notes “an adequate supply of quality homes is essential to the economic success of Flintshire, whilst investing in new and upgraded housing is likely to remain a major contributor to improvement in the physical environment of Flintshire.”

The **Wales Infrastructure Investment Plan 2012** outlines the Welsh Government strategic priorities and includes housing investment to generate jobs and growth. These are:

- increasing the supply of social housing and improving existing housing stock
- Arbed and Nest energy efficiency schemes.
- initiatives such as the proposed mortgage guarantee scheme
- the Housing Bond
- Enterprise Zones e.g. Deeside Growth Zone

The **Wales National Housing Strategy 2010 - Improving Lives and Communities - Homes in Wales (WNHS)** has three objectives and Flintshire’s Strategy has adopted these as its own. They are:

1. provide more housing, more choice
2. improve homes and communities
3. improve housing-related services and support

The **Welsh Government’s Housing White Paper**³ reinforces the **WNHS** and outlines new legislation, for a Bill in autumn 2013. It says “we want to provide more affordable housing, better quality and improved services”

As the **WNHS** sets the housing framework for Flintshire’s Local Housing Strategy, the **Council’s Unitary Development Plan (UDP)** frames the strategy with planning guidance. The UDP aims to “help shape Flintshire’s future in a physical and environmental sense, as well as influencing it in economic and social terms”, from 2000 to 2015. Adopted in October 2011, its **Policy STR4 Housing** addresses Flintshire’s housing need, through:

³ Home for Wales, A White Paper for Better Lives and Communities, May 2012, Hew Lewis, Minister for Housing, Regeneration and Heritage

- a) the provision of 7400 new dwellings over the Plan period 2000 to 2015
- b) distributing new housing across the County based on a settlement hierarchy comprising category A (urban centres), B (semi urban / main villages) and C (rural/small villages) and on the capacity of each settlement to accommodate further growth
- c) a range of type and size of housing sites including key sites at Flint, Mold, Buckley, Connah's Quay, Penyffordd, Broughton, Ewloe and Mancot
- d) a range of housing including affordable and special needs housing
- e) making the most efficient and effective use of housing sites and existing housing stock and facilitating, where appropriate, the residential conversion of existing buildings

Flintshire uses its **Local Planning Guidance Notes** and the **All Wales Residential Design Guide** to give guidance on design for new build. All new dwellings are required to meet code level 3 in the Welsh Government's **Code for Sustainable Homes**. The UDP further promotes sustainable homes by:

- resisting unnecessary development along the open country on the A55
- using a sequential approach to identifying land, to prioritise derelict and redundant land and buildings
- using higher densities on land, on locations close to existing services and public transport
- conserving areas of outstanding beauty and biodiversity

The **UDP's Policy STR9** aims to promote and support a diverse local culture including the protection and development of the Welsh language. Further Welsh Government guidance **TAN 20** notes councils should plan "the broad distribution and phasing of housing development taking into account the ability of different areas and communities to accommodate that development without eroding the position of the Welsh language."

Flintshire is preparing its **Local Development Plan** to replace the **UDP**. This will be informed by the current **Housing Market Needs Update**⁴ and a further full housing needs assessment in 2014.

Housing, the Economy and the Welfare Reform Act

The **2008 Credit Crunch**, subsequent global financial crisis and UK recessions have created an uncertain economic environment. The impact in Flintshire has been:

- A fall in private investment in housing
- A fall in private house building
- A fall in loans and an increase in deposits for house purchase
- A general reduction in public subsidy
- Falling public sector capital receipts with fewer asset sales

⁴ See page 24 for detail

The impact of the **UK Government Comprehensive Spending Review 2010** means that year on year **Social Housing Grant** is set to decrease. Flintshire and Housing Associations will need to find innovative ways to fund and build new affordable homes.

Although house prices have fallen since 2007, buying a house for the average first time buyer is not more affordable. Local wages, particularly in the public sector, have seen small rises or have been frozen. Household incomes vary through the County:

- lower household income bands are in and around the major settlements and along the northern edge of Deeside
- higher income bands are predominantly in the west of the County, along the Wrexham border, and in the settlements inland from the A55 corridor⁵

The 2011 **Welsh Index of Multiple Deprivation** reflects this income distribution, with the most deprived areas in the East of the County, bordering the Dee⁶.

An increasing number of people on 'reasonable' incomes, cannot access the housing market due to:

- Limited mortgage products for first time buyers with most lenders requiring a 20% deposit on Loan to Value
- Shared Ownership products are limited and attract a high interest rate and can be unaffordable because people have to pay mortgage and rent

The average age of a first time buyer is now 37 years. This means the anticipated term of the mortgage may have to be shorter to pay it off before retirement, which means monthly repayments will be higher.

Expectations for the private rented sector should be realistic. While it is difficult to get a mortgage due to stricter lending criteria and larger deposits, for those who can, home ownership can still be a more affordable than open market rent. Generally, people in the UK aspire to own their home rather than rent. Since the economic downturn in 2008 and uncertainty in both the housing and jobs market, more people consider renting. The **Housing Market Needs Update**⁷ recommends more research to assess the change in aspirations and attitudes of County households to home ownership.

Research from uSwitch.com⁸ shows **fuel poverty** varies across the UK. Wales has the highest household percentage in fuel poverty with 32%, double

⁵ Source Data Unit Wales & Glyndŵr University, Median Household Incomes 2010

⁶ Source Welsh Index of Multiple Deprivation 2011

⁷ Update of Housing Need, Demand and Affordability in the Local Housing Market Areas of Flintshire, Glyndwr University Wrexham 2012

⁸ <http://www.myfinances.co.uk/cut-your-bills/2011/12/02/wales-tops-fuel-poverty-league>

the lowest, London. Wales also has some of the highest energy costs in the UK. In 2010, 15% of the homes and 8,200 households in Flintshire were shown by the Stock Condition Survey⁹ to be in fuel poverty.

The **Welfare Reform Act 2012** came into force on the 8th March 2012 and introduces significant reforms to the social security system. The aim of the reforms is to make the benefits and tax credits systems fairer and simpler by:

- creating the right incentives to get more people into work by ensuring work always pays
- protecting the most vulnerable
- delivering fairness to those claiming benefit and to the taxpayer

The Act will change the way Flintshire and other local organisations provide services to low income and vulnerable people. Housing providers may need to adjust their allocation policies to change occupancy rates and consider whether to build smaller or shared accommodation for social rent.

Flintshire is developing a comprehensive and long-term **Welfare Reform Strategy**, comprising of four multifaceted projects that collectively aim to mitigate the full negative impacts and enhance the positives of the welfare reforms upon residents, local communities, the council and partner organisations. It has carried out its own corporate work on the Act's impact and has identified that the following might increase:

- homelessness
- demand for housing related support, welfare benefit and budgeting advice
- evictions in both private and social sector
- demand for smaller accommodation
- the number of Houses in Multiple Occupation
- pressure on the Private Rented Sector as well as Social Rented Housing

⁹ Private Sector House Condition Survey 2010 cpc May 2011

Objective 1 - More Housing More Choice

Flintshire's ambition is to increase the supply and variety of affordable homes, by at least 740 new properties, over the next 5 years. It will:

- offer innovative affordable options designed to overcome the current financial barriers to accessing the housing market
- invest with partners in regeneration schemes such as the **Flint Town Centre Regeneration Project** and the **Deeside Growth Zone**

It is a **WNHS** priority to:

- Increase the number of affordable homes for purchase or rent, in the right location and specifically in rural areas.
- Give more choice by broadening the range of homes and tenancy arrangements to suit people at different stages of their lives, different income levels and circumstances
- Improve the standard of new homes to make them more energy efficient and sustainable.

Flintshire's **UDP** requires 7400 new homes, 30% of which should be affordable. Flintshire's local planning guidance note LPGN9 further requires, the developer to consider affordable home types in the following preference order:-

- 1st. Social Rented - through an RSL.
- 2nd. Shared Ownership - through an RSL or other bona fide management organisation.
- 3rd. Subsidised Market Homes - provided as low cost discounted housing for sale.
- 4th. Private Rented - provided as low cost rented accommodation.

Flintshire's **Rural Housing Enabler** produces local profiles to inform these planning decisions.

The **Housing White Paper** proposes more action to increase the supply of new homes, including the use of a range of innovative funding mechanisms. Flintshire's **Housing Market Assessment Update**¹⁰ recommends a 37% starting point when negotiating affordable homes on any new development.

Flintshire offers a range of **affordable housing options** with developers and other partners. These are Social and Affordable Rental, Rent to Save, Shared Equity, First Time Buyer Loans, Homebuy and homes built as Gifted Units or using Commuted Sums.

Flintshire's current **Social Housing Grant Programme**, 2011 to 2014, is £5.142 million and will build 102 new social rented homes.

¹⁰ Update of Housing Need, Demand and Affordability in the Local Housing Market Areas of Flintshire, Glyndwr University Wrexham 2012

Some homes bought under the **Right-to-Buy** scheme are subject to **rural restrictions**. If the property is in Flintshire's designated Area of Outstanding Natural Beauty a condition of sale is that it may only be resold to someone who has been living or working in the area for 3 years.

All applicants for the following affordable schemes must register on the **Affordable Housing Register** managed by Cymdeithas Tai Clwyd. They conduct a financial assessment on each application.

Affordable Rental properties are available to employed applicants, on a relatively good annual income, who either cannot afford or do not wish to consider home ownership. The rent is higher than social rented properties from the local authority or housing association, where applicants are normally assessed on 'need' basis. It is usually about 80% of a local market rent. In some instances a tenant may rent the property initially, and at a later date purchase the property. 7 Affordable Rental Properties have been provided by the Welsh Housing Partnership during 2011/2012 which is administered by Cymdeithas Tai Clwyd.

Flintshire's **Rent to Save Scheme** is a version of **Rent First**¹¹. It is being developed for people who do not have a deposit, by giving them an opportunity to rent a new home and save for a deposit. The rent will be subject to an annual review to keep it inline with market values. 30% of the rent will be retained as savings towards a deposit. The deposit saved over the five year term will then assist them to purchase a shared equity home or a home on the open market. Priority will be given to those who have a local connection. It is proposed to use homes built as Gifted Units, described later in this section on page 10, for this scheme.

The **Shared Ownership/Shared Equity** option is usually offered by a housing association that will hold part of the equity in the property. Lenders usually accept a 5% deposit. Research¹² estimates 80 % of households in the County have an average household income above the threshold needed to afford a 50% Shared Ownership option. So this option will attract households where at least one partner is working.

Flintshire offers its Shared Equity option, with 70% of the property market price mortgaged and rent payable on the remaining share. When the property is sold the council receive their 30% share back. Occupiers can buy the council's share if they wish, so the buyer can 'staircase up' to owning all of the property as their income grows. Currently 40 homes have been built for the Shared Equity Scheme in 2012/13 and 100 more are planned for 2013/14. Flintshire's share of the equity will represent an asset of around £5.4 million.

Discounted for Sale/Low Cost Homeownership homes are sold by developers at less than the open market value, generally between 50% and 80% of the open market value. Currently, lenders are asking for a 20%

¹¹ <http://wales.gov.uk/docs/desh/consultation/100310housingrentfirsten.doc>

¹² Update of Housing Need, Demand and Affordability in the Local Housing market Areas of Flintshire, Glyndwr University Wrexham 2012

deposit on this type of housing. So in practice, very few households can purchase a home this way. As a result, Flintshire offers shared equity rather than discounted sale.

For a **First Time Buyers Loan** applicants need a minimum annual household income of £26,000. The loan is only for existing homes within Flintshire and does not apply to new build properties. Flintshire's model for its First Time Buyer loan is:

- 1st. An approved applicant obtains a mortgage for the maximum of 80% of the purchase price
- 2nd. Flintshire assists with an equity loan of up to a 20% of the purchase price

The loan can be paid back at any time and has to be repaid in full at the end of 25 years. The loan repayment will reflect the current market value of the property. Flintshire has set aside £100,000 for this scheme in 2012/13.

Flintshire promotes the Welsh Government **Homebuy** scheme to give a loan of 30-50% of the market value of the property depending on location. The full 50% is only available in designated rural areas. The buyer will have to finance the remaining percentage. The loan amount can vary depending on the buyer's financial circumstances and the property's purchase price. There are no repayments or interest on the loan. When the property is sold, the owner then re-pays the same percentage of the property's new market value. Applicants must satisfy Welsh Government eligibility requirements and is subject to available funding.

The **Housing White Paper** highlights increasing land supply as key to building more affordable homes. It proposes a **database of publicly owned surplus land**. Flintshire will continue to identify surplus public land and buildings for potential development. Its valuation for sale will be based on a predominantly affordable scheme.

In line with the **Housing White Paper**, Flintshire will investigate alternative affordable housing options for people to meet their needs through **Community Land Trusts, Co-operative Housing Tenure** and **Self Build**. This may be an appropriate approach for small village sites identified by the **Rural Housing Enabler**.

The **Gifted Unit** option means a developer builds property for Flintshire CC, to the value of the affordable contribution. The advantages are:

- The homes remain wholly in the ownership of the Council as an asset and an income stream
- The risk of units being sold for full price on the open market if they cannot be sold under affordable schemes is avoided
- Local people can be housed in spite of limited financial circumstances

This option was runner up for a **CIH Cymru Good Practice Award** in 2011. It is expected to provide 26 new homes to the council with an estimated value of £4 million between 2011 and 2013.

If a site is not viable for affordable housing, Flintshire has and will continue to negotiate **Commuted Sums** in lieu of affordable properties. Commuted Sums are expected to raise £0.6 million from 2011 to 2013.

The Commuted Sums will then be used to deliver affordable homes by:

- Funding First Time Buyer Deposits to assist the purchase of existing homes
- Purchasing existing property for applicants on the Affordable Housing Register
- Match funding Social Housing Grant
- Acquiring and refurbishing empty homes
- Funding local mortgage rescue

It is a **WNHS** priority to make “the best use of investment in housing and other regeneration activity to create more jobs and training opportunities, and to improve the look and feel of communities, and the services and facilities available to local people” and to increase the level of private sector investment in housing.

The **Flint Town Centre Regeneration Project** will be funded and delivered by a partnership of private developers, RSLs and the Council over 5 years. After comprehensive consultation and supported by a tenant majority, the Council decided to demolish 214 maisonettes in the Flint Town Centre. They will make way for a mixed development of 170 new homes for sale or rent, enhanced public services and additional retail units. The Council will have nomination rights for any new homes, to ensure that local housing need is met. Any tenants displaced during the regeneration will be offered alternative housing from Flintshire’s own stock. Detailed work is currently being undertaken to identify innovative funding streams for the capital investment required as sources such as Social Housing Grant are limited.

The **Deeside Growth Zone** was announced in 2012 as part of the **Wales Infrastructure Investment Plan 2012**. It is proposed to build up to 1,000 new homes designed to attract business and personnel to the Zone. This development will be designed to compliment the regeneration in **Connah’s Quay, Shotton and Queensferry Renewal Area**.

Objective 2 - Improving homes and communities

An independent survey¹³ for the **Housing Asset Management Strategy 2012 – 2018** estimated that £166 million was needed to bring all of the council homes up to WHQS by March 2018. The **Private Sector House Condition Survey 2010**¹⁴ found that 32% of private property failed the Decent Homes Standard and over 24% had at least one Category 1 Hazard costing an estimated £120 million and £67million respectively to repair.

Flintshire's ambition is to:

- invest £49 million in its own properties on **WHQS** improvements
- offer the widest range of advice, loans and grants to owner occupiers and landlords to **eliminate Category 1 Hazards**, bring empty properties back into use and increase energy efficiency
- regenerate Flintshire's existing homes through the **Connah's Quay, Shotton and Queensferry Renewal Area** and the **Townscape Heritage Initiative**

The **Housing White Paper** encourages more action to achieve the **Welsh Housing Quality Standard (WHQS)**. **The Council** does not have the £166 million to do all the work required by the WHQS, so it will spend its **capital programme** of £49 million on the following priority improvements over the 5 years from 2013 to 2018:-

- Renewing 4880 kitchens where required
- Upgrading and renewing 3550 central heating systems where required
- Renewing 1300 bathrooms where required
- Upgrading 4667 smoke detectors where required
- £1 million per year on disabled adaptations

It has budgeted £2.5 million over the 5 years for urgent replacements and health and safety works.

Flintshire aims to use this investment to generate 100 **jobs** and 10 **apprenticeships**, through the use of local contractors.

The planned investment programme will be aligned with available funding from **CESP**, **Arbed** and other **energy efficiency initiatives**. Flintshire, with Denbighshire and Wrexham, is considering a group **Fuel Brokerage Scheme** to reduce the cost of heating to its tenants.

The council has 591 non-traditional homes, mainly Airey, Easiform and Timber Frame homes, high-rise flats and maisonettes. Flint's 3 high-rise blocks require external as well as internal repairs to bring all the flats to WHQS. External repairs estimated to cost £4 million include:

¹³ Comprehensive stock condition survey completed in 2007 and updated in 2011 by Savills UK.

¹⁴ See page 26 for detail

- Comprehensive concrete repair programme
- Renewal of the mastic in the panel joints and roof finishes
- New insulated roof system
- Application of an over-cladding system to improve thermal performance and provide weather proofing

A further £7 million is required to complete WHQS work on the high rise flats. The 113 Airey, Easiform and Timber Frame homes need funding of £2.8 to bring them up to the WHQS. The Council will pursue options to secure additional funding from Welsh Government, Prudential borrowing and investigate collaborative procurement options with neighbouring councils to achieve WHQS on these and all its other properties.

Flintshire's **Housing Association partners** are working towards delivering WHQS across all their homes. The 3 Housing Associations in Flintshire would achieve the standard for 100% of their properties as follows:

- Pennaf by 2014/2015
- Tai Clwyd by 2014/2015
- Wales & West by 2012/2013

It is a **WNHS** priority is to improve the quality and standard of all existing houses and rented accommodation, including their energy efficiency. Flintshire County Council believes everyone has the right to live in a home, which is in good repair, has ready access to all necessary amenities, and is free from physical hazards. The Council has not sufficient funding to tackle the backlog of repair and renovation. So its **Private Sector Renewal & Improvement Policy 2012 -2015's** priorities are to:

- target action to **vulnerable households** living in non-decent homes, in line with Private Sector Stock Condition Survey findings
- increase the proportion of homes that meet the **decent homes standard** by working with all stakeholders and service providers
- provide **equity and low cost loans** to vulnerable and lower income homeowners to make their homes decent
- reduce the **health effects** of poor housing conditions through a combination of advice, financial assistance, and appropriate enforcement action, ensuring that residents live in safe, warm and comfortable homes
- promote the take up of a range of **energy saving measures** provided by a range of agencies to improve home energy efficiency and reduce fuel poverty
- promote improvement and conversion of **empty residential properties** and obsolete commercial buildings to bring back in to use and increase the supply of affordable homes
- achieve a well maintained and managed private rented sector through the **All Wales Landlord Accreditation Scheme** by encouraging the professional development of landlords, through incentives, education, and advice

The Council's Private Sector Housing Renewal Team, has three approaches to these priorities:

- advice and advocacy
- provision of financial assistance
- enforcement of housing standards

Advice and advocacy is also given by **Flintshire Care & Repair**, the local Home Improvement Agency and supported with:

- information on Flintshire's website
- leaflets and promotional events in areas, which fall within the 20% of the Wales Index of Multiple Deprivation (WIMD)
- regular Landlord Forums for private landlords
- landlord training events
- membership of the All Wales Landlord Accreditation Scheme

Financial Assistance is given, where appropriate, to those who are unable to pay for their own improvements. Flintshire supports the **Housing White Paper's** ambition to create a nationally branded, locally delivered, **Property Improvement Loans** scheme. Home owners will be helped, to release equity available in their homes on an 'equity share' basis. The owner and the Council will share the benefit from any increase in property value. Since the Council is not primarily a lending institution, it does not impose loan terms which would 'guarantee' its profit or investment and therefore potentially discourage applicants.

An eligible applicant, to the Council, will be considered for the following hierarchy of loan types:

- 1st. a **Repayment Loan**
- 2nd. a **Property Appreciation Loan**
- 3rd. a **Flintshire Interest Free Loan**

The first loan to meet the applicant's need, in the above hierarchy, will be offered. Funding is made available to support **vulnerable householders** across the County to tackle **category 1 hazards**. To ensure the future sustainability and maximise this fund, the Council has a range of loans schemes and is phasing out grants. There will be an expansion of this approach over the next few years.

Flintshire will prepare for increased numbers of private rented sector properties and the **Housing White Paper's** proposal to introduce a mandatory registration and accreditation scheme for private sector landlords to regulate the practices of landlords, lettings agents and managing agents, by:

- reviewing the capacity and location of the enforcement team within the organisation

- raising profile and membership of Landlord Accreditation to professionalise the sector
- reviewing activity on illegal evictions
- additional licensing of HMOs
- introducing fee earning services to support increased capacity within housing enforcement

Partnerships will be made with landlords and corporate investors to improve provision. The Council will protect the health, safety and welfare of private tenants through advice, negotiation, agreement and appropriate incentives. Enforcement action will be taken if these methods have been exhausted, as a last resort.

It is a **WNHS** priority to make the best use of homes that are unoccupied. The **Housing White Paper** proposes legislation to tackle the waste and blight of **empty properties** by giving local authorities discretionary power to increase council tax on properties empty for longer than one year. It also promotes an increased focus on tackling empty homes through the national “**Houses into Homes**” programme and other programmes.

In April 2012, the Welsh Government announced £10 million for the ‘**House to Homes**’ loan fund. Flintshire will be using this fund in conjunction with its own **Empty Homes Scheme** and other initiatives such as the **Flint Townscape Heritage Initiative** to offer the best incentive to empty property owners. Flintshire’s 2012 Private Sector Renewal & Improvement Policy targets empty properties with a range of measures:

- an **Empty Property Grant**, up to a maximum of 20K in the Renewal Area. The owner gives the council nomination rights for 5 years
- an **Empty Property Interest Free Loan**, up to a maximum of £10K, which was available countywide. The owner gives the council nomination rights until the loan is repaid. This is repayable on sale or transfer or sooner at the discretion of the property owner
- a Flintshire **Empty Property Repayment Loan** is up to a maximum of £15K, payable monthly at 4% interest over an agreed period between 1 and 7 years. This is a top up loan for in cases where the £10K interest free loan is insufficient to carry out the required works
- The **Welsh Government Houses to Homes Initiative, Interest Free Loan**, can be up to a maximum of £150K per applicant and must be repaid within 3 years. £25K is the maximum cost of repair work per home. Flintshire has been allocated £482K to manage this scheme in 2012/15 which will bring 20 properties back into use
- A loan from housing association partner, **OFFA Ltd** up to a maximum of £5K, available countywide. In return the property must be managed by OFFA and repayment of the interest free loan is through the rent.
- consider the discretionary power proposed in the **Housing White Paper** to increase council tax on properties empty for longer than one year, if this becomes law

It is expected that at least 40 properties will be brought back into use in 2012/13.

Town centres face a challenging future and need to adapt to changing consumer patterns. Flintshire County Council has successfully obtained nearly £1.6 million of public assistance for a **Townscape Heritage Initiative** (THI) in Flint town centre. The aim is to revitalise Flint as a place to live, shop, visit and do business whilst preserving and enhancing the town's unique historic and architectural heritage. The Flint THI will offer grant assistance to owners or leaseholders of selected buildings in Flint. It is intended where possible to link this funding to Flintshire's work to reduce empty properties.

In February 2010 Flintshire County Council approved the declaration of the **Connah's Quay, Shotton and Queensferry Renewal Area**. It covers approximately 5,790 properties and has concentrations of households which are some of the most deprived in Wales. A priority is to make best use of potential sites for high quality housing development and remove vacant or poor quality properties.

The **Renewal Area** has 3 main programmes

- **Group Repair** for up to 900 homes
- **Environmental Improvements**
- **Energy Efficiency** measures for up to 500 homes

Running alongside these three themes, Flintshire is using the Renewal Area status and funding to bring the benefits of local jobs and training to this deprived area. Along with other capital public funds, Renewal Area funding is being reduced year on year, and so some of the initial Renewal Area plans will need to be re-evaluated.

It is a **WNHS** priority to improve the energy efficiency of all existing property. The Welsh Government's energy performance programme **Arbed**, has seen £66 million being invested to boost the green economy and improve the energy efficiency of 7500 homes. The recently launched second phase of Arbed will see the Welsh Government investing £45m to reduce fuel bills for 4800 homes in deprived areas of Wales. Flintshire will be continuing its work to insulate as many properties as possible, using a number of different funding streams, **ECO, Arbed, Green Deal** and **interest free loans**. Flintshire has bid through its RSL partners to upgrade 600 homes in Mostyn and Holywell.

Objective 3 - Better Services to Improve People's Lives

Flintshire's ambition is to collaborate and innovate to:

- improve access to a suitable home
- offer the best advice and support to sustain people in their home, whatever their tenure
- promote independent living generally and specifically for its aging population by investing in new **Extra Care Schemes**
- ensure community safety

Social housing is a scarce resource and is allocated mainly to people in housing need. It is a **WNHS** priority to make it easier for people to find suitable accommodation, particularly people from minority groups.

The Flintshire **Diversity and Equality Policy 2012 – 2017's** aim is for every aspect of Flintshire's activities to provide appropriate, accessible and effective services and facilities to meet the diverse needs of our community.

The **Housing White Paper** promotes further development of accessible housing registers. Flintshire is part of **North Wales Single Access Routes to Housing Project (SARTH)**. It is working with three other North Wales' councils and five housing associations to create a common access route to housing, bringing benefits to residents, local authorities and housing associations.

Good quality, local housing advice helps people make informed decisions on suitable housing provision. This common access point for all North Wales aims to remove the barrier of multiple waiting lists and allocation policies, to streamline an applicant's path to the best housing solution for them. It will make best use of stock in terms of size and type by improving the match with applicants. The pilots for this project are expected to start in late 2013.

Flintshire is reviewing its **Incentive Scheme** to see if changes can be made to reduce over or under occupancy especially bearing in mind the impact of the Welfare Reform Act.

Flintshire is examining options for a **Social Lettings Agency** to increase the number of privately owned properties available. It is intended to help private landlords rent to target groups such as the young at LHA rates.

The **Housing White Paper** proposes ensuring that **Gypsy and Traveller Communities** are provided with new pitches by local authorities where there is clear evidence of need. North Wales is on a popular principle travelling route for them.

The **January 2012 Caravan Count** showed that Flintshire is the most significant provider in North Wales with 58% of authorised pitches. This is 15% of the total for Wales. The **North West Wales Gypsy Traveller**

Accommodation Assessment¹⁵ asked where new pitches should be located. It found a demand for sites along the main travelling route through North Wales. No new locations were requested in Flintshire. Flintshire will continue to develop Gypsy and Traveller services:

- Managing Riverside Caravan Site
- Managing Unauthorised Encampments
- Coordinating Support & Welfare Services to Gypsy and Traveller community
- Consider the expansion of the current site at Riverside, Queensferry to increase the number of residential pitches and provide short-stay transit pitches

The **Housing White Paper** promotes effective regional collaboration on housing functions and services, including the **Supporting People** programme. From April 2012 Supporting People funding will be allocated regionally, with shared planning and commissioning of joint projects. The new North Wales regime will merge 2 funding streams, the **Supporting People Grant** and the **Supporting People Revenue Grant** into **Supporting People Programme Grant** and be run by a new governance framework. As with other subsidies, Supporting People funding will reduce in the future.

In view of these changes, Flintshire aims to critically examine current Supporting People provision and articulate how local need will be met in the future. Over the next 12 months, Flintshire will:

- plan a number of short term pilot projects to make the best use of available funding and avoid decommissioning needed services. These will provide individual support and inform the strategic direction of its homeless prevention services
- collaborate with providers and stakeholders on a range of innovative support approaches and options to maximise much needed support from the available resources for as many vulnerable people as possible
- undertake a strategic review of accommodation based and floating support, including an assessment of need, supply and support pathways, to inform the future direction of housing support services

The current **Flintshire County Council Supporting People Strategy 2010 – 2013** sets out overarching priorities for accommodation and services for vulnerable people:

- To provide a range of support and accommodation models across all vulnerable groups, and increase provision in rural areas
- Ensure existing services are high quality and delivering positive outcomes

¹⁵ North West Wales Gypsy Traveller Accommodation Assessment, Dr D Hirst, Teresa Crew, Bangor University

- Link with the Social Housing Grant (SHG) programme to facilitate new development
- Improve access to services, to ensure that services are flexible and able to respond to a wider range of needs, are tenure neutral and where appropriate – cross authority
- Provide a mix of generic and more targeted services

Current Flintshire Supporting People (SP) Funding	Partners	Timescale	Funds £000s/yr
Funds appropriate housing related support services. Their commissioning objectives are: <ul style="list-style-type: none"> • Community Care • Community Safety • Homeless and Homeless Prevention 	FCC, Betsi Cadwaldr University Health Board	2012/13	7,109
		2013/14	6,825
		2014/15	6,484

Local authorities and their Health Board partners are required to work together to establish **Integrated Family Support Services (IFSS)**. It is a programme unique to Wales. It focuses on families where parents have substance misuse problems that affect the welfare of their children. IFSS will roll out in Flintshire from April 2013.

It is a **WNHS** priority to:

- do as much as possible to prevent homelessness but where it occurs provide efficient services to help people to find accommodation
- provide housing-related advice, guidance and support, including financial and debt management advice, to help people to stay in their homes and to help them to make best use of their income

The **Housing White Paper** proposes:

- a statutory duty on local authorities to prevent homelessness, and ensure even better help available for those who do become homeless
- ending family homelessness in Wales by 2019

The **Flintshire Homelessness Strategy, 2009 to 2015**, currently involves a wide range of partner organisations and has four key strategic aims, to:

- focus upon a corporate approach to homelessness prevention through improved strategic and operational working arrangements within the Council and partner organisations in the planning and delivery of social welfare advice and support services
- provide integrated housing support services for vulnerable groups that prevent homelessness and promote the health and well-being of vulnerable adults and families
- improve access to temporary and settled accommodation
- improve performance management arrangements for all aspects of the homelessness service provided by the Council

Given the impact of the **Welfare Reform Act** and the **Housing White Paper's** proposal to give councils a statutory duty to prevent homelessness, ensure even better help is available for those who do become homeless and to end family homelessness in Wales by 2019, it is an objective of **Flintshire's Welfare Reform Strategy** is to review Flintshire's Homelessness Strategy. It will then implement a corporate Homeless Prevention Strategy that promotes effective partnership working with internal and external providers, ensuring the authority fulfills its statutory duties efficiently and cost effectively.

The Council will assist residents affected by the Act, to avoid it becoming a barrier to services and housing:

- It will work with other local authorities, using Welsh Government funding to proactively work with private landlords and their tenants who are at most risk of homelessness following reductions in their **local housing allowance**.
- Flintshire's **Income Maximisation (Welfare Rights) Service** will offer specialist advice and representation to an increasing number of residents who are seeking assistance on appealing adverse decisions on their welfare benefit entitlement. Particularly, residents whose incapacity benefit claim has migrated over to employment and support allowance.
- Flintshire's **Housing Benefit Service** is identifying tenants in the private rented sectors who will be affected by housing benefit reforms. Vulnerable households, for example, where an adult receives a sickness benefit or children reside within the household, are offered advice and support ahead of their local housing allowance being reduced.
- plan to increase the number of units of temporary accommodation to house the anticipated increased homeless
- **Profiling of working age LA tenants** who claim housing benefit is being carried out to assess those who would be affected by the 'bedroom tax'. Tenants will receive appropriate advice and support to overcome difficulties they may have in maintaining their contractual housing costs
- Run **awareness raising campaigns** and provide training for tenants, landlords, members and officers on the Welfare Reform changes and the impact they may have upon residents, local communities and the local authority

It is a **WNHS** priority to respond to the needs of an **ageing population**. Flintshire's **Community Based Accommodation Support Service** will help vulnerable and older people to live independently and safely in their own homes. Following extensive consultation FCC's sheltered housing warden service has changed into a community based accommodation support service.

The service individuals receive from the Accommodation Support Officer is based on an assessment of their support needs and is designed to be flexible

and responsive, changing as needs change. Two pilots were successfully run in Shotton and Ewloe. A phased roll-out of the new service across the County began in July 2012.

The **Housing White Paper** promotes continued investment in housing adaptations to help people live independently in their own homes. The **Disabled Facilities Grants (DFG's)** programme is a key activity in the Flintshire Housing Capital Programme promoting independent living. In 2011, 429 referrals for DFGs were received. 307 jobs were completed at a cost of £2,290,000. This work included 184 wet rooms/showers, 46 stair lifts, 46 ramp/hard standings and 10 extensions. Flintshire will spend in 2012/3 £2.3 million on aids and adaptations for both council tenants and owner occupiers.

Extra Care housing gives older people more choices, complements existing sheltered housing and increasing the flexible approach to supporting older people at home. North East Flintshire is already served by Llys Eleanor Extra Care scheme in Shotton, run by Clwyd Alyn with 50 apartments. In partnership with Wales and West, £9.3 million is being invested in Flintshire's second purpose built scheme, Llys Jasmine in Mold, with 61 apartments and 2 bungalows. 15 of these are specifically designed for people living with dementia.

Research¹⁶ shows that approximately 300 further units are needed and this is expected to increase by 10% by 2033. The highest unmet need is in North West Flintshire where there are no extra care apartments and additional schemes are being considered.

Crime, fear of crime and anti social behaviour can blight a neighbourhood and could undermine this strategy's plans for sustainable communities. **Flintshire & Wrexham Community Safety Partnerships** are made up of public and voluntary agencies. They have made progress. The total number of crimes in Flintshire & Wrexham fell by 12% and anti-social behaviour incidents reported to the police fell by 10% in 2010.

The partnerships collaborated on a joint **Flintshire and Wrexham Community Safety Partnership Plan** for 2011 to 2014. Although there have been crime reduction successes to date, fear of crime and concern over levels of anti-social behaviour continue to be of priority for local people.

¹⁶ Extra Care Housing Strategy Briefing Note July 2012

Monitoring and Evaluation to reflect the Needs of the Users

It is a **WNHS** priority to:

- Ensure services reflect the needs of those who use them not the needs of organisations that deliver them.
- Give tenants a clear voice in decisions that affect them and ways of taking action if dissatisfied with services.

The aim of Flintshire's **Housing Services Customer Involvement Strategy & Action Plan 2012-2015** is to develop effective and efficient housing services through the involvement of tenants, leaseholders, staff, the wider community and other stakeholders.

In line with the **Housing White Paper's** aim to create more opportunities for tenants and service users to influence the delivery of services, Flintshire will:

Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome
Consult with Tenant Federation and Flintshire Housing Partnership on the monitoring and evaluation of the strategy and its further development	Housing Strategy, N'hood Housing,	2012/2017	Increased Tenant, Resident ownership of strategy
Review FLHS progress annually with Resident Involvement Monitoring Group and Flintshire Housing Partnership	Housing Strategy, N'hood Housing,	2013/2017	

Flintshire Facts and Figures

Flintshire the Place

Flintshire, in North-East Wales, borders Denbighshire, Wrexham, the English counties of Merseyside, across the River Dee and Cheshire. It includes urban, rural and coastal landscapes.

The county has exceptional natural assets on its borders. The Clwydian Range is an Area of Outstanding Natural Beauty. The Dee Estuary is one of the most important wildlife sites in Europe, a Site of Special Scientific Interest and a designated Ramsar Convention wetland of international importance.

Its location is strategic, offering the main thoroughfare between North Wales, the motorway network of North West England and beyond. It is close to Liverpool and Manchester airports and has direct rail connections to Cardiff and London.

Flintshire has emerged as one of Wales's, most important business and manufacturing locations, built on its strengths in industrial processes, advanced manufacturing, aerospace, food and environmental technologies.

Flintshire's People

Flintshire's population is projected to grow, from a current population of 150,637, to 153,210 by 2026¹⁷. The figures include net migration. Flintshire has a history of in-migration due to its border location, relative economic prosperity and attractive environment.

The number of projected households will grow by 4.4%, from 65,880 in 2011, to 68,807 households by 2016¹⁸. In detail projections are:

- single person households will grow the most and are set to increase by 34.4% or 6,986 households
- 1 adult and 1 child, and 1 adult and 2 child households see the next highest rise at 29% or by 631 and 474 households respectively

Flintshire's population is ageing:

- almost half the residents of Flintshire are now over the age of 45
- by 2026, the number of people aged 65 and over is expected to rise 40% by 10,635, and make up about 25% of the population¹⁹
- in the next 10 years, the number of people aged over 85 is set to increase by 110%

¹⁷ Source StatsWales 2008-based Population Projections.

¹⁸ Source StatsWales 2008-based Population Projections.

¹⁹ Source 2008-based Population Projections for Flintshire © Statistical Directorate, WAG.

Within ten years it is estimated that over 80% of people, aged over 60, will be homeowners. Many will be asset rich and cash poor, unable to repair and heat their homes.

Flintshire has the smallest BME community in Wales at 1.9%²⁰

The January 2012 Gypsy Traveller Caravan count showed Flintshire has 58% of authorised pitches in North Wales. 15% of the total in Wales

The Flintshire's 2012 Housing Market Needs Update

The Update²¹ examined estimates and projections of housing need, demand and affordability for the County. The Update proposes its recommendations are a starting point, in line with Planning Policy Wales 2011, for decisions to be negotiated on a site by site basis and local staff knowledge should be valued over the reports statistical analysis. It makes recommendations for new build homes as follows:

- a target of 37% should be affordable
- 19 – 27% should be designed to meet older or disabled residents needs
- they should be detached or semi detached
- they should be 2 bed to meet demographic trends & shortages of this property size
- consider the effect of welfare reform in relation the supply of appropriately bedroomed property

The Update will be used to inform the development of Flintshire's Local Development Plan.

Flintshire Rural Housing Enabler

Flintshire's Rural Housing Enabler (RHE) is creating detailed local profiling to ensure that the right type, quantity, price and size of homes are built. These will indicate demand for different types of accommodation, social rented, shared ownership, subsidised marked homes and intermediate rent in specific rural locations.

Flintshire's Waiting Lists

Flintshire's waiting lists reflect demand housing and services.

- There are 173 applicants on the Affordable Housing Register
- Flintshire has a waiting list for its rented homes of 3985. This includes 597 applicants existing tenants who want to transfer to another Flintshire home

²⁰ Populations Estimates by Ethnic Group 2001 – 2009, WG 2011

²¹ Update of Housing Need, Demand and Affordability in the Local Housing market Areas of Flintshire, Glyndwr University Wrexham 2012

- Flintshire's Housing Options Team assisted 966 households with housing related issues in the financial year 2010/11, and 1153 households in 2011/12 a 19% increase. The number of homeless applications during the same period rose by 51% from 105 to 159, due to the impact of the recession and Welfare Reform Act.
- Aids and adaptations allow people to stay in their own home, promote independent living and increase quality of life. In 2011, 429 referrals for Disabled Facilities Grants were received. 307 jobs were completed at a cost of £2,290,000. This work included 184 wet rooms/showers, 46 stair lifts, 46 ramp/hard standings and 10 extensions.

Flintshire Council and RSL Homes and the Welsh Housing Quality Standard (WHQS)

The Welsh Government expected all social landlords in Wales, to adopt the WHQS standard, to devise realistic programmes for all their homes to achieve and maintain it by the end of 2012. The Welsh Government commissioned a report "Social landlords Performance in Achieving the WHQS"²² to measure progress. It found for the 3 Flintshire Housing Associations would achieve the standard for 100% of their properties as follows:

- Pennaf by 2014/2015
- Tai Clwyd by 2014/2015
- Wales & West by 2012/2013

An independent survey estimated that £166 million was needed to bring all of the council homes up to WHQS by March 2018 and maintain the standard for 30 years. The council can raise £49 million, over the next 5 years, falling short of the £116 million needed.

Private Tenure and the Private Sector House Condition Survey 2010

The age profile of the private housing in Flintshire differs to the average for Wales. There were significantly fewer properties built pre-1919 and again between 1945 and 1964, then more were built from 1965 onwards.

Other key findings were:

- 76% of homes are in owner occupation
- 9% of homes are privately rented
- the estimated number of Housing in Multiple Occupation (HMOs) is 310 or 0.6% of the stock
- there are 8 known mandatory licensable HMOs
- 31% of households are headed by a person over the age of 65
- 31% of households are in receipt of a means tested benefit and are economically vulnerable

²² <http://wales.gov.uk/docs/desh/publications/110330housingwhqsen.pdf>

The Flintshire Private Sector House Condition Survey 2010²³ found that:

- 32% of all dwellings are non decent (16,104 dwellings)
- 8.3% of all dwellings exhibit the single failure of disrepair under the Decent Homes Standard, against a national average of 6.5%.
- 38% of vulnerable households (5,980) live in non decent homes.
- The cost to address non decent homes across the County is £120 million, averaging £6,940 per property
- Highest levels of non decency are found in the Council's renewal area and areas within the top 20% of the Welsh Index of Multiple Deprivation.
- Pre 1919 housing stock, converted flats and the private rented sector had the highest failure rates
- 15% of households (8,200) are in fuel poverty
- 12,980 (24.1%) homes were estimated to have at least one Category 1 Hazard.
- the most common hazard was excess cold
- a correlation between Category 1 hazards and households where there was a person, with a disability or in receipt of a benefit
- the estimated cost to remedy all Category 1 Hazards, in Flintshire, was £66.8m, an average cost of £5,100 per home

The Survey also found there were approximately 1,350 vacant dwellings representing 2.5% of the private housing stock. A data review in 2012 found Flintshire had 531 properties that had been vacant six months or longer.

Gypsy and Traveller Community

The January 2012 Caravan count showed Flintshire is the most significant provider in North Wales with 58% of authorised pitches, 15% of the total in Wales. The North West Wales Gypsy and Traveller Accommodation Assessment (GTAA)²⁴ asked where new pitches should be located. It found a demand for sites along the main travelling route through North Wales, in Rhyl, Bangor, Colwyn Bay and Holyhead. No new locations were requested in Flintshire. This supports rebalancing the current inequitable provision highlighted by the Council and the GTAA, which is of concern to the Welsh Government.

²³ Private Sector House Condition Survey 2010 cpc May 2011

²⁴ North West Wales Gypsy Traveller Accommodation Assessment, Dr D Hirst, Teresa Crew, Bangor University

Objective 1: More Housing, More Choice, Projects and Programmes

Affordable Housing Options				
Flintshire's Priority Projects/Programmes	Partners	Timescale	Outcome	Resources, Funds £000s/yr
Social Housing Grant allocation, Welsh Government's (WG) 3 year national programme for Flintshire to build affordable homes	Housing Strategy, RSLs, WG	2011/2014		5142
	Clwyd Alyn, Wales & West, Tai Clwyd	2011/2012	19 homes	1826
	Clwyd Alyn, Wales & West	2012/2013	20 homes	1758
	Clwyd, Wales & Wales	2013/2014	63 homes	1557
Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
The Rent to Save scheme assists applicants to save a deposit, for open market purchase, shared equity or shared ownership in the future.	Housing Strategy, RSL, Developers	2012/2017		26 Gifted Units
Build Shared Equity Homes for applicants on Affordable Homeownership Register	Housing Strategy, Tai Clwyd, Developers	2012/2013	140 homes	5460
Introduce First Time Buyer Loans to help people who have lived, worked in Flintshire for over 3 yrs and on the Affordable Housing Register finance to buy a home	Housing Strategy, FCC	2012/2013	5 homes	100 (from Council Fund)
Develop more projects for CIH Cymru Good Practice Gifted Units	Housing Strategy, Developers	2011/2013	26 homes	4000
The 214 Maisonettes in Flint Town Centre will be demolished as part of the Flint Town Centre Regeneration Project to create new homes for rent and sale	FCC, tenants, RSLs, Developers	2012/2017	170 homes for sale or rent	To be agreed
Deeside Enterprise Zone (EZ) Develop most appropriate housing to attract businesses and workers to the EZ.	Housing Strategy, WG, Developers	2012/2022	1000 homes	To be agreed

Objective 2 - Improving homes and communities projects and programmes

Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
The Council's Capital Programme , works towards achieving WHQS for council's stock of 7443 homes, includes new kitchens, bathrooms, boiler systems, smoke detectors and DFGs	Asset Management	2013/2018	Progress towards WHQS	49,000
Develop Apprenticeships with contractor partners	Asset Management, Contractors	2012/2017	10 Apprenticeships	Capital Programme
Improve the energy efficiency of targeted FCC stock through such measures as solar panels, ground source heat pump and wall insulation.	Asset Management Energy Unit Housing Renewal	2012/2017	Subject to Funding Bids to Arbed, ECO and Green Deal for start of new schemes at the end of 2012	
Develop a group Fuel Brokerage Scheme to reduce the cost of heating for council tenants initially	Neighbourhood Housing, Denbighshire CC, Wrexham BC	2012/2017	Subject to agreement between Councils, tenants and Energy Providers	
RSLs work towards WHQS	Pennaf, Tai Clwyd, Wales and West	2012/2015	Achieve and maintain WHQS	RSL funds

Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
County Wide Home Improvements , interest free loans to improve single properties for work below £3K	Private Sector Housing, FCC	2011/2012	104 Homes	Up to 300
Introduction of Property Appreciation and Subsidised Repayment Loans for vulnerable householders, private landlords and owners of empty property to carry out larger renovation and repair work.	Private Sector Housing, Street UK	2012/2013	50 homes	300
Flintshire Care & Repair – continue to financially support the Property Repair Fund for small scale home repairs	Flintshire Care & Repair	2011/2012	79 Homes (small scale works)	50

Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
Bring Empty properties back into use. Empty property data base identifies approx 500. Works up to £25K, as a repayment loan, the first £10K interest free, the remainder with interest.	Private Sector, WG, Townscape Heritage Initiative	2012/2013	20 Homes	300 (FCC) 241 (WG)
Welsh Government ' House to Homes ' interest free loan fund scheme. A fixed term loan of up to £25,000 is offered to turn the property back into a home either for rent or sale.	North Wales Region	2012/2015	20 Homes	482
Renewal Area. Renovation & repair and environmental improvements to 1000 homes in a Renewal Area covering 5790 properties at Connah's Quay, Shotton and Queensferry over 10 years 2010/20	Housing Renewal	2011/2012	Group repair to 300 homes. HHSRS Surveys and repair of 20 homes.	1.200
CESP programmes targets 1200 homes across Greenfield and Connah's Quay to lower energy use in an area of lowest ranking average UK income and save carbon emissions of 100,000 tonnes	Private Sector Housing, Npower	2011/2012	1200 homes & save 100,000 tonnes of carbon	3.300
ARBED Projects – Mostyn and Holywell Central , bids submitted with RSL partners. Outcome awaited. Contractors managed directly by WG.	Private Sector Housing Energy Unit WG & ERDF	2011/2013	600 homes	Outcome of bid awaited
North Wales Energy Efficiency partnership (Green Deal) – explore the opportunities for a collaborative approach to housing improvement across all tenures in North Wales	Private Sector Housing Energy Unit, Energy Providers	2012/2017	Subject to agreement with Energy Providers and agreement on prudential borrowing	
Review capacity and structure of the Enforcement Team to promote delivery of White Paper	Private Sector Housing,	2012/2013	New Structure Agreed	Within current budget
Introduce a mandatory registration and accreditation scheme for private sector landlords	Private Sector Housing,	2012/2014	Subject to White Paper proposals becoming law	

Objective 3 - Better Services to Improve People's Lives

WNHS priority to make it easier for people to find suitable accommodation				
Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
Work on a common approach to housing access through the North Wales Access to Housing Group's, SARTH Project (Single Access Route to Housing).	Neighbour'd Housing, DCC, FCC, Conway and Wrexham	2012/2015	Single housing register for all North Wales	
Review incentive scheme to reduce under or over occupation in response to Welfare Reform Act	Neighbour'd Housing, NE Wales councils	End of 2012	Revised incentive scheme	
Consider Social Lettings Agency options to increase accommodation available by using properties in the private sector & work with Landlords to house more younger people , especially at LHA rates	Housing Options	2012/2017	Options Appraisal funded by a Private Sector Improvement Support Project grant will report mid 2013	
Develop Gypsy and Traveller provision: <ul style="list-style-type: none"> • Manage Riverside Caravan Site • Manage Unauthorised Encampments • Coordinate Support & Welfare Services to G & T community • Consider the expansion of the current Gypsy Traveller site provision at Riverside, Queensferry to increase the number of residential pitches and provide short-stay transit pitches 	Housing Strategy & Options, SP, NW Police, Betsi Cadwaladr University Health Board	2012/2017	Gypsy & Traveller Strategy 2012 Co-ordinated Gypsy Traveller response service	Gypsy & Traveller Liaison Officer Capital Grant Bid to WAG

Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
Advice, Support and Prevention for Priority Youth Homeless				
Improve prevention work: <ul style="list-style-type: none"> Implement an integrated young person team, joint assessments and deliver enhanced prevention work with young people at risk of homelessness. 	Housing, Children's Services, SP, External providers	2012/2013	Reduced youth homeless	
SP Homeless and Homeless Prevention objective accommodation projects: <ul style="list-style-type: none"> Develop options for safe and suitable short stay/emergency accommodation 	SP, Housing Options, RSLs	2012/2013	Young people access safe and appropriate housing	
Advice, Support and Prevention for Priority Single Homeless				
Increase Move-On accommodation for single people with statutory obligations	FCC	2012/2017	Designated Unit	
Investigate possibilities of shared housing for single people under 35	FCC, Clwyd Alyn, Private Sector Housing	2012/2017	Pilot scheme will be evaluated March 2013 and further schemes will be developed to meet demand	
SP Homeless and Homeless Prevention objective projects: <ul style="list-style-type: none"> Undertake a strategic review of accommodation based and floating support provision 	SP, Housing Options, RSLs	2012/2013	Life & Tenancy Skills for tenants	
Advice, Support and Prevention for Homeless with Complex Needs				
Flintshire Housing First pilot gives all agency coordinated support to the most challenged homeless with the highest demands on health, social and criminal justice services	Community Support Services, SP, Housing 1 st Steering Group	2012/2013	10 individuals supported	Housing First Coordinator
Advice, Support for those fleeing Domestic Violence				
SP Community Safety: <ul style="list-style-type: none"> Launch pilot dispersed refuge service, for larger families, large families with children over 16 or pets 	SP, DASU, Hafan Cymru, BAWSO, FCC Housing, CAHA	2012/2013	6 dispersed properties Life & Tenancy Skills for tenants	

Independent Living and Housing for Older People				
Flintshire's Priority Projects/Programmes	Service Area, Partners	Timescale	Outcome	Resources, Funds £000s/yr
Community Based Accommodation Support Service (Warden) service users have a comprehensive support plan to tailor appropriate level of support to their needs & promote and sustain their independent living.	Community Support Services	2012/13	Two pilots in Shotton and Ewloe - outcomes evaluated July 2012. Phased roll-out of the revised service across County.	Accommodation Support Officers
DFG programme	FCC, Housing Renewal	2011/2012	178 owner occupiers	1500
		2012/2013		1500
		2011/2012	188 council tenants	1000
		2012/2013		800
Complete development of Mold Extra Care Scheme	Housing Strategy Adult Care Service, Wales & West	2013	61 Flats and 2 Bungalows. 15 designed for people living with dementia	9300
Develop additional Extra Care Schemes	Adult Care Service	2017/2020	Further schemes following consultation	To be agreed

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY 20 NOVEMBER 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13**
(MONTH 5)

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account in 2012/13.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.06	Risks and Assumptions
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 4
Appendix 2	Community Services -Variances Summary
Appendix 3	Environment -Variances Summary
Appendix 4	Lifelong Learning -Variances Summary
Appendix 5	Corporate Services -Variances Summary
Appendix 6	Central & Corporate Finance -Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account -Variances Summary

2.00 EXECUTIVE SUMMARY

2.01 Members are requested to note the projected year end position as estimated at Month 5 which is :

- Council Fund - Net overspend of £0.983m
- Housing Revenue Account - Net underspend of £0.258m

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.983m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 4	Month 5	Month 4	Month 5	Month 4	Month 5
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	58.437	58.422	(0.210)	(0.300)	(0.169)	(0.142)	(0.041)	(0.158)
Environment	31.794	31.981	(0.129)	(0.097)	(0.129)	(0.097)	-	-
Lifelong Learning	109.219	109.707	1.318	0.997	1.299	1.082	0.019	(0.085)
Corporate Services	17.469	17.480	0.090	0.397	0.090	0.397		
Total Directorates	216.919	217.590	1.069	0.997	1.091	1.240	(0.022)	(0.243)
Central and Corporate Finance	25.759	25.088	(0.041)	(0.014)	(0.041)	(0.014)		
Total	242.678	242.678	1.028	0.983	1.050	1.226	(0.022)	(0.243)

3.02 The Original Budget column reflects the budget approved by Council on the 1st March 2012. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.03 The significant in-year projected variances to date are detailed in Appendices 2 - 6 (Council Fund) and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided. The significant changes for the Council Fund from Month 4 are detailed in Appendix 1.

3.04 Corporate Services is now projecting an overspend of £0.397m, which is a movement of £0.307m from Month 4. The majority of this movement is within Finance. As highlighted in the risks section of the Month 4 report, Welfare Reform preparation is starting to impact on the projected outturn for 2012/13. The Department for Work and Pensions' preparation for change has resulted in a significant temporary increase (30%) in workload. A temporary increase in resources to respond to this has ensured that the Council and Claimants are able to prepare for the change and the Council's financial position has been protected as far as possible from loss of benefit subsidy. It is currently anticipated that the Council will need to meet the cost of changes to its IT System to support the new Council Tax Support Scheme from April 2013.

Full details of the financial projection can be seen in Appendix 1 and 5.

3.05 It is the intention of Management to contain the currently projected variation within the overall agreed Council budget for the year. As part of the ongoing work to develop the MTFP, opportunities to generate efficiencies are being explored including those that may have a positive impact on the 2012/13 projected outturn.

RISKS / ASSUMPTIONS

3.06 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
 - Occupational Therapy service - increased demand
- Social Services for Children
 - Out of county placements - demand led with volatility influenced by numbers and high values of individual placements
 - Family Placement - increases in foster care places / court orders for Residence and Specific Guardianship
- Housing Services
 - Homelessness - projected high demand influenced by current economic climate and recent welfare reform

2. Environment

- Planning
 - A number of planning decisions are the subject of ongoing appeals which may have the potential for costs to be awarded against the Council

3. Lifelong Learning

- Facilities
 - Catering - overspend projected but possible mitigation from project plans following APSE review
- Development & Resources
 - Free school meals and remissions - influenced by economic factors
- Ringfenced budgets
 - Out of county placements - demand led with volatility influenced by numbers and high values of individual placements
- Leisure Income
 - Income levels for the new leisure facilities are being monitored carefully on a weekly basis. Any variation, either positive or negative, could have a material effect on the projected outturn.

4. Corporate Services

- Welfare Reform
 - Welfare Reform preparation is starting to impact on the projected outturn for 2012/13 (see Appendix 1 and 5 for details). Although a number of pressures are already included in the projections the full impacts are continuously being assessed and will be reported to Cabinet as soon as any variations are identified.

5. Housing Revenue Account

- Single Status
 - Possible impact of Single Status agreement - any impact will need to be funded within HRA as it is a ringfenced account

4.00 NON STANDARD INFLATION

4.01 Included in the budget are amounts of £0.078m in respect of Energy for Street Lighting, £0.300m in respect of Energy, £0.196m in respect of Fuel and £0.133m in respect of Food. 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.

5.00 UNEARMARKED RESERVES

5.01 The 2011/12 final outturn reported to Cabinet on 10th July showed unearmarked reserves at 31st March 2012 (above the base level of £5.476m) of £0.992m, after taking into account commitments in 2012/13 :

- Use of £0.973m to meet one-off / time limited costs
- Ringfencing of £1.500m to support Organisational Change costs

5.02 Appendix 7 details the movements to date on unearmarked reserves and the level of contingency sum available. As a result of the movements the current projected level of the contingency reserve at the end of March 2013 is an overdrawn amount of £0.352m. However, as noted in section 3.05 it is the intention of Management to contain the currently projected variation within the overall agreed Council budget for the year which will also have a positive effect on the contingency reserve.

6.00 HOUSING REVENUE ACCOUNT

6.01 On 21st February 2012, the Council approved a Housing Revenue Account (HRA) budget for 2012/13 of £26.671m. The budget provided for a closing balance of £0.867m, which at 3.25 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.02 The 2011/12 final outturn reported to Cabinet on 10th July 2012 showed a closing balance at the end of 2011/12 of £1.857m (subject to audit) which was £0.753m more than when the 2012/13 budget was set. This had the effect of increasing the closing balance for 2011/12 by the same amount.

6.03 There is an overall projected underspend of £0.258m and a projected closing balance at Month 5 of £1.327m, which at 4.8 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04 The projected outturn reflects a second additional allocation of £0.250m from balances to fund additional CERA contribution towards funding of the HRA Capital Programme. An initial additional allocation of £0.250m was reported in the Month 4 budget monitoring report to Cabinet on 16th October 2012, therefore a total of £0.500m has now been provided for additional CERA contribution in the year to date. The Head of Housing has consulted on this action with the Cabinet member for Housing in accordance with the recommendation within the Month 3 Budget Monitoring report approved by Cabinet on 18th September 2012.

6.05 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

7.00 RECOMMENDATIONS

7.01 Members are recommended to :-

- a) Note the overall report and the management actions being taken to address the projected overspend
- b) Note the Council Fund contingency sum (overdrawn balance) as at 31st March 2013 (paragraph 5.02)
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 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 IMPACT

9.01 None.

10.00 ENVIRONMENTAL IMPACT

10.01 None.

11.00 EQUALITIES IMPACT

11.01 None.

12.00 PERSONNEL IMPLICATIONS

12.01 None

13.00 CONSULTATION REQUIRED

13.01 None.

14.00 CONSULTATION UNDERTAKEN

14.01 None.

15.00 APPENDICES

15.01 Council Fund - Movement in Variances from Month 4 - Appendix 1
Council Fund Variances - Appendices 2 - 6
Council Fund - Movements on unearmarked reserves - Appendix 7
Housing Revenue Account Variances - Appendix 8

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Steven Gadd
Telephone: (01352) 702287
Email: steven_gadd@flintshire.gov.uk



COUNCIL FUND - REVENUE BUDGET 2012/13
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 5)
Summary of Movement from Month 4

	£m	£m
Month 4		
Out of County Ringfenced Budget	(0.079)	
Service Directorates	1.148	
Central and Corporate Finance	(0.041)	
Variance as per Executive Report		1.028
Month 5		
Out of County Ringfenced Budget	(0.235)	
Service Directorates	1.232	
Central and Corporate Finance	(0.014)	
Variance as per Directorate Returns		0.983
Change Requiring Explanation		(0.045)
<u>Community Services</u>		
<ul style="list-style-type: none"> • Resources & Regulated Services (Intake and Reablement) - the movement from month 4 is mostly due to additional staff replacement costs within the In-house Residential Service (£0.030m) and a reduction in pay and travelling costs (£0.082m) within the In-house Domiciliary Support Service. (0.059) • Transition & Disability Service (Disability Services) - the movement from month 4 is mostly (£0.024m) due to changes in pay projections, the balance is made up of various small movements within the service. (0.031) • Locality Teams (Localities) - the movement from month 4 comprises a number of increases mostly across purchased care. These are Older People purchased home care (£0.028m) and residential care (£0.052m) together with PDSI purchased home care (£0.016m) and residential care (£0.040m). Additionally increased demand for minor adaptations has seen the projected overspend increase £0.017m). 0.152 • Ring-Fenced Budgets (Adult Services) - the movement since month 4 (£0.057m) reflects reduced purchased residential care costs for Learning Disability service users. (0.057) • Renovation Grants (Customer & Housing) - the movement from month 4 results from the delayed filling of a vacant post (£0.010m), reduced projections of staff travelling costs (£0.008m) and capitalisation of pay (£0.005m). (0.028) • Out of County Pooled Budget (Ringfenced Budgets) - the movement since month 4 is mostly due to the ending of one placement (£0.130m) offset by four new placements (£0.084m). (0.052) • Good Health (Development & Resources) - movement since month 4 due to projected changes in staff costs following the finalisation of the restructure within this area. 0.078 • Management & Support (Development & Resources) - This movement mostly relates to a reduced projection for support costs (£0.020m) along with other smaller movements. (0.029) • Public Information & Planning (Development & Resources) - movement since month 4 due to projected changes in staff costs following the finalisation of the restructure within this area. (0.027) • Other minor changes of less than £0.025m (0.037) 		(0.090)

Environment

- Fleet Services - over recovery of budgeted income from internal recharges to Fleet services clients (0.067)
- Markets - previously anticipated income shortfalls have now been mitigated by vacant units being filled from August 2012 (0.050)
- Minor changes of less than £25k 0.149

0.032

Lifelong Learning

- School Improvement Service - An improvement of £0.130m resulting from a freeze on uncommitted expenditure to assist in reducing the Directorate overspend position (0.130)
- Libraries, Culture & Heritage - In year adjustment to book fund to address Directorate budget overspend. (0.041)
- Out of County placements (ringfenced) - Further reductions to the number and cost of placements. (0.104)
- Facilities Services - in year efficiencies as a result of the improved management of food purchasing/usage in primary and secondary schools and reduction in buildings cleaning costs at County Hall, plus other minor changes. (0.029)
- Minor changes of less than £25k (0.017)

(0.321)

Corporate Services

- Finance - the movement since month 4 comprises of a number of changes: 0.285
 - > A pressure of £0.042m has been identified relating to additional audit days required to maintain the audit plan as recommended by Audit Committee.
 - > Workforce costs within Revenues and Benefits have increased by £0.221m due to additional work required in preparation for, and in response to, Welfare Reform and the new Council Tax Support Scheme. Additional costs will be reduced where possible by increasing the number of employees working in an agile way.
 - > A benefits software upgrade will also lead to additional costs of £0.065m to enable administration of the new Council Tax Support Scheme.
 - > These pressures have been partly offset by increased vacancy savings relating to the Finance Function Review (-£0.043m).
- Minor changes of less than £25k 0.022

0.307

Central and Corporate

- Corporate (Other) - An increase of £0.026m in the overspend (total now £0.059m) against the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation. 0.026
- Minor changes of less than £25k 0.001

0.027

Total changes

(0.045)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	6.175	5.767	(0.408)	(0.349)	Extra Care projected in year underspend on new scheme of £0.100m due to timeframe for completion. In-house Domiciliary Care underspend (£0.220m) due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers; this underspend has increased (£0.050m) from month 4 due to further reductions in projected pay costs. Of the additional variance £0.139m relates to work which is yet to be undertaken to realign the budgets following the transport review and £0.052m to vacancies within Day Services. This is offset by an overspend within Professional Support (£0.134m) which will be addressed as part of TSSA realignment.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme and realign budgets as appropriate.
Reablement Service (Intake and Reablement)	0.330	0.211	(0.119)	(0.119)	Pay costs being suppressed due to the use of Homecare staff, vacant post and part year appointments (£0.107m) together with additional Health income (£0.020m) offset by various small overspends.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.498	16.752	0.254	0.100	The significant variances lie within Physical Disability Services Independent Sector Homecare with a projected overspend (£0.171m) due to the net impact of various care packages. This has increased from month 4 (£0.016m) to reflect current position. This is partially offset by a projected underspend in independent sector residential care (£0.258m) which reflects current clients and is a reduction of £0.040m on month 4. Within Older People Service changes to the service delivery have resulted in purchased day care underspending (£0.075m) and the Reablement Service overspending (£0.053m); the overspends in purchased home (£0.173m) and residential (£0.110m) care have both increased from month 4 (£0.028m and £0.052m respectively) reflecting current care packages. Minor Adaptations are projected to overspend by £0.082m reflecting the continuing demand within the service.	This is a complex case and will be kept under review. Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Transition and Disability Services (Disability Services)	0.592	0.660	0.068	0.099	The variance reflects the cost of the newly formed transition team. The movement from month 4 is due to further analysis of expenditure within this area.	Identify budgets and realign.
Vulnerable Adults and Disability Services (Disability Services)	2.156	2.095	(0.061)	(0.065)	This mainly relates to vacant posts, staff travelling, and supplies and services which are currently projected to underspend.	Keep under review.
Support Services (Mental Health & Substance Misuse Service)	1.932	1.832	(0.100)	(0.080)	This reflects a reduction in the cost of residential care packages due to movements of clients in and out of the service, a reduced cost projection for direct payments both offset by an increase in staff costs required to provide maternity cover. The movement since month 4 reflects changes to pay costs due to a secondment and maternity leave (£0.013m) and a reduction in projected fleet costs (£0.009m).	Keep under review.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.301	0.181	(0.120)	(0.120)	Reflects current client packages for 2012/13.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. Reduced budget in 12/13.
Ringfenced Budgets (Learning Disability)	0.466	0.620	0.154	0.211	This reflects the full year impact of a new service user that commenced during December 2011 together with some other changes to care packages. The movement since month 4 is due to reduced residential care costs.	Keep under review and consider a budget realignment from the Ringfenced Budgets (Learning Disability) to reflect current clients within the service.
Commissioning (Development & Resources)	0.902	0.856	(0.046)	(0.041)	This variance relates to vacancies not yet filled.	Unlikely to be recurring.
Good Health (Development & Resources)	0.981	1.110	0.129	0.051	The majority of the overspend (£0.104m) is mainly due to one-off costs falling on the service following a restructure. Around half of this cost fell in month 4 and the balance in month 5 which explains the movement between the two months.	Not recurring.
Vacancy Management (Development & Resources)	(0.100)	0.000	0.100	0.100	This will be allocated against vacant posts.	Monitor in year vacancy savings to apply.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.833	2.159	0.326	0.327	The overspend is mainly as a result of an increase in the number of foster care places within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has commenced the outcome of which will inform future planning and possible efficiencies.
Family Support (Children's Services)	0.341	0.275	(0.066)	(0.071)	The underspend in this service is mostly due to a reduction in the use of sessional staff following an embargo and a review of thresholds. The use of sessional staff can fluctuate monthly depending on caseloads, especially for child protection and court ordered supervised contact.	Continue to keep under review.
Grants (Children's Services)	0.117	0.067	(0.050)	(0.051)	Awaiting finalisation of initiatives coming on stream this financial year.	Continue to keep under review.
Other Residential (Children Services)	0.526	0.472	(0.054)	(0.054)	The projected underspend relates to the opening of Arosfa being later than anticipated.	Keep under review due to the potential for additional costs relating to transport charges.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.436	5.528	0.092	0.091	This is a complex part of Children Services and there are a number of areas overspending which are offset by areas underspending. However the main reason for the overspend is the transfer of responsibility for two service users from the Out of County ringfenced budget (£0.150m).	Keep under review. The Head of Service (Children) has instigated a review into the specifics around these two service users.
Out of County Pooled Budget (Children's Services)	3.711	3.561	(0.150)	(0.098)	Costs reflect existing placements up until March 2013. This reflects known reductions in payments to providers following re-negotiation of contracts. The movement since month 4 is mainly due to the ending of one placement (£0.130m) offset by four new placements (£0.084m).	The focus of high cost placements is now a North Wales project and will continued to be reviewed. The in house project requires sign off by the two directors at the next meeting.
Homelessness (Housing Services)	0.488	0.442	(0.046)	(0.037)	This reflects current demand for the service	Keep under review
Ring-fenced Budget (Housing Services)	0.377	0.335	(0.042)	(0.034)	This reflects current demand for the service	Keep under review
Resident Wardens (Housing Services)	1.236	1.155	(0.081)	(0.075)	Budget based on restructure. Variance relates to vacancies within the new structure yet to be implemented.	Restructure approval required.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances (aggregate)	14.124	14.044	(0.080)	0.005	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	58.422	58.122	(0.300)	(0.210)		

This page is intentionally left blank

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Industrial Units	(1.482)	(1.423)	0.059	0.049	Shortfall of Industrial Unit Rental Income, due in the main to Gaz de France decommissioning the Shotton Power Station site. Income shortfalls are partly mitigated by savings in vacant posts at Deeside Enterprise Centre. NNDR costs based on actuals to date	Keep Unit rental income closely monitored throughout the year
Property Holdings	0.088	0.053	(0.035)	(0.023)	Ty'r Binwydden has budget provision for £21k but is no longer an active site. However, there is the potential for additional expenditure on vacant schools in Connah's Quay which could offset this underspend. NNDR projections are currently based on actuals to date.	Review of site budgets necessary in line with asset management programme
Agricultural Estates	(0.157)	(0.191)	(0.034)	(0.022)	Land Agent Vacancy	
Corporate Property & Design	1.922	1.894	(0.028)	(0.030)	Net Vacancy Savings	
Property Asset & Development	0.530	0.486	(0.044)	(0.041)	Net Vacancy Savings	
Car Parks	0.025	0.056	0.031	0.035	Car Park income shortfall at Holywell and Mold partially offset by a reduced maintenance programme	
Highways Policy and Development Control	0.413	0.369	(0.044)	(0.008)	Recharge of Highways Policy staffing costs to the Rural Development Programme (RDP)	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Transportation	1.646	1.659	0.013	(0.030)	Net Vacancy Savings of £30k have been offset by a larger than anticipated recharge from Denbighshire CC for cross boundary transport in 2011/12 which was very late in being received.	
Business & Strategy	1.405	1.461	0.056	0.060	Additional costs associated with pay protection following the Streetscene Service Review	
Highways Maintenance	2.136	2.156	0.020	(0.027)	The figures now include the cost associated with attending flooding events following substantial rainfall in July and August.	
Waste Disposal & Waste Collection	9.201	9.424	0.223	0.142	Cost of overtime payments to operatives (pre part 3 agreement) totalling £300k plus additional vehicle requirements as a result of the phased roll out of the full Saturday collection service of £140k. This is partly mitigated by £300k due to the increased recycling levels from the implementation of Managed Weekly Collections which not only reduces landfill and tipping charges but increases the level of recycling income. Additional costs for Waste Agency staff have been determined at Period 5 as a result of the investigation within the service.	Keep tonnage levels closely monitored to establish if further savings can be achieved to fully mitigate the costs. Business Case for additional Streetscene Operatives to be submitted to minimise use of agency and overtime on an ongoing basis.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Fleet Services	(0.026)	(0.096)	(0.070)	(0.003)	Outturn based on actual recharges to date projected to financial year end with these charges also refelected in all Environment client budgets.	
Planning Control	0.367	0.432	0.065	0.078	Planning fee income has improved slightly against projections due to the receipt of Northern Gateway related fees. However, it is still anticipated to be short of target at year end.	Partially offset by salary savings within the Planning service
Service Development & Support	0.236	0.222	(0.014)	(0.021)	Part time salary savings	
Management Support & Performance	1.147	0.997	(0.150)	(0.150)	Vacancy Savings totalling £147k (5 posts 2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation. The variance reflects the Modern Apprentice intake from September 2012.	
Public Protection	3.513	3.348	(0.165)	(0.167)	Vacancy Savings totalling £204k (3 x EHO 2 x EO 1 x Admin) ahead of the Service Review being implemented, offset by income shortfalls in Pollution Control	
Markets	(0.101)	(0.113)	(0.012)	0.038	Anticipated income shortfalls from Mold Indoor Market have now been mitigated by the two vacant units being filled from August 2012.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances (aggregate)	11.118	11.150	0.032	(0.009)	A number of variances of no more than £0.012m individually.	
Total :	31.981	31.884	(0.097)	(0.129)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County	2.659	2.574	(0.085)	0.019	Following the Summer Term there have been 3 new placements (£75k) and a further 4 placements have ended (£34k). One high cost placement has been heavily reduced (£140k) following the continued involvement of Commercial and Clinical Solutions.	We have had a reduction in service from Commercial and Clinical Solutions (£5k). It was also agreed at the last Out of County Management Board there will be a reduction in their chargeable rate with effect from September.
Libraries, Culture and Heritage	2.994	2.953	(0.041)	0.000	In year adjustment to book fund to address Directorate budget overspend.	
Leisure Services	4.093	4.518	0.425	0.418	<p>There are a number of historic budget issues which also adversely effected the Leisure outturn position in 11/12.</p> <p>In line with the national picture, income from ice skating at Deeside Leisure Centre has reduced by £173k over the last 4 years, this is despite inflationary increases in admission prices and promotions.</p> <p>Three posts within Leisure Services are unbudgeted for due to timing delays caused between the Leisure Services Restructure and the JEQ results, this amounts to £120k including on-costs.</p>	<p>A tariff review is being undertaken across the whole of Leisure Services.</p> <p>Work is being conducted to review operational efficiency and performance at all facilities.</p> <p>Following receipt of JEQ results: Analysis of affordability of proposed new staffing structures. Revisit organisational design principles.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>The following pressures have been identified during the first 3 months of 2012/13:</p> <p>1) The relocation of Leisure Services Staff to Deeside has assisted in making a significant saving from relocation (vacating Connah's Quay offices). However, this has increased occupancy costs for Leisure Services for cleaning, maintenance, mileage, telephones etc by £25k which is unfunded.</p> <p>2) A review of music licensing has identified additional liabilities resulting in a cost increase of £37k.</p> <p>The income figures were £20k less than expected during July, this is thought to be due to the effect of customers staying away from facilities to watch the Olympics.</p>	
					<p>1) The relocation of Leisure Services Staff to Deeside has assisted in making a significant saving from relocation (vacating Connah's Quay offices). However, this has increased occupancy costs for Leisure Services for cleaning, maintenance, mileage, telephones etc by £25k which is unfunded.</p>	The in year recharges for these services are to be revisited and recharged accordingly.
					<p>2) A review of music licensing has identified additional liabilities resulting in a cost increase of £37k.</p>	A budget pressure bid for this has been submitted for 2013/14.
					<p>The income figures were £20k less than expected during July, this is thought to be due to the effect of customers staying away from facilities to watch the Olympics.</p>	
Early Years	1.123	1.066	(0.057)	(0.040)	Efficiencies have been secured to assist the overall in year position including photocopying, travel and catering. The realignment of sustainability funding has resulted in fewer requests for emergency funding from nurseries and playgroups.	
School Improvement	1.403	1.341	(0.062)	0.068	A new pressure has been identified relating to software and licence costs of £70k. These costs are required to underpin the Regional School Effectiveness and Improvement Service.	A budget pressure bid for this has been put forward for 2013/14.
					Spending freeze on uncommitted expenditure to assist in reducing Directorate overspend.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Schools Related	(1.711)	(1.366)	0.345	0.345	<p>Changes within Service Level Agreements (SLA's) with schools of £243k have been included. A budget pressure bid is currently lodged for this which may be mitigated if all parties can take corrective action by April 2013.</p> <p>Music Services are forecasting an overspend of £72k based on current levels of income and expenditure. A project group has been established to review the music service.</p>	<p>Budget holders are to take decisions where required to reduce expenditure accordingly, and to begin charging schools which haven't signed up for SLAs with a particular agreement for any services they subsequently require.</p> <p>The Music Services project group has recently been established with a key aim of minimising the in-year overspend and developing a sustainable financial and operational model for the service moving forward into 2013/14.</p>
Service Units	1.650	1.895	0.245	0.241	A budget pressure bid of £0.144k has been submitted for the current overspend within free school meals as the claims for this continue to increase in the same trend as the previous financial year. A similar pattern exists for School remissions (£0.085k) where a pressure bid has also been submitted.	Both of these elements of the budget are being carefully monitored and the pressure bids can be altered accordingly as the year proceeds in order to keep pace with changes within the wider economic climate.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Facilities Services	1.292	1.526	0.234	0.263	The Catering Service (£217k) is developing radical proposals in order to modernise via projects such as on-line payments for parents, rebranding, targeting increased take-up strategies, improved/themed menu's, cost reduction/procurement. The draft APSE review has been used to form the basis of this strategy. Any efficiencies generated from this aren't likely to be realised until the next financial year.	Service needs to continue to implement the agreed strategy for efficiencies.
					The Cleaning Service (£0.057) is unable to recover the surplus generated from the Law Courts contract and some other smaller sites. A large income target still exists which is unattainable with a lower level of cleaning activity taking place.	This is the subject of management action and service redesign and a budget pressure bid for 2013/14.
					£10k was approved to be spent in year on cleaning equipment in order to release efficiencies which may reach £25k per annum	
					£25k of in year efficiencies as a result of the improved management of food purchasing/usage in primary and secondary schools. Reduction in buildings cleaning costs at County Hall.	Continued monthly monitoring of food costs and rollout of alternate daily cleaning at County Hall.
Other variances (aggregate)	96.204	96.197	(0.007)	0.004	Multiple variances under £0.050m.	
Total :	109.707	110.704	0.997	1.318		

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2012/13 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.262	2.256	(0.006)	(0.010)	-£0.019m vacancy savings. £0.014m pressure relating to a voluntary sector contribution towards Dangerpoint. -£0.001m other minor variances.	
Finance	4.365	4.706	0.341	0.056	£0.028m pressure relating to the Royal Mail price increases of 39% in April 2012. £0.304m pressure relating to workforce costs in Revenues & Benefits because of additional work in preparation for Welfare Reform and the new Council Tax Support Scheme. £0.065m pressure relating to a benefits system software upgrade. £0.042m pressure relating to additional audit days. -£0.084m vacancy savings relating to the Corporate Finance Review. -£0.014m other minor variances.	Finance to investigate alternatives to Royal Mail. The additional workforce costs relating to welfare reform are one-off and will be reduced where possible.

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2012/13 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.397	3.409	0.012	(0.002)	£0.010m pressure translation of Constitution. £0.002m other minor variances.	
Human Resources & Organisational Development	2.228	2.287	0.059	0.062	£0.054m pressure CRB checks £0.005m other minor variances	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process.
ICT & Customer Services	5.228	5.219	(0.009)	(0.016)	£0.006m pressure relating to the final Design & Print costs. -£0.030m vacancy savings relating to ongoing service reviews. £0.026m pressure relating to internal admin support recharges. -£0.011 other minor variances.	
Total :	17.480	17.877	0.397	0.090		

Budget Monitoring 2012/13 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	2.365	2.154	(0.211)	(0.212)	There is additional windfall income of £0.081m, which takes account of the recent settlement by Welsh Government of the Council's claim for additional costs for staff time incurred on the Housing stock transfer consultation/ballot project. Windfall income levels will be monitored closely and reported on in future monitoring reports.	Levels of unbudgeted income will continue to be monitored closely and reported on in future monitoring reports.
					A saving of £0.061m has been identified due to a budget provision within an insurance fund (relating to a potential liability for historic asbestos issues) which is now not required	
					Additional windfall income of £0.090m is anticipated in respect of settlement of an outstanding claim re. overpayment of VAT due to the impact of legal challenges to custom and practice elsewhere.	A number of outstanding VAT claims which may result in "windfall" income will be kept under review pending legal determinations and possible appeals.
					An overspend on additional superannuation costs of £0.044m in respect of added years granted to former employees early retirements prior to the 1996 Local Government reorganisation.	All significant overspends will be monitored monthly. Opportunities for budget realignment within the Central & Corporate Finance budgets will be explored and actioned where possible.
					A decrease in other miscellaneous Expenditure of £0.023m.	

Budget Monitoring 2012/13 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Corporate - other	3.622	3.762	0.140	0.114	An overspend of £0.079m against the regional transformation fund following external audit requirements of the lead authority (Conwy CBC) on accounting treatment of balances.	This is a one-off budget pressure in 12/13. Notification by Conwy of the change in treatment was not received until after the 12/13 budget was approved.
					An overspend of £0.059m against the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation.	All significant overspends will be monitored monthly. Opportunities for budget realignment within the Central & Corporate Finance budgets will be explored and actioned where possible.
					Other minor variances amounting to a net overspend of £0.002m.	
Central Loans & Investment Account	14.200	14.066	(0.134)	(0.134)	Increased interest received on temporary investments £0.060m, increased internal interest received on prudential borrowing £0.025m. Reduction in interest payable on variable rate market loans and internal interest payable £0.036m, reduction in Minimum Revenue provision (MRP) £0.013m.	
Central Service Recharges	(1.968)	(1.776)	0.192	0.192	Shortfall of internal income recovered from trading accounts and the HRA.	Support Service basis and allocations are currently being reviewed as part of the Finance Workstream of Flintshire Futures.
Other variances - aggregate	6.869	6.868	(0.001)	(0.001)		

Budget Monitoring 2012/13 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Total :	25.088	25.074	(0.014)	(0.041)		

This page is intentionally left blank

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2012	9.029	
Less - Base Level (inclusive of increase of £0.088m agreed as part of the 2012/13 budget)	<u>(5.564)</u>	
Total Reserves above base level		3.465
Less amount approved in 2011/12 as being ringfenced for Investment in Change	(1.500)	
Less allocation from contingency reserve to meet one-off / time limited costs in 2012/13 (approved in 2012/13 budget and allowed for in calculation of 2011/12 final outturn on contingency reserve)	(0.973)	
Less allocation from contingency reserve as a one-off investment to support the new Leisure facilities in their first year of operation (approved in Month 3 report)	<u>(0.361)</u>	
Amount available for delegation to Cabinet		0.631
Less Projected overspend as at 31 st March 2013	<u>(0.983)</u>	
Projected Level of Total Contingency Reserve as at 31st March 2013 (Overdrawn)		(0.352)

Note :-

See paragraph 3.05 of the report which sets out Management's intention to contain the projected variation within the overall agreed budget.

This page is intentionally left blank

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rent Income	-25,560	-25,588	-28	-63	More properties than anticipated still on rent debit due to delays to demolitions of maisonettes	
Finance and Support	2,506	2,283	-223	-219	Support recharges revised downwards to reflect 2011/12 costs. £50k transferred from reserve to cover Redundancy costs	Work is ongoing to progress accuracy and timeliness of the HRA support recharges.
Capital Financing	2,349	2,281	-68	-68	Reduction in costs of temporary loans	Monitor monthly for any variances.
CERA	4,437	4,437	0	250	An additional £0.250m is required for CERA works in accordance with the approval of a recommendation by Cabinet 18th September (within the Month 3 budget monitoring report) for delegated powers to be given to the Head of Housing in consultation with the Cabinet Member for Housing to allocate surplus funds within the HRA balances to fund additional CERA contributions to financing of the HRA capital programme.	Additional £500k transferred from balances being the initial £250k request and a further £250k for additional works.
Other variances (aggregate)	17,055	17,116	61	48		
Total :	787	529	-258	-52		

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 20 NOVEMBER 2012**
REPORT BY: **HEAD OF FINANCE**
SUBJECT: **COUNCIL TAX BASE FOR 2013-14**

1.00 **PURPOSE OF REPORT**

1.01 To approve the Council Tax Base for the financial year 2013-14.

2.00 **BACKGROUND**

2.01 The setting of the Council Tax Base for the next financial year allows the County Council, North Wales Police Authority and Town/Community Councils to calculate next year's Council Tax charges based on the estimated number of chargeable properties, expressed as the equivalent number of Band 'D' properties in the Council's area.

2.02 The Council Tax base is always set as at 31st October each year and must be submitted in draft to the Welsh Government by 9th November 2012. Accordingly, the draft Council Tax Base for 2013-14 has now been notified to the Government within the prescribed deadline pending approval of this report by cabinet.

3.00 **CONSIDERATIONS**

3.01 The calculation of the Council Tax Base for 2013-14 is the measure of the taxable capacity of all areas in the County and is calculated in accordance with prescribed rules. The Tax Base is the number of chargeable dwellings expressed as band D equivalents, taking into account the total number of exemptions, disabled banding reductions, other discounts together with an estimate to reflect new build properties plus allowances for bad debts.

3.02 From April 2013 council tax benefit will be abolished and replaced with a local council tax support scheme. From October 2013, housing benefit will also be abolished for new claimants and replaced by Universal Credit. Existing housing benefit claimants (not new claims) will migrate to Universal Credit in a phased approach from October 2013 to 2017.

3.03 From an income collection perspective the impact of these legislative changes, specifically around the abolition of council tax benefit, is considerable in that council tax recovery action will be made more difficult. This is due to the reduction in financial assistance available from the replacement council tax support scheme from April 2013, to residents currently receiving housing and or council tax benefit.

3.04 The Council is now working on assumptions that during the first year of these significant changes the assumed collection rate when setting to Tax Base will need to be 97.5% for 2013-14 and this expected to still be one of the highest assumed collection levels in Wales.

3.05 The calculation of the overall Tax Base is based on the following headline data :-

Total number of properties	65,872
Estimated number of new builds	118
Reductions for exempt property	1,651
Reductions for disabled banding relief	577
Reductions for 25% and 50% discounts	21,323

3.06 Each year, the Council is also required to determine what discount, if any, is awarded to owners of second or holiday homes (known as Prescribed Classes A and B) and long term empty properties (known as Prescribed Class C). The Prescribed Classes are as detailed below

Class A - property which is unoccupied and furnished but occupation is prohibited by law for over 28 days each year.

Class B - property which is unoccupied and furnished and occupation is not prohibited by law

Class C - property which is unoccupied and substantially unfurnished beyond the normal exempt period (usually 6 months).

3.07 The current policy is not to award discounts to any Prescribed Class and this applies to the whole of the County area. This has also been reflected in the 2013-14 Tax Base calculation.

3.08 The Council Tax Base calculations are supplied to the Welsh Government and used for the distribution of Revenue Support Grant in the annual Provisional and Final Local Authority Revenue Settlement. The calculations are also used by the Council when it sets its annual budget to calculate the Council Tax levels - this is done by dividing the net budget requirement by the Council Tax Base to provide the amount of Council Tax for a dwelling in Band D. A set formula is then used to determine the Council Tax levels for the eight remaining Property Bands (A to C and E to I).

3.09 The Council Tax Base for 2013-14 is 60,254 as shown in Appendix A to this report, this compares with 60,865 in the previous year.

4.00 RECOMMENDATIONS

4.01 That cabinet continue to set a 'nil' level of discount for properties falling within any of the Prescribed Classes (A, B or C) and for this to apply to the whole of the County area.

4.02 That the Tax Base of 60,254 chargeable Band 'D' equivalent properties (as shown in Appendix A) be approved for the financial year 2013-14.

5.00 FINANCIAL IMPLICATIONS

5.01 The setting of the Council Tax Base will allow members to determine Council Tax charges for the next financial as part of the Council's 2013-14 budget considerations.

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 A to the report details the breakdown of the Tax Base for 2013-14 by Town/Community Council area.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Local Government Finance Act 1992 - section 68

Local Authorities (Calculation of Council Tax Base) (Wales)
Regulations 1995

Council Tax (Prescribed Classes of Dwellings) (Wales) Amendment
Regulations 2004

Contact Officer: David Barnes, Revenues Manager

Telephone: 01352 703652

Email: david_barnes@flintshire.gov.uk

APPENDIX A - COUNCIL TAX BASE FOR 2013-14

Community	2013-14 Properties Band "D"	2012-13 Properties Band "D"
Argoed	2,417.48	2,467.60
Bagillt	1,441.25	1,447.29
Broughton & Bretton	2,363.13	2,387.49
Brynford	459.07	469.17
Buckley	6,086.98	6,114.79
Caerwys	601.33	606.68
Cilcain	729.47	732.05
Connahs Quay	5,900.81	5,948.33
Flint	4,389.63	4,459.37
Gwernaffield	1,002.20	1,012.34
Gwernymynydd	549.88	559.38
Halkyn	1,338.51	1,352.56
Hawarden	6,005.87	6,080.94
Higher Kinnerton	780.22	787.59
Holywell	3,168.95	3,210.99
Hope	1,760.07	1,774.39
Leeswood	813.11	829.96
Llanasa	1,874.27	1,887.38
Llanfynydd	814.02	825.36
Mold	4,069.91	4,100.86
Mostyn	694.77	707.11
Nannerch	265.77	267.63
Nercwys	301.99	302.19
Northop	1,489.52	1,492.70
Northop Hall	703.36	718.06
Penyffordd	1,661.43	1,645.75
Queensferry	680.64	691.94
Saltney	1,742.89	1,768.15
Sealand	1,104.91	1,118.48
Shotton	2,138.58	2,161.18
Trelawnyd & Gwaenysgor	412.67	415.95
Treuddyn	701.42	716.78
Whitford	1,131.53	1,141.65
Ysceifiog	658.36	662.91
TOTAL BAND "D" PROPS	60,254.00	60,865.00

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 20th NOVEMBER 2012

REPORT BY: HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

SUBJECT: MODERN TRAINEE SCHEME

1. PURPOSE OF REPORT

- 1.1 To provide an overview of how the current Flintshire Modern Trainee Scheme has developed over recent years.
- 1.2 To seek support from Members to further develop the scheme.

2. BACKGROUND

- 2.1 Each May Flintshire County Council recruit a number of Modern Trainees for placement within various Directorates.
- 2.2 During the placement, trainees undertake NVQ qualifications: NVQ 2 during the first year and NVQ 3 during the second year. Trade apprenticeships are longer and can last up to four years.
- 2.3 Prior to 2006, the Council was recruiting to approximately 20 placements per year - a large number did not complete the scheme, citing reasons of poor pay and course content. Of those who did complete, the retention rate was estimated at 50%.
- 2.4 A review of the scheme in 2006 made the following changes:
 - Members agreed to increase the pay rate to coincide with the National Minimum Wage (as a minimum). This measure improved levels of retention and the quality of the applicants applying. It also prompted neighbouring Councils to adopt similar good practices.
 - The course programme that is now followed at Deeside College is varied and interesting and includes team building events, welsh language visits and other elements to ensure Flintshire Trainees gain an excellent learning experience and achieve maximum qualifications.
 - Trainees approaching the end of their placements, who have not secured employment, are placed on the Council redeployment list thereby providing them with the opportunity of gaining employment within the Council.
- 2.5 The improvements made to the scheme have had an impact on the recruitment and retention rates of Trainees.

The number of Trainees recruited to placements over the last 4 years are as follows:

2009 - Intake 22
2010 - Intake 19
2011 - Intake 15
2012 - Intake 31

- 2.6 The record intake in 2012 has resulted in the number of Trainees currently employed across the organisation reaching 56.
- 2.7 Over the last four years, 62 Trainees have completed the programme. 73% have been retained within the organisation, 20% have secured employment externally, 5% have moved on to University or professional training and 2% have left.
- 2.8 For 2012, one Traineeship has been designated a “shared placement” between Flintshire County Council and Deeside College, enabling the Council to explore more creative partnership arrangements with other organisations for apprenticeships.

3 CONSIDERATIONS

- 3.1 Prior to 2012, the number of Trainees being recruited annually across the organisation was in decline. This was due to Directorates not being able to fund the placements on a sustainable basis.
- 3.2 In 2012, a central budget was established to fund a minimum of 17 places per year on a ‘match funding’ basis with placements being partly subsidised by the central budget.
- 3.3 The central budget, supported by Directorate budgets, enabled the highest ever intake of Trainees in 2012.
- 3.4 The Modern Trainee Scheme is being reviewed further with the aim of enriching and improving the work experience element of placements and offering a more varied range of placements across the organisation.
- 3.5 The Council and Local Service Board are also committed to improving the variety of Apprenticeships and Traineeships on offer both internally and across Flintshire. Work is already underway to increase partnership working with other sectors to develop Schemes that address youth unemployment by improving employment and career prospects for the long term unemployed. This work is now included on the Council’s Improvement Plan.

4 RECOMMENDATIONS

- 4.1 That the content of this report is noted.
- 4.2 That Members continue to support the central funding of Flintshire Trainees.

4.3 That Members support the expansion of the variety of Apprenticeships on offer for 2012/2013 for the Council.

4.4 That Members support the exploration of the “shared apprenticeship” model.

5 FINANCIAL IMPLICATIONS

5.1 £245,000 central budget. Additional Trainees are also funded by Directorates and salary costs are borne out of Directorate’s budgets.

6 ANTI-POVERTY IMPACT

6.1 There is an increase in the number of Modern Trainees recruited. The higher retention rates of Flintshire Trainees will impact positively on the local economy.

7 ENVIRONMENTAL IMPACT

7.1 None identified at this time.

8 EQUALITIES IMPACT

8.1 None identified at this time.

9 PERSONNEL IMPLICATIONS

9.1 The increase in recruitment for 2012 has resulted in 56 Trainees currently being employed.

10 CONSULTATION REQUIRED

- Members
- Learning Providers
- Various Council Officers

11 CONSULTATION UNDERTAKEN

- Corporate Management Team
- Members

LOCAL GOVERNMENT ACCESS TO INFORMATION ACT 1985

Background Documents: None

Contact Officer: Heather Johnson, Corporate Training, Telephone: 01352 841016

E-mail : heather.j.johnson@flintshire.gov.uk

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 20 NOVEMBER 2012**
REPORT BY: **HEAD OF HUMAN RESOURCES AND**
 ORGANISATIONAL DEVELOPMENT
SUBJECT: **WORKFORCE INFORMATION QUARTER 2 - JULY -**
 SEPTEMBER 2012

1.00 PURPOSE OF REPORT

1.01 To provide Members with an update for the second quarter 2012/13. This report provides details of the following:

Establishment
Headcount
Agency
Early Retirements (First and third quarter reports only)
Turnover
Diversity
Absence

2.00 BACKGROUND

2.01 The format of the detailed Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.

2.02 This report now includes additional details on agency workers, including number of placements, level of spend and the savings which have been achieved through the Matrix contract and information on Early Retirements, the latter being reported bi-annually (first and third quarter reports).

2.03 The format of this accompanying report has been adapted to provide commentary on changes and trends that have occurred during the quarter on an exceptional basis.

3.00 CONSIDERATIONS

Establishment

3.01 The number of vacancies reported has decreased this quarter by 11% when compared to the same quarter last year. Most Directorates have seen a reduction in the number of vacancies except for Lifelong Learning and Schools. The increase in vacancies in these areas is seasonal following the end of the School year.

For the rest of the organisation, as reported previously, a number of vacancies will remain on the structure where, for example, a service review is taking place or in the case of Clwyd Theatr Cymru, which operates with a number of vacancies due to the nature of some of the work undertaken

Headcount

3.02 There are no major changes in trends to report.

Agency

3.03 The statistics below provide a breakdown of spend and net savings per month during the second quarter.

Month	Spend £	Net Savings £	Net Savings %
July	£173,929.41	£24,070.03	13.84%
August	£191,077.27	£27,789.02	14.54%
September	£316,434.24	£39,571.66	12.51%

3.04 Figures taken from Matrix on 30th September indicate 179 placements were active, a decrease of 15% when compared to figures for the same date in the previous financial year.

Year	2010	2011	2012
July	242	216	171
August	237	192	179
September	234	210	179

3.05 In line with the AWR (Agency Workers Regulations), temporary workers are entitled to equal treatment after 12 weeks in the job, this relates to basic employment and working conditions. The Council monitors the number of placements exceeding 12 weeks and where appropriate have taken steps to reduce those that exceed this duration.

3.06 In preparation for the AWR (Agency Workers Regulations), the extension approval process was reduced in order to manage agency placements which exceeded 12 weeks. Figures taken from the Matrix placement report at the end of September 2012 indicate that the number of placements over 12 weeks is 20% lower when compared to the same report for September 2011.

3.07 The Agency net savings for the second quarter for the financial year 2012/13 are £80,210.23, compared to £113,924.57 savings for the same quarter in the financial year 2011/12. This is mainly due to 40% fewer service receipts processed in quarter 2 this year, when compared to the same period in the previous year.

Early Retirements

3.08 Only reported following first and third quarters.

Turnover

- 3.09 The turnover this quarter has decreased by 20% when compared to the same period last year. Of this quarter's turnover, the largest group of leavers have been as a result of individuals coming to the end of fixed term contracts.

Diversity

- 3.10 There are no major changes in trends to report

Absence

- 3.11 With regards to the second quarter's absence the number of days lost has increased slightly when comparing it to the same period last year. The late submission of paperwork from the Directorates confirming that employees have returned back to work, usually leads to this figure reducing as we move through year.

Average FTE 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	All Wales Avg Whole Year 2010/11	2011/ 12 Actual FCC	All Wales Avg Whole Year 2011/12	2012/ 13 Actual FCC	2012/ 13 Target FCC
Qtr 1	2.63		2.42		2.27		2.27		2.54	2.30
Qtr 2	2.37		2.33		2.19		2.17		2.3	2.00
Qtr 3	3.28		3.03		2.87		2.89			2.50
Qtr 4	3.32		3.04		3.03		3.21			3.00
Whole Year	11.61	11.5	10.83	10.9	10.36	10.34	10.54	10.9	4.84	9.80

- 3.12 Within the Council there continues to be a focus on managing attendance levels through the Attendance Management Policy. Monthly absence reports are issued highlighting long term sickness and triggers for short, frequent absences.

These reports assist management teams to act quickly and ensure that the early interventions, in accordance with the Council's Attendance Management policy, are taken so that cases are managed in the early days of absence and any underlying causes for the absences are identified.

Where necessary, some of the long term cases are proceeding to the formal level of the Attendance Management Policy where consideration is given to ceasing employment where there is no likelihood of a return to work. An example of which can be seen in Lifelong Learning's commentary section 3.17

100% Attendance - Flintshire

- 3.13 When looking at the second quarter 80% of all employees have had 100% attendance. This represents a reduction when compared with the same quarter last year. Overall this means that over 7,360 employees did not have any sickness absence during the second quarter of 2012/13.

	2010/11 Actual	2011/12 Actual	2012/13 Actual
Quarter 1	78	77	75
Quarter 2	78	84	80
Quarter 3	65	75	
Quarter 4	69	67	
Whole Year	40	42	

100% Attendance by Directorate

- 3.14 When looking at each Directorate, Schools and Corporate Services have the highest rates of 100% attendance at 85% and 83% respectively. These figures are between 5% and 3% higher than the rate for the Council.

	2011/12					2012/13				
	Q1	Q2	Q3	Q4	Whole Year	Q1	Q2	Q3	Q4	Whole Year
Community Services	74	78	70	65	34	69	71			
Corporate Services	79	86	80	73	44	81	83			
Environment	76	78	77	70	45	76	74			
Lifelong Learning	76	82	77	70	43	78	79			
Schools	77	89	74	65	45	76	85			

Community Services

- 3.15 Overall within Community Services, the absence levels have increased in comparison to the same quarter last year. To date Community Services has the highest, of all the Directorates, total number of days lost per FTE at 7.79.

The Directorate Management Team continues to carry out actions as identified in the Attendance Management Strategy; however the late return of paperwork continues to have an impact on the figures and is skewing the data.

Housing Services

- 3.16 Absence levels have increased again in Housing Services, although it must be noted that within Housing, two departments have had a decrease in absence levels which is a positive improvement. Short term absence within Housing Services continues to decrease, whilst the long term sick is having an impact on the absence figures. Managers continue to carry out actions under the Attendance Management Strategy and additional HR support has been identified to support managers to tackle long term sickness.

Corporate Services

- 3.17 Attendance levels in Corporate Service continue to be comparatively better than other Directorates. Absence is pro-actively managed by respective Directorate Management Teams in line with the Attendance Management policy. Days lost have reduced marginally on a like-for-like basis when compared with 2011/12 and show little seasonal variation.

Whilst there are relatively few employees within Corporate Services whose absence hits the short and long term sickness absence triggers, there is no complacency and attendance remains high on respective agendas.

Environment

- 3.18 Managing attendance remains a priority for the Environment Directorate with the main focus continuing to be on Streetscene. Managers and Supervisors responsible for completing and submitting the relevant returns (Return to Work interview forms and Self –Certification forms) have been told not to accept ‘other’ as a reason for absence and have been encouraged to establish the actual cause of absence.

Historically, in excess of 50% of absences have been recorded as ‘other’ which makes it difficult for us to establish if any of our working practices are contributing to the absence so that we can mitigate the impact. Collating and understanding the actual causes of absence will also help us better evaluate the impact of the physiotherapy pilot which is to be run in partnership with Occupational Health and our external provider, Pen Y Lon.

Lifelong Learning

- 3.19 There has been a slight increase in the absence levels in Lifelong Learning in quarter 2 although the rate is small. This is reflective of the ongoing approach within the Directorate to continue to manage cases as the trigger reports are produced. Monthly meetings within each service are held to discuss absence levels and there has been an increased focus on managing long term absence cases. This has resulted in one case resulting in dismissal on capability grounds.

Schools

- 3.20 Within Schools, the levels of absence have increased slightly. This is an increase when compared with the same period last year. Nevertheless, Schools have the lowest level of sickness absence this quarter when compared to the Council as a whole.

4.00 RECOMMENDATIONS

- 4.01 Members note Workforce Information Report for the second quarter 2012/13.

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 Available in Members' Services.

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

Contact Officer: Helen Stappleton
Telephone: 01352 702720
Email: helen.stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

Period Up To : 31/03/2012



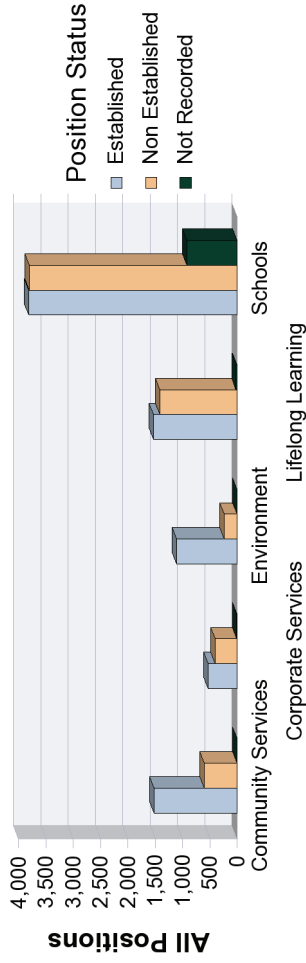
Establishment Summary By Directorate

Data effective as at : 31/03/2012

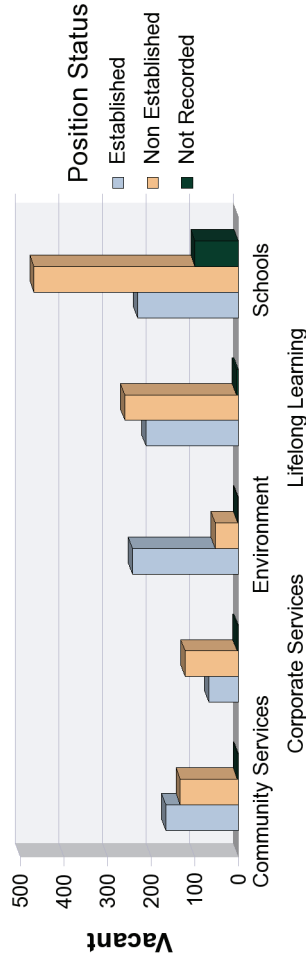
Last Refreshed On : 23/04/2012

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 sheet

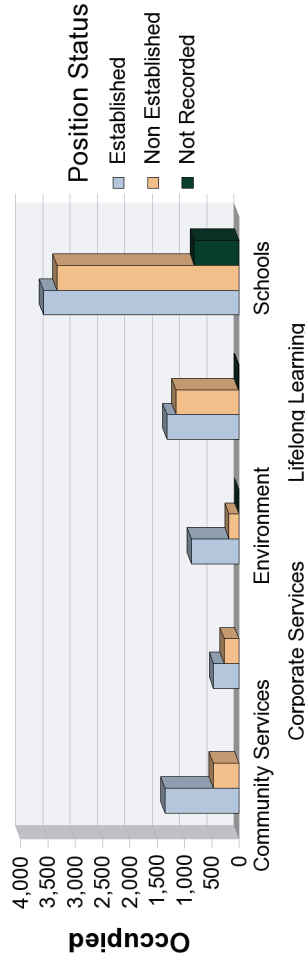
Directorate	Position Status	POSITIONS	
		Total	Occupied
Community Services	Established	1,517	1,351
	Non Established	600	467
	Not Recorded	2	2
	Sum:	2,119	1,818
Corporate Services	Established	530	463
	Non Established	395	273
	Not Recorded	3	3
	Sum:	928	736
Environment	Established	1,108	866
	Non Established	233	180
	Not Recorded	2	1
	Sum:	1,343	1,047
Lifelong Learning	Established	1,527	1,315
	Non Established	1,408	1,148
	Not Recorded	15	11
	Sum:	2,950	2,474
Schools	Established	3,807	3,576
	Non Established	3,795	3,327
	Not Recorded	915	816
	Sum:	8,517	7,719
Overall Total:		15,857	13,794



Directorate



Directorate



Directorate

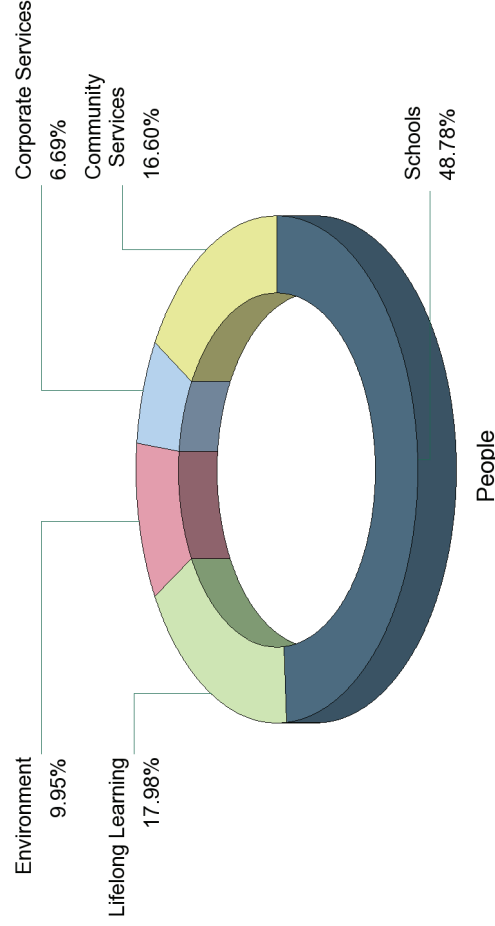
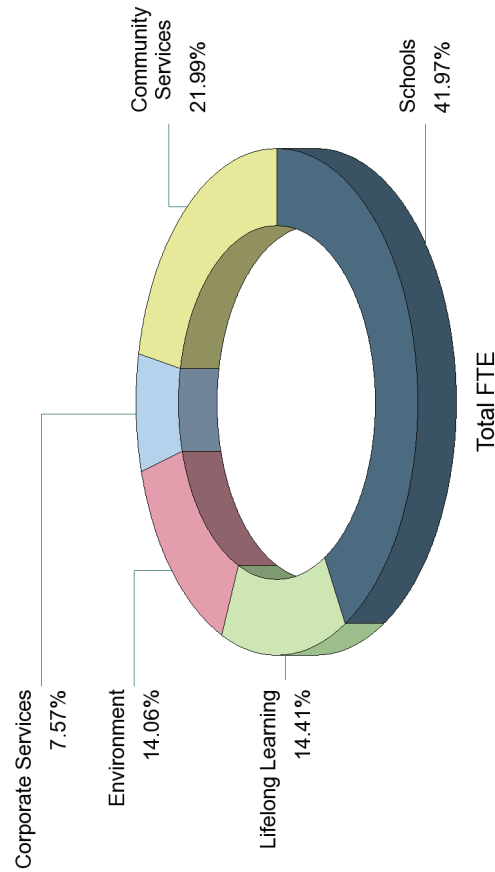
Headcount Summary By Directorate

Flintshire County Council Actual Total Headcount : **8,463**

Data on this page is effective as at : 31/03/2012
Last Refreshed On : 23/04/2012

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 sheet.

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	1193	1,485	1,713	1,276	221	216	0	18	0	907	0	643	1	162	
Corporate Services	411	598	693	414	135	139	0	7	5	372	4	170	1	146	
Environment	763	890	926	744	21	161	0	71	0	700	1	198	12	15	
Lifelong Learning	782	1,608	2,370	1,232	965	170	3	0	0	410	7	886	174	893	
Schools	2277	4,363	7,653	3,615	3,648	390	0	0	0	1,293	80	2,552	1,152	2,576	
Sum:	5425	8,944	13,355	7,281	4,990	1,076	3	96	5	3,682	92	4,449	1,340	3,792	



Turnover Summary by Directorate

Flintshire County Council Annual Total

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 sheet

Last Refreshed On : 23/04/2012

Flintshire County Council Total

HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
8,515	8,549	8,532	133	1.56%	91.53%

Quarter 1

April to June

Directorate	HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community Services	1,507	1,497	1,502	27	1.80%	95.61%
Corporate Services	578	570	574	21	3.66%	92.33%
Environment	933	935	934	8	0.86%	92.72%
Lifelong Learning	1,663	1,666	1,664.5	26	1.56%	92.88%
Schools	4,333	4,390	4,361.5	53	1.22%	90.08%

Flintshire County Council Total

HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
8,539	8,579	8,559	195	2.28%	91.56%

Quarter 3

October to December

Directorate	HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
Community Services	1,484	1,486	1,485	22	1.48%	96.30%
Corporate Services	592	596	594	46	7.74%	90.74%
Environment	917	913	915	17	1.86%	96.72%
Lifelong Learning	1,599	1,597	1,598	32	2.00%	92.55%
Schools	4,423	4,468	4,445.5	80	1.80%	89.48%

HC Q1 From	HC Q4 To	Head Count For Year	Leavers For Year	Turnover For Year	Stability For Year
8,515	8,463	8,489	1,066	12.56%	89.90%

Flintshire County Council Total

HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
8,561	8,513	8,537	386	4.52%	91.24%

Quarter 2

July to September

Directorate	HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
Community Services	1,494	1,484	1,489	21	1.41%	96.71%
Corporate Services	569	592	580.5	22	3.79%	90.78%
Environment	934	919	926.5	22	2.37%	92.28%
Lifelong Learning	1,671	1,605	1,638	136	8.30%	91.45%
Schools	4,402	4,388	4,395	191	4.35%	89.51%

Flintshire County Council Total

HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
8,590	8,463	8,526.5	352	4.13%	89.51%

Quarter 4

January to March

Directorate	HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
Community Services	1,486	1,485	1,485.5	30	2.02%	94.92%
Corporate Services	611	598	604.5	45	7.44%	86.52%
Environment	896	890	893	33	3.70%	96.30%
Lifelong Learning	1,597	1,608	1,602.5	60	3.74%	90.23%
Schools	4,473	4,363	4,418	188	4.26%	87.32%

Turnover Summary

Last Refreshed On : 23/04/2012

Directorate	Q1 Leavers	Q2 Leavers	Q3 Leavers	Q4 Leavers	Sum
Community Services	27	21	22	30	100
Corporate Services	21	22	46	45	134
Environment	8	22	17	33	80
Lifelong Learning	26	136	32	60	254
Schools	53	191	80	188	512
Sum:	135	392	197	356	1,080

Directorate	Q1 Turnover	Q2 Turnover	Q3 Turnover	Q4 Turnover
Community Services	1.80%	1.41%	1.48%	2.02%
Corporate Services	3.66%	3.79%	7.74%	7.44%
Environment	0.86%	2.37%	1.86%	3.70%
Lifelong Learning	1.56%	8.30%	2.00%	3.74%
Schools	1.22%	4.35%	1.80%	4.26%

Directorate	Q1 Stability	Q2 Stability	Q3 Stability	Q4 Stability
Community Services	95.61%	96.71%	96.30%	94.92%
Corporate Services	92.33%	90.78%	90.74%	86.52%
Environment	92.72%	92.28%	96.72%	96.30%
Lifelong Learning	92.88%	91.45%	92.55%	90.23%
Schools	90.08%	89.51%	89.48%	87.32%

Turnover Leaver Analysis

Last Refreshed On : 23/04/2012

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	0	0	1	7
End of Contract Term	Female	0	9	6	6	0	1	0	22
	Male	0	3	6	2	0	0	0	11
Left Voluntarily	Female	4	5	8	17	5	2	2	43
	Male	1	1	3	3	2	1	0	11
Not Worked in Previous 12 Months	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0
Not Worked in Previous Financial Year	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0
Retirement	Female	0	0	0	2	2	6	7	17
	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	0	1	1
Sum:		5	19	23	34	20	19	13	133

Quarter 2

July to September		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	1	0	0	0	1
	Male	0	0	0	0	0	0	0	0
Dismissal	Female	0	0	0	4	5	3	6	18
	Male	0	0	0	0	3	1	2	6
End of Contract Term	Female	0	5	6	10	0	0	0	21
	Male	0	3	6	1	1	1	0	12
Left Voluntarily	Female	2	52	16	71	23	17	7	188
	Male	0	28	2	25	10	3	4	72
Not Worked in Previous 12 Months	Female	0	0	1	3	4	0	0	8
	Male	0	0	0	9	0	0	0	9
Not Worked in Previous Financial Year	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0
Retirement	Female	0	0	0	1	2	4	20	27
	Male	0	0	0	1	5	3	11	20
Transferred To Another Employer	Female	0	0	1	2	1	0	0	4
	Male	0	0	0	0	0	0	0	0
Sum:		2	88	32	128	54	32	50	386

Turnover Leaver Analysis

Last Refreshed On : 23/04/2012

Quarter 3

October to December		<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	<1 Mth	Sum:
Death In Service	Female	0	0	1	0	0	0	0	1
	Male	0	0	0	0	0	0	0	0
Dismissal	Female	0	0	0	3	0	2	0	5
	Male	0	0	1	0	0	0	0	1
End of Contract Term	Female	4	0	0	0	0	0	0	4
	Male	3	0	0	1	0	0	0	4
Left Voluntarily	Female	23	10	39	18	14	7	0	111
	Male	12	4	11	4	2	0	1	34
Not Worked in Previous 12 Months	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0
Not Worked in Previous Financial Year	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0
Retirement	Female	0	0	0	1	5	12	0	18
	Male	0	0	1	2	5	8	0	16
Transferred To Another Employer	Female	0	0	0	0	0	1	0	1
	Male	0	0	0	0	0	0	0	0
Sum:		42	14	53	29	26	30	1	195

Quarter 4

January to March		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	0	0	1	0	2
	Male	0	0	0	0	0	0	0	0
Dismissal	Female	0	0	2	0	1	2	1	6
	Male	0	0	0	0	0	3	1	4
End of Contract Term	Female	0	10	4	0	0	0	0	14
	Male	0	16	1	4	0	0	0	21
Left Voluntarily	Female	0	8	2	20	7	3	2	42
	Male	1	2	1	6	4	2	1	17
Not Worked in Previous 12 Months	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0
Not Worked in Previous Financial Year	Female	0	0	0	125	16	8	1	150
	Male	0	0	0	41	7	0	0	48
Retirement	Female	0	0	0	0	1	4	9	14
	Male	0	0	0	5	1	3	13	22
Transferred To Another Employer	Female	0	0	0	2	1	3	0	6
	Male	0	0	0	1	2	3	0	6
Sum:		1	36	10	204	41	31	29	352

Directorate Leaver Analysis

Last Refreshed On : 23/04/2012

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
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	1	1	1	4	2	0	0	9
	Not Worked in Previous 12 Months Not worked in Previous Financial Year	0	0	0	0	0	0	0	0
	Retirement	0	0	0	2	0	3	4	9
	Transferred To Another Employer	0	0	0	0	2	1	1	4
	Sum:	1	1	1	8	7	4	5	27
	Corporate Services	Dismissal	0	0	0	0	0	0	0
End of Contract Term	0	5	7	4	0	0	0	16	
Left Voluntarily	0	1	2	0	1	0	0	4	
Not Worked in Previous 12 Months Not worked in Previous Financial Year	0	0	0	0	0	0	0	0	
Retirement	0	0	0	0	0	0	1	1	
Sum:	0	6	9	4	1	0	1	21	
Environment	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	1	0	0	1	0	0	2
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	0	0	0	3	1	1	0	5
	Not Worked in Previous 12 Months Not worked in Previous Financial Year	0	0	0	0	0	0	0	0
	Retirement	0	0	0	0	0	0	0	0
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	0	1	0	4	2	1	0	8
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	4	4	1	9
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	3	2	1	3	0	2	0	11
	Not Worked in Previous 12 Months Not worked in Previous Financial Year	0	0	0	0	0	0	0	0
	Retirement	0	0	0	1	0	3	1	5
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	3	2	1	5	4	9	2	26
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	7	5	3	0	1	0	16
	Left Voluntarily	1	3	7	10	3	0	2	26
	Not Worked in Previous 12 Months Not worked in Previous Financial Year	0	0	0	0	0	0	0	0
	Retirement	0	0	0	0	3	1	2	6
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	1	10	12	14	6	5	5	53

Directorate Leaver Analysis

Last Refreshed On : 23/04/2012

Quarter 2

July to September

		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Dismissal	0	0	0	0	0	0	1	1
	End of Contract Term	0	0	0	2	0	0	0	2
	Left Voluntarily	0	1	1	12	0	1	0	15
	Not Worked in Previous 12 Months	0	0	1	1	0	0	0	2
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	0	0	0	0	0
	Transferred To Another Employer	0	0	0	0	1	0	0	1
	Sum:	0	1	2	15	1	1	1	21
Corporate Services	Dismissal	0	0	0	1	1	0	0	2
	End of Contract Term	0	2	4	1	0	0	0	7
	Left Voluntarily	0	1	1	4	4	0	0	10
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	Retirement	0	0	0	1	0	0	2	3
	Sum:	0	3	5	7	5	0	2	22
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	1	0	1	2
	End of Contract Term	0	0	2	2	0	0	0	4
	Left Voluntarily	0	0	1	3	1	2	1	8
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	Retirement	0	0	0	0	0	2	5	7
	Transferred To Another Employer	0	0	1	0	0	0	0	1
Sum:	0	0	4	5	2	4	7	22	
Lifelong Learning	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	0	0	0	1	1	0	2
	End of Contract Term	0	2	0	0	0	0	0	2
	Left Voluntarily	0	72	8	18	9	3	0	110
	Not Worked in Previous 12 Months	0	0	0	11	3	0	0	14
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	1	2	1	2	6
	Transferred To Another Employer	0	0	0	1	0	0	0	1
Sum:	0	74	8	32	15	5	2	136	
Schools	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	0	0	3	5	4	6	18
	End of Contract Term	0	4	6	6	1	1	0	18
	Left Voluntarily	2	6	7	61	20	14	10	120
	Not Worked in Previous 12 Months	0	0	0	0	1	0	0	1
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	1	5	4	22	32
	Transferred To Another Employer	0	0	0	1	0	0	0	1
Sum:	2	10	13	73	32	23	38	191	

Directorate Leaver Analysis

Last Refreshed On : 23/04/2012

Quarter 3

October to December

		<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	<1 Mth	Sum:
Community Services	Dismissal	0	0	0	2	0	0	0	2
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	0	0	8	2	2	0	0	12
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	1	2	4	0	7
	Transferred To Another Employer	0	0	0	0	0	1	0	1
	Sum:	0	0	8	5	4	5	0	22
Corporate Services	Dismissal	0	0	0	0	0	1	0	1
	End of Contract Term	4	0	0	0	0	0	0	4
	Left Voluntarily	25	4	5	3	1	0	1	39
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	0	0	2	0	2
Sum:	29	4	5	3	1	3	1	46	
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	1	0	0	0	0	1
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	0	1	3	1	1	1	0	7
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	2	2	5	0	9
Sum:	0	1	4	3	3	6	0	17	
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	1	0	1	0	2
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	0	0	12	7	2	3	0	24
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	0	0	3	3	0	6
	Transferred To Another Employer	0	0	0	0	0	0	0	0
Sum:	0	0	12	8	5	7	0	32	
Schools	Death In Service	0	0	1	0	0	0	0	1
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	3	0	0	1	0	0	0	4
	Left Voluntarily	10	9	22	11	10	3	0	65
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	0	0	0	0	0
	Retirement	0	0	1	0	3	6	0	10
	Transferred To Another Employer	0	0	0	0	0	0	0	0
Sum:	13	9	24	12	13	9	0	80	

Directorate Leaver Analysis

Last Refreshed On : 23/04/2012

Quarter 4

January to March

		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Dismissal	0	0	1	0	0	2	0	3
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	0	0	0	6	4	1	1	12
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	2	2	1	0	5
	Retirement	0	0	0	0	1	2	3	6
	Transferred To Another Employer	0	0	0	1	1	2	0	4
Sum:	0	0	1	9	8	8	4	30	
Corporate Services	Dismissal	0	0	0	0	0	1	0	1
	End of Contract Term	0	26	4	4	0	0	0	34
	Left Voluntarily	0	0	0	2	0	0	0	2
	Not Worked in Previous 12 Months	0	0	0	5	1	1	0	7
	Retirement	0	0	0	0	0	0	1	1
Sum:	0	26	4	11	1	2	1	45	
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	1	0	1	2	1	5
	End of Contract Term	0	0	1	0	0	0	0	1
	Left Voluntarily	0	0	0	1	3	0	1	5
	Not Worked in Previous 12 Months	0	0	0	0	0	1	0	1
	Retirement	0	0	0	3	0	3	15	21
	Transferred To Another Employer	0	0	0	0	0	0	0	0
Sum:	0	0	2	4	4	6	17	33	
Lifelong Learning	Death In Service	0	0	0	0	1	0	1	2
	Dismissal	0	0	0	0	0	0	1	1
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	0	4	1	6	1	3	0	15
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	27	2	2	0	31
	Retirement	0	0	0	0	1	1	1	3
Transferred To Another Employer	0	0	0	2	2	4	0	8	
Sum:	0	4	1	35	7	10	3	60	
Schools	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	0	0	0	0	0	0	0	0
	Left Voluntarily	1	6	2	12	3	1	1	26
	Not Worked in Previous 12 Months	0	0	0	0	0	0	0	0
	NOT WORKED IN PREVIOUS FINANCIAL YEAR	0	0	0	135	18	3	1	157
	Retirement	0	0	0	2	0	1	2	5
Transferred To Another Employer	0	0	0	0	0	0	0	0	
Sum:	1	6	2	149	21	5	4	188	

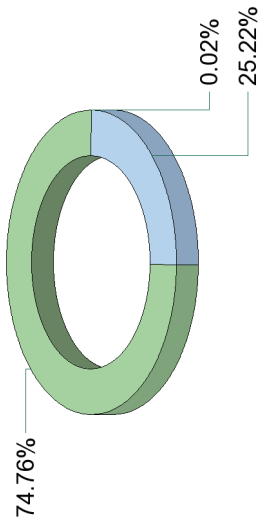
Diversity Summary

Data on this page is effective as at : 31/03/2012

Last Refreshed On : 23/04/2012

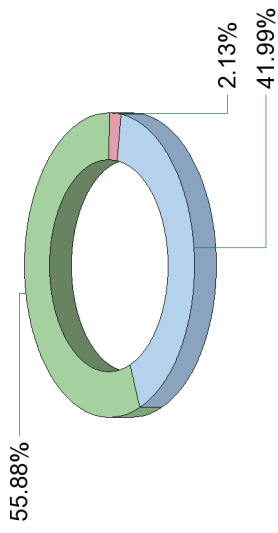
Flintshire County Council Diversity Summary

Gender	Total	%
Female	6,327	74.76%
Male	2,134	25.22%
Unspecified	2	0.02%
Sum:	8,463	



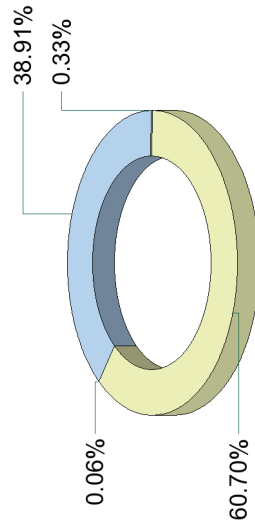
Gender
 ■ Female
 ■ Male
 ■ Unspecified

Disabled ?	Total	%
No	4,729	55.88%
Not Known	3,554	41.99%
Yes	180	2.13%
Sum:	8,463	



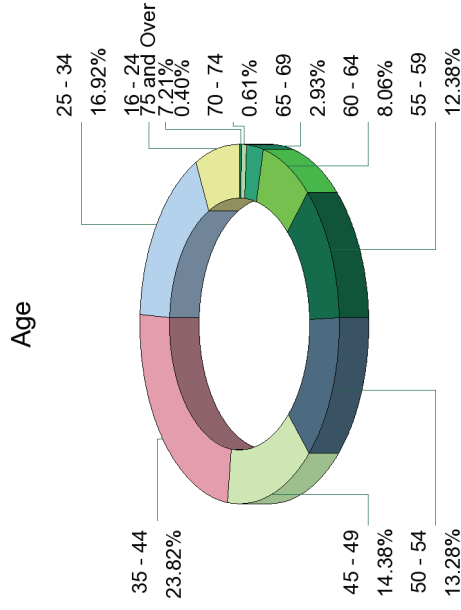
Disabled ?
 ■ No
 ■ Not Known
 ■ Yes

Ethnicity	Total	%
BME	28	0.33%
Not Recorded	3,293	38.91%
Not Stated	5	0.06%
White	5,137	60.70%
Sum:	8,463	



Ethnicity
 ■ BME
 ■ Not Recorded
 ■ Not Stated
 ■ White

Age	Total	%
16 - 24	610	7.21%
25 - 34	1,432	16.92%
35 - 44	2,016	23.82%
45 - 49	1,217	14.38%
50 - 54	1,124	13.28%
55 - 59	1,048	12.38%
60 - 64	682	8.06%
65 - 69	248	2.93%
70 - 74	52	0.61%
75 and Over	34	0.40%
Sum:	8,463	



Age

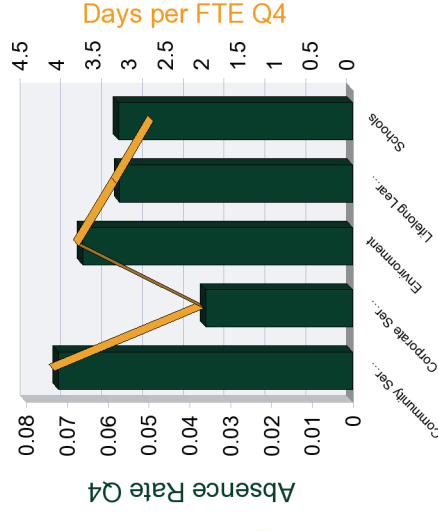
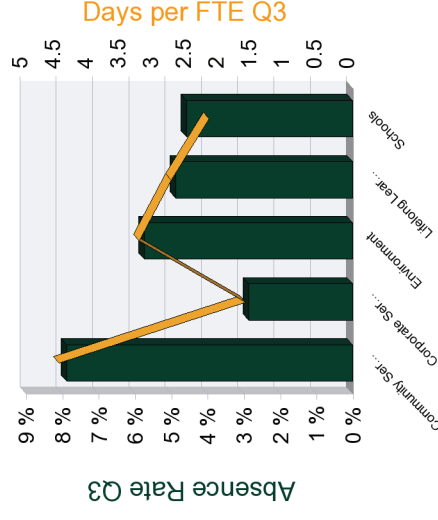
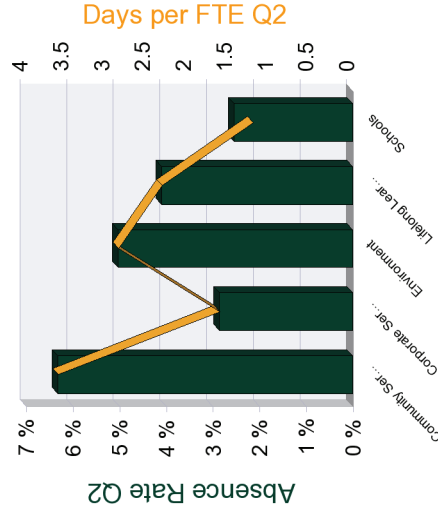
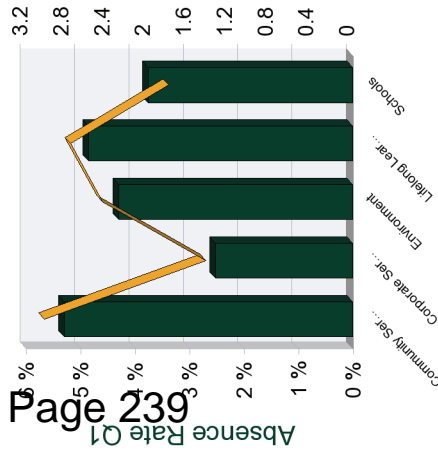
Absence Rate Summary By Directorate

Last Refreshed On : 21/05/2012

Average Days Available	FTE Days Lost	Absence Rate	Days Lost Per FTE
1,154,654	57,158	4.95 %	10.54

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	3,635	68,528	5.30 %	3.02	4,282	67,775	6.32 %	3.6	5,345	67,798	7.88 %	4.49	4,893	67,885	7.21 %	4.11	15.23
Corporate Services	599	23,757	2.52 %	1.44	672	23,535	2.85 %	1.63	675	23,526	2.87 %	1.64	843	23,437	3.60 %	2.05	6.75
Environment	1,946	45,306	4.29 %	2.45	2,256	44,896	5.02 %	2.86	2,536	44,174	5.74 %	3.27	2,881	43,542	6.62 %	3.77	12.36
Lifelong Learning	2,082	42,954	4.85 %	2.76	1,774	43,318	4.10 %	2.33	2,113	43,388	4.87 %	2.78	2,512	44,013	5.71 %	3.25	11.13
Schools	4,120	109,690	3.76 %	1.8	2,767	109,072	2.54 %	1.22	4,983	108,939	4.57 %	2.2	6,246	109,123	5.72 %	2.75	7.96
	12,381	290,234	4.27 %	2.27	11,751	288,596	4.07 %	2.17	15,651	287,824	5.44 %	2.89	17,375	288,000	6.03 %	3.21	



Directorate

Directorate

Directorate

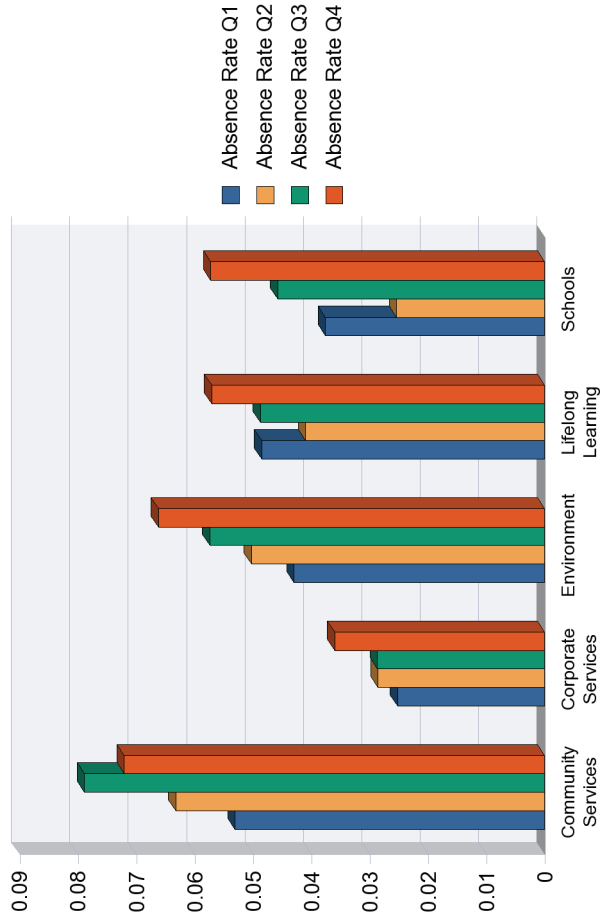
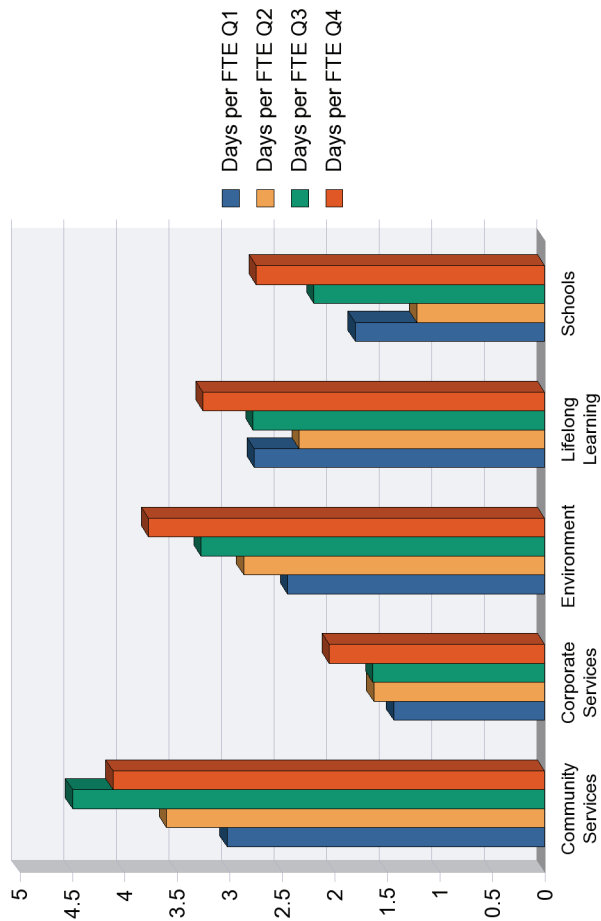
Directorate

Absence Rate Summary By Directorate

Last Refreshed On : 21/05/2012

Directorate	Days per FTE Q1	Days per FTE Q2	Days per FTE Q3	Days per FTE Q4
Community Services	3.02	3.6	4.49	4.11
Corporate Services	1.44	1.63	1.64	2.05
Environment	2.45	2.86	3.27	3.77
Lifelong Learning	2.76	2.33	2.78	3.25
Schools	1.8	1.22	2.2	2.75

Directorate	Absence Rate Q1	Absence Rate Q2	Absence Rate Q3	Absence Rate Q4
Community Services	5.30 %	6.32 %	7.88 %	7.21 %
Corporate Services	2.52 %	2.85 %	2.87 %	3.60 %
Environment	4.29 %	5.02 %	5.74 %	6.62 %
Lifelong Learning	4.85 %	4.10 %	4.87 %	5.71 %
Schools	3.76 %	2.54 %	4.57 %	5.72 %



FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

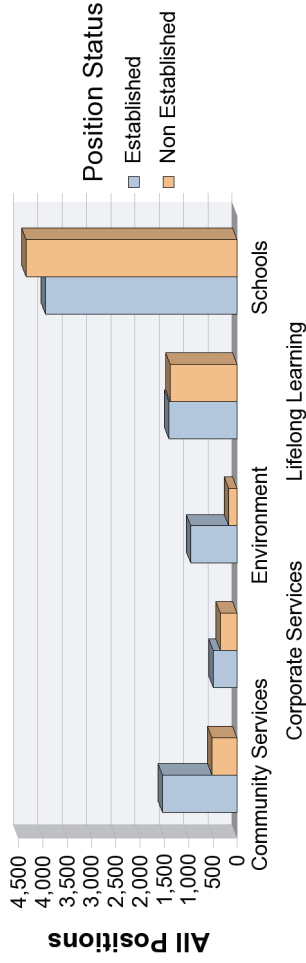
Period Up To : 30/09/2012

Establishment Summary By Directorate

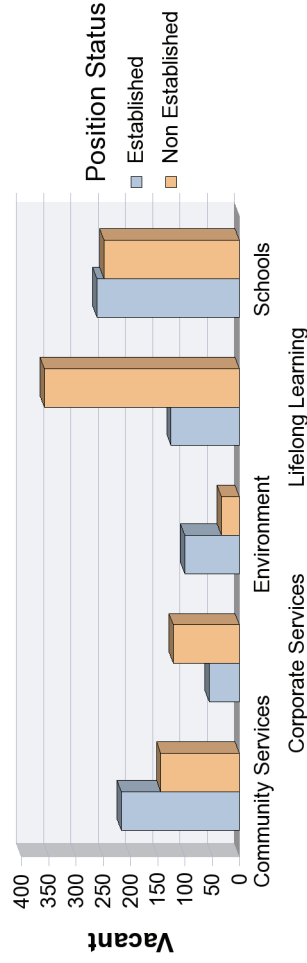
Data effective as at : 30/09/2012

Last Refreshed On : 02/10/2012

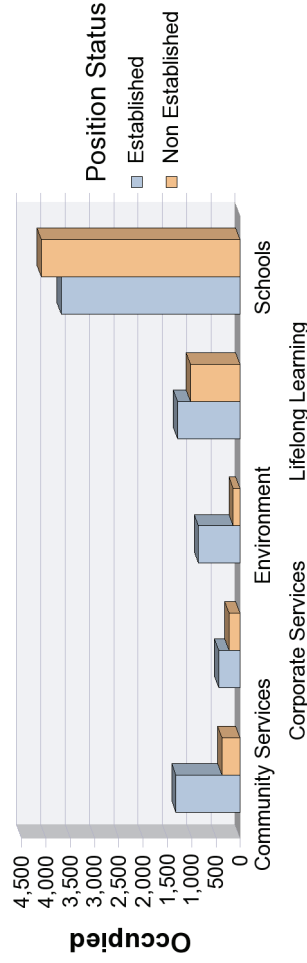
Directorate	Position Status	POSITIONS	
		Total	Occupied
Community Services	Established	1,530	1,314
	Non Established	516	372
	Sum:	2,046	1,686
Corporate Services	Established	489	434
	Non Established	341	220
	Sum:	830	654
Environment	Established	951	851
	Non Established	171	138
	Sum:	1,122	989
Lifelong Learning	Established	1,403	1,278
	Non Established	1,370	1,013
	Sum:	2,773	2,291
Schools	Established	3,941	3,680
	Non Established	4,334	4,086
	Sum:	8,275	7,766
Overall Total:		15,046	13,386



Directorate



Directorate



Directorate

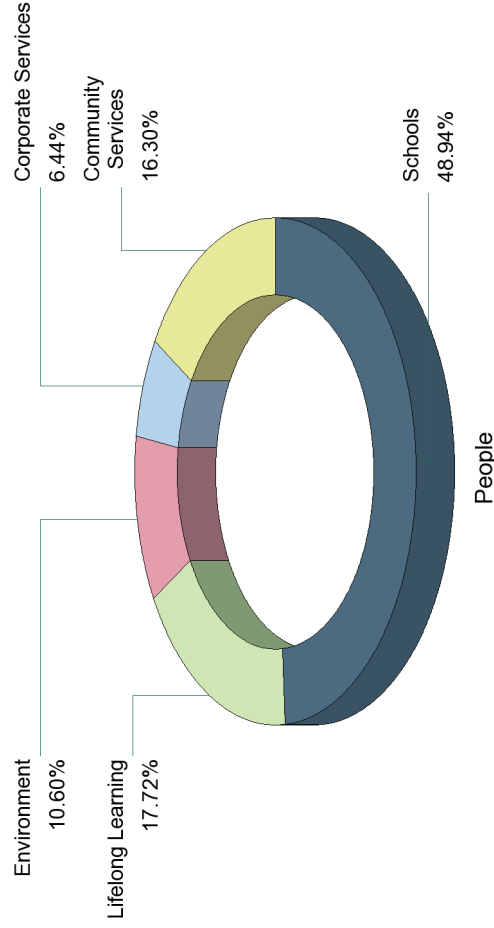
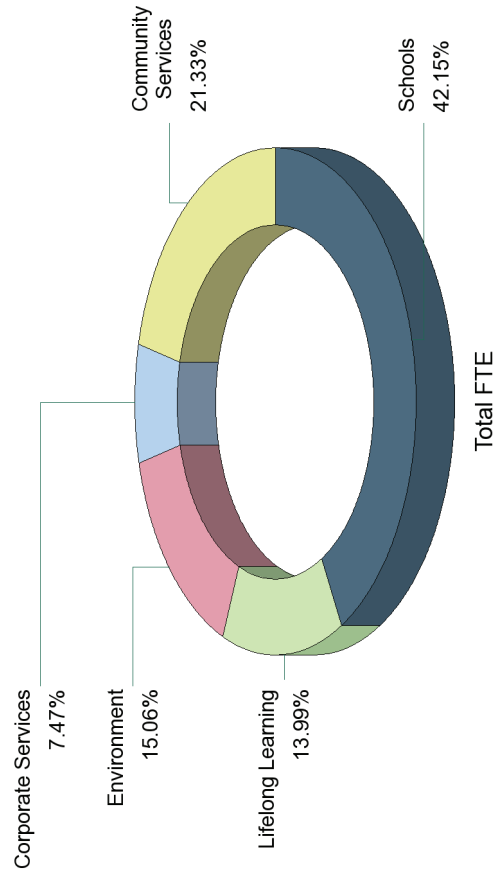
Headcount Summary By Directorate

Data on this page is effective as at : 30/09/2012
 Last Refreshed On : 24/10/2012

Flintshire County Council Actual Total Headcount : 8,495

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 sheet.

Directorate	HEADCOUNT			POSITION TYPE					POSITION BASIS					
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	Seasonal Fixed Term	* Via Managed Agency Service	Full Time	Full Time Term Time	Part Time	Part Time Term Time	No Basis	
Community Services	1183	1,463	1,691	1,257	204	230		0	43	915	0	616	1	159
Corporate Services	414	578	659	407	112	134		1	6	367	4	153	0	135
Environment	835	952	986	829	25	132		0	42	769	1	186	10	20
Lifelong Learning	776	1,591	2,292	1,236	907	133		16	1	408	8	830	176	870
Schools	2338	4,393	7,837	3,743	3,784	310		0	0	1,325	93	2,644	1,329	2,446
Sum:	5547	8,977	13,465	7,472	5,032	939	17	92	3,784	106	4,429	1,516	3,630	



Turnover Summary by Directorate

Flintshire County Council Annual Total

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 sheet

Last Refreshed On : 02/10/2012

HC Q1 From	HC Q4 To	Head Count For Year	Leavers For Year	Turnover For Year	Stability For Year
8,367		4,183.5	479	11.45%	

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	
8,367	8,430	8,398.5	179	2.13%	89.73%	
Directorate	HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community Services	1,472	1,461	1,466.5	33	2.25%	94.58%
Corporate Services	582	555	568.5	45	7.92%	89.36%
Environment	866	941	903.5	18	1.99%	91.98%
Lifelong Learning	1,579	1,588	1,583.5	32	2.02%	89.30%
Schools	4,329	4,357	4,343	53	1.22%	88.65%

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	
8,434	8,476	8,455	300	3.55%	89.82%	
Directorate	HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
Community Services	1,460	1,458	1,459	25	1.71%	94.72%
Corporate Services	555	574	564.5	14	2.48%	90.52%
Environment	939	954	946.5	9	0.95%	87.90%
Lifelong Learning	1,586	1,591	1,588.5	120	7.55%	89.20%
Schools	4,368	4,374	4,371	133	3.04%	89.54%

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 : 02/10/2012

Directorate	Q1 Leavers	Q2 Leavers	Q3 Leavers	Q4 Leavers	Sum
Community Services	33	25	0	0	58
Corporate Services	45	14	0	0	59
Environment	18	9	0	0	27
Lifelong Learning	32	120	0	0	152
Schools	53	133	0	0	186
Sum:	181	301	0	0	482

Directorate	Q1 Turnover	Q2 Turnover	Q3 Turnover	Q4 Turnover
Community Services	2.25%	1.71%	0%	0%
Corporate Services	7.92%	2.48%	0%	0%
Environment	1.99%	0.95%	0%	0%
Lifelong Learning	2.02%	7.55%	0%	0%
Schools	1.22%	3.04%	0%	0%

Directorate	Q1 Stability	Q2 Stability	Q3 Stability	Q4 Stability
Community Services	94.58%	94.72%	0%	0%
Corporate Services	89.36%	90.52%	0%	0%
Environment	91.98%	87.90%	0%	0%
Lifelong Learning	89.30%	89.20%	0%	0%
Schools	88.65%	89.54%	0%	0%

Turnover Leaver Analysis

Last Refreshed On : 02/10/2012

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	1	1	0	0	2
	Male	0	0	1	0	0	0	2	3
Dismissal	Female	0	0	2	0	1	0	1	4
	Male	0	0	0	2	0	1	3	6
End of Contract Term	Female	0	6	16	3	1	0	0	26
	Male	0	0	18	2	0	0	0	20
Unspecified		0	0	0	0	0	0	0	0
Left Voluntarily	Female	0	4	10	22	20	9	1	66
	Male	1	1	3	7	4	1	2	19
Retirement	Female	0	0	0	0	3	3	16	22
	Male	0	0	0	1	3	2	3	9
Transferred To Another Employer	Female	0	0	0	1	0	0	0	1
	Male	1	0	0	0	0	0	0	1
Sum:		2	11	50	39	33	16	28	179

Quarter 2

July to September		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	0	0	0	1	1
	Male	0	0	0	0	1	0	0	1
Dismissal	Female	0	0	0	0	0	2	4	8
	Male	0	0	0	1	0	1	0	4
End of Contract Term	Female	0	52	6	1	0	0	0	59
	Male	0	35	0	1	0	0	0	36
Unspecified		0	2	0	0	0	0	0	2
Left Voluntarily	Female	1	9	12	39	20	12	4	97
	Male	2	2	4	18	5	4	0	35
Retirement	Female	0	0	2	3	1	8	20	34
	Male	0	0	0	0	0	1	12	13
Transferred To Another Employer	Female	0	0	0	3	1	1	0	5
	Male	0	0	0	2	1	1	0	3
Sum:		3	100	25	68	31	30	43	300

Directorate Leaver Analysis

Last Refreshed On : 02/10/2012

Quarter 1

April to June

		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	2	1	0	0	3
	End of Contract Term	0	2	0	1	0	0	0	3
	Left Voluntarily	0	1	1	6	6	4	1	19
	Retirement	0	0	0	0	1	1	5	7
	Transferred To Another Employer	0	0	0	1	0	0	0	1
	Sum:	0	3	1	10	8	5	6	33
Corporate Services	Dismissal	0	0	0	0	0	0	3	3
	End of Contract Term	0	1	32	2	0	0	0	35
	Left Voluntarily	0	0	1	1	0	0	0	2
	Retirement	0	0	0	0	0	2	2	4
	Transferred To Another Employer	1	0	0	0	0	0	0	1
	Sum:	1	1	33	3	0	2	5	45
Environment	Death In Service	0	0	1	1	0	0	2	4
	Dismissal	0	0	2	0	0	0	1	3
	Left Voluntarily	1	0	0	1	2	1	0	5
	Retirement	0	0	0	1	1	1	3	6
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	1	0	3	3	3	2	6	18
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	0	0	1	0	0	0	0	1
	Left Voluntarily	0	2	5	11	5	2	0	25
	Retirement	0	0	0	0	3	1	2	6
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	0	2	6	11	8	3	2	32
Schools	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	0	0	1	0	1
	End of Contract Term	0	3	1	2	1	0	0	7
	Left Voluntarily	0	2	6	10	12	3	2	35
	Retirement	0	0	0	0	1	0	8	9
	Sum:	0	5	7	12	15	4	10	53

Directorate Leaver Analysis

Last Refreshed On : 02/10/2012

Quarter 2

July to September

		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Death In Service	0	0	0	0	0	0	1	1
	Dismissal	0	0	0	0	1	2	1	4
	End of Contract Term	0	2	1	0	0	0	0	3
	Left Voluntarily	0	0	0	7	2	3	0	12
	Retirement	0	0	0	1	0	0	2	3
	Transferred To Another Employer	0	0	0	1	0	1	0	2
	Sum:	0	2	1	9	3	6	4	25
Corporate Services	Dismissal	0	0	0	0	0	1	0	1
	End of Contract Term	0	4	1	1	0	0	0	6
	Left Voluntarily	0	0	1	2	1	1	0	5
	Retirement	0	0	0	0	0	0	0	0
	Transferred To Another Employer	0	0	0	2	0	0	0	2
	Sum:	0	4	2	5	1	2	0	14
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	1	0	0	1
	Left Voluntarily	1	1	0	1	0	1	0	4
	Retirement	0	0	0	0	0	1	1	2
	Transferred To Another Employer	0	0	0	0	2	0	0	2
	Sum:	1	1	0	1	3	2	1	9
Lifelong Learning	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	0	0	0	0	0	3	3
	End of Contract Term	0	83	0	1	0	0	0	84
	Left Voluntarily	1	3	2	7	7	3	0	23
	Retirement	0	0	1	1	0	2	3	7
	Transferred To Another Employer	0	0	0	2	0	0	0	2
	Sum:	1	86	3	12	7	5	6	120
Schools	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	1	0	1	1	2	5
	End of Contract Term	0	0	4	0	0	0	0	4
	Left Voluntarily	1	7	13	41	15	8	4	89
	Retirement	0	0	1	1	1	6	26	35
	Sum:	1	7	19	42	17	15	32	133

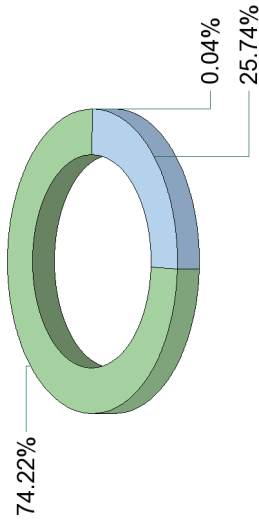
Diversity Summary

Data on this page is effective as at : 30/09/2012

Last Refreshed On : 24/10/2012

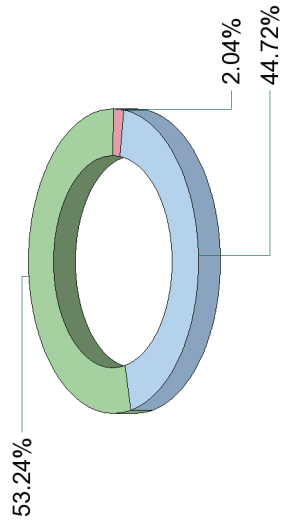
Flintshire County Council Diversity Summary

Gender	Total	%
Female	6,305	74.22%
Male	2,187	25.74%
Unspecified	3	0.04%
Sum:	8,495	



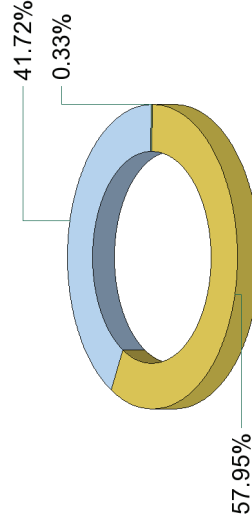
- Gender**
- Female
 - Male
 - Unspecified

Disabled ?	Total	%
No	4,523	53.24%
Not Known	3,799	44.72%
Yes	173	2.04%
Sum:	8,495	



- Disabled ?**
- No
 - Not Known
 - Yes

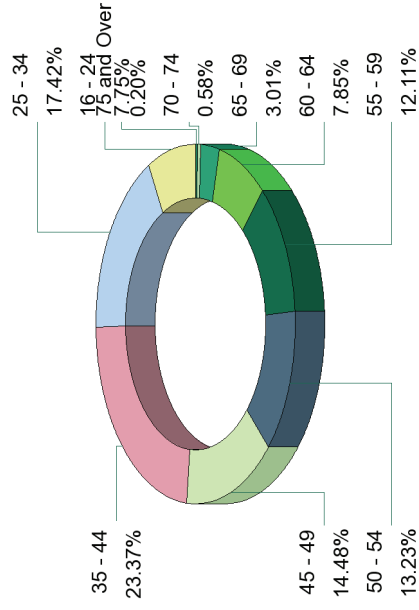
Ethnicity	Total	%
BME	28	0.33%
Not Stated	3,544	41.72%
White	4,923	57.95%
Sum:	8,495	



- Ethnicity**
- BME
 - Not Stated
 - White

Age	Total	%
16 - 24	658	7.75%
25 - 34	1,480	17.42%
35 - 44	1,985	23.37%
45 - 49	1,230	14.48%
50 - 54	1,124	13.23%
55 - 59	1,029	12.11%
60 - 64	667	7.85%
65 - 69	256	3.01%
70 - 74	49	0.58%
75 and Over	17	0.20%
Sum:	8,495	

Age



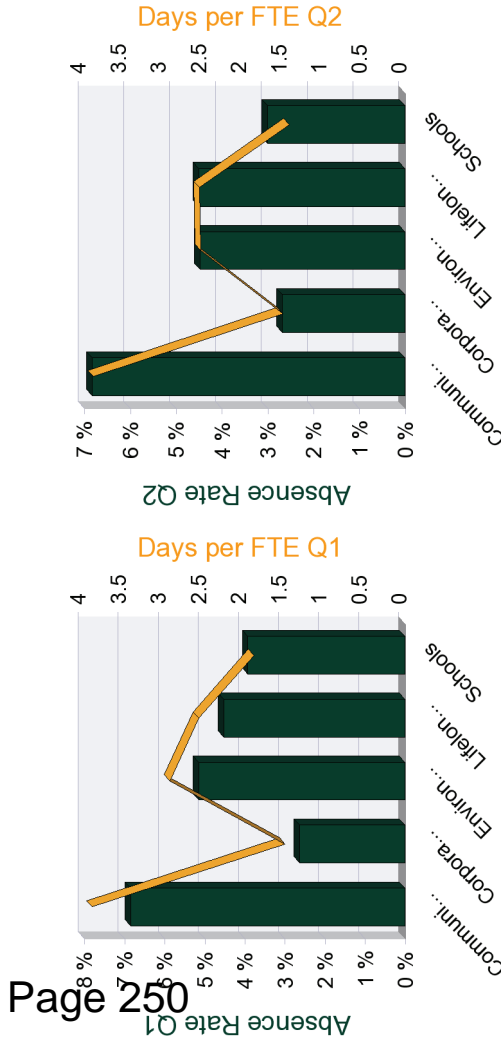
Absence Rate Summary By Directorate

Last Refreshed On : 24/10/2012

Average Days Available	582,538	FTE Days Lost	26,483	Absence Rate	4.55 %	Days Lost Per FTE	9.68
------------------------	---------	---------------	--------	--------------	--------	-------------------	------

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	4,630	67,658	6.84 %	3.9	4,606	67,560	6.82 %	3.89	0	0	0	0	0	0	0	0	7.79
Corporate Services	606	23,127	2.62 %	1.49	624	23,324	2.68 %	1.53	0	0	0	0	0	0	0	0	3.02
Environment	2,293	44,618	5.14 %	2.93	2,110	47,174	4.47 %	2.55	0	0	0	0	0	0	0	0	5.48
Lifelong Learning	2,006	44,433	4.51 %	2.57	1,990	44,276	4.49 %	2.56	0	0	0	0	0	0	0	0	5.13
Schools	4,289	109,518	3.92 %	1.88	3,329	110,851	3.00 %	1.44	0	0	0	0	0	0	0	0	3.32
Cumulative Totals	13,824	289,353	4.78 %	2.54	12,659	293,185	4.32 %	2.3	0	0	0	0	0	0	0	0	9.68

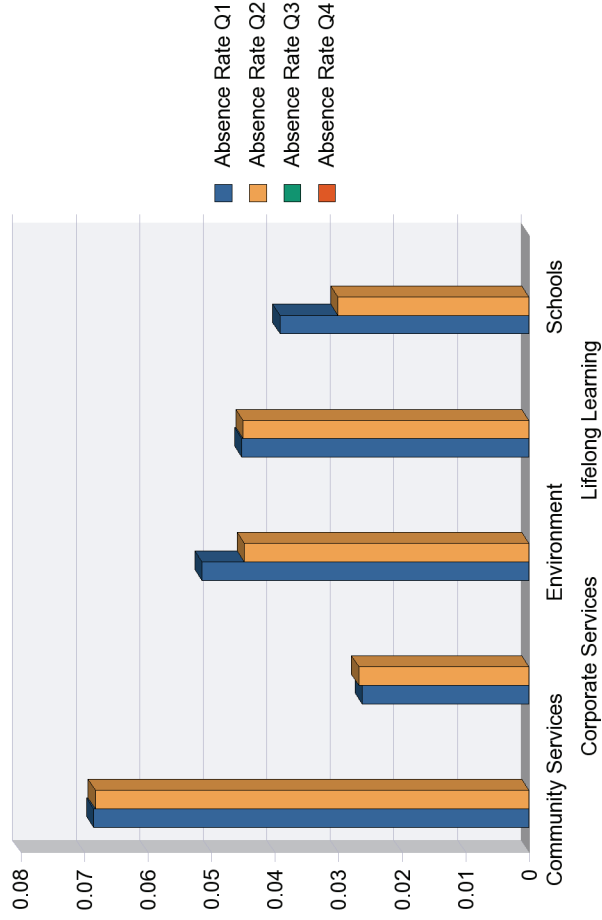
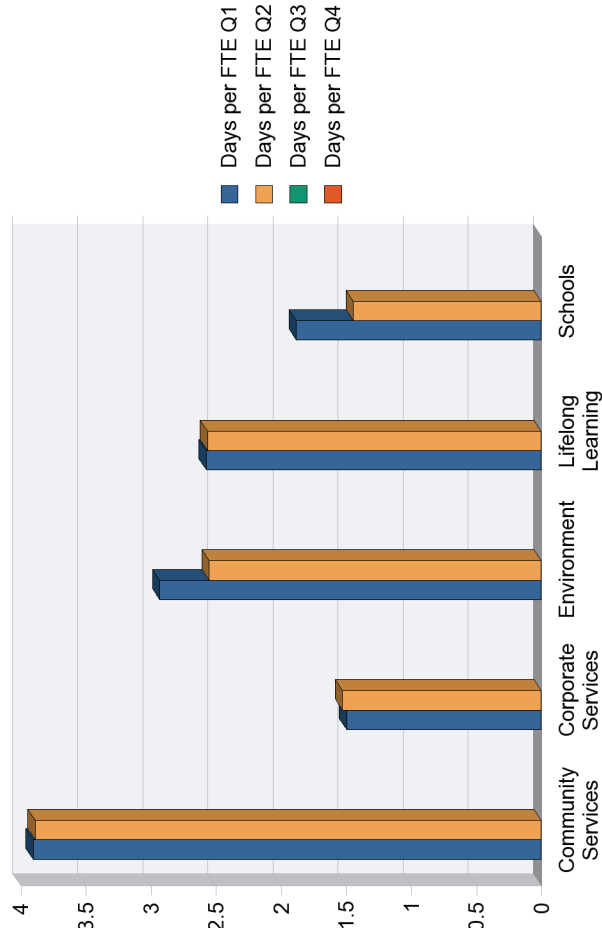


Absence Rate Summary By Directorate

Last Refreshed On : 24/10/2012

Directorate	Days per FTE Q1	Days per FTE Q2	Days per FTE Q3	Days per FTE Q4
Community Services	3.9	3.89		
Corporate Services	1.49	1.53		
Environment	2.93	2.55		
Lifelong Learning	2.57	2.56		
Schools	1.88	1.44		

Directorate	Absence Rate Q1	Absence Rate Q2	Absence Rate Q3	Absence Rate Q4
Community Services	6.84 %	6.82 %		
Corporate Services	2.62 %	2.68 %		
Environment	5.14 %	4.47 %		
Lifelong Learning	4.51 %	4.49 %		
Schools	3.92 %	3.00 %		



This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 20 NOVEMBER 2012

REPORT BY: HEAD OF LEGAL & DEMOCRATIC SERVICES

SUBJECT: REVIEW OF INTERNAL MEMBER FORA

1.00 PURPOSE OF REPORT

- 1.01 To consider a recommendation from the Constitution Committee as part of the ongoing review of internal Member fora.

2.00 BACKGROUND

- 2.01 At the annual Council meeting on the 15 May the Head of Legal & Democratic Services' report on constitutional matters included a section on internal Member bodies. It explained that in the light of the recent implementation of the Local Government (Wales) Measure 2011 and at the start of a new Council it was an opportune time to review the various internal member bodies. The Council agreed to the recommendation that the review be undertaken by the Head of Legal & Democratic Services in consultation with Group Leaders and a report submitted to the Constitution Committee and Council. It also agreed that pending the outcome of the review the existing internal bodies be retained.
- 2.02 Most of the internal Member fora are undertaking or advising upon Executive functions which are the responsibility of Flintshire's Cabinet. In relation to such Member fora any Council decision can only be a recommendation to the Cabinet who have the final decision on whether such Member fora should continue or not. Attached as appendix 1 is a list of the internal Member fora, including a column indicating whether or not each forum is discharging an Executive or a Council function and a column indicating the recommendation.
- 2.03 The review covers those internal Member fora that have been established for an indefinite period rather than those set up to deal with a specific task which automatically end once that task has been completed. The review therefore, does not include any Task & Finish Working Groups set up by Overview & Scrutiny Committees.
- 2.04 Following initial consideration at the Group Leaders meeting on the 9 July a report was submitted to the Constitution Committee meeting of the 24 July. At the Committee meeting it was agreed that the further information listed below should be obtained and for there to be further

consultation with Group Leaders prior to a report back to the Constitution Committee.

- 2.05 The further information that the Constitution Committee agreed should be obtained for each internal body was:-
- a. The membership
 - b. The terms of reference or function
 - c. The frequency of meetings
 - d. The view of the relevant senior officer as to whether the body should continue or not and the reason for this view.
 - e. For those internal bodies that relate to executive functions to obtain the view as to whether the body should continue from the appropriate Cabinet member.
 - f. The view of the chair of each forum
- 2.06 The information in the previous paragraph has been requested from the appropriate senior officer for each of the internal member fora. As part of this exercise some of those member fora originally identified have been removed from the list as they relate to a wider area than Flintshire, or are legally required, or are time limited in their duration. Attached to this report as appendix 1 is a list of the member fora remaining within the review, together with information in relation to them.
- 2.07 At its meeting on the 19 October 2012 Group Leaders considered a report on the review prior to its consideration by the Constitution Committee at its meeting on the 24 October 2012. At the meeting there was a consensus that there was no longer a need for the Member Development Working Group or the Social Service Representation & Complaints Review Panel. There was also a consensus that the Development Plans Panel and the Planning Protocol Working Group should be combined.
- 2.08 At its meeting on the 24 October the Constitution Committee agreed with the Group Leaders and also agreed new arrangements to replace the Land Disposal and Agricultural Panels.
- 2.09 At its meeting on the 13 November the County Council agreed a recommendation that the Member Development Working Group should be discontinued and that the Head of Legal & Democratic Services be authorised to amend the Constitution accordingly. In relation to the other recommendations of the Constitution Committee, as these related to Executive functions the Council noted that these would be reported to a future Cabinet meeting.

3.00 CONSIDERATIONS

- 3.01 All internal member fora require resources from both members and officers in terms of preparation, attendance and actioning outcomes.

The review may identify that whilst the member fora is discharging a valuable function there is a more efficient way of doing so that is less resource intensive.

- 3.02 Whilst some internal fora served a valuable role when they were initially established, with the passage of time the need of that role may have diminished. There may for instance have been a change in legislation or policy that reduced the need for a particular member forum. Whilst new member fora are created to meet new legislation or new policies, there needs to be a periodic review of existing fora to ensure that they are still needed and are an efficient way of discharging their role.
- 3.03 Unfortunately at the present time not all the information requested by the Constitution Committee has been supplied. Sufficient information has however been provided to make recommendations in relation to some of the member fora. Each of these is considered in turn in the following paragraphs.
- 3.04 Within the scope of this review are two separate member bodies relating to Planning, namely the Development Plans Panel and the Planning Protocol Working Group. The Head of Planning believes that both fora undertake valuable work but that it would be beneficial if they were combined into one working group leading to greater efficiency and consistency. Such a proposal would reflect one of the recommendations of the recently published Independent Advisory Group's report into the delivery of planning in Wales. The report recommended that a group of Councillors drawn from the Planning Committee (as is the case with Planning Protocol Working Group) should be tasked with driving forward the Development Plan. As the Planning Protocol Working Group has the larger membership (11) this would be the suggested size of the combined working group. This view is supported by Councillor Attridge the appropriate Cabinet member. This was agreed at both the Group Leaders and Constitution Committee meetings.
- 3.05 The Social Services Representation and Complains Review Panel in the view of the Head of Development & Resources is effectively redundant after changes to the Social Services complaints procedure which transferred the function to an independent body. The Panel has not met for some time and its dissolution is supported by the appropriate Cabinet member, Councillor Christine Jones. This was agreed at both the Group Leaders and Constitution Committee meetings.
- 3.06 The Land Disposal Panel, in the view of the Constitution Committee should be discontinued and replaced with the following more effective and transparent arrangement:-

£1 to £250K - Report to be signed by the Case Officer who is to be a

chartered surveyor, together with the Corporate Valuer and Head of Service. The local Member and Cabinet portfolio holder to be consulted on the principle of disposal and their observations/ comments noted in the report. If either the local Member or Cabinet Member do not agree to the disposal, no disposal will take place without a report to Cabinet.

£250K to £500K - As above plus Corporate Asset Management Group
£500K plus - As above plus Cabinet

The above are in the case of properties/land which have been tested on the market.

In the absence of market testing and for properties/land above £100K the District Valuer to provide a supporting valuation.

In addition to the Council's internal arrangements there are statutory safeguards under the Local Government Act 1972 in relation to the disposal of land. The above was agreed at Constitution Committee meeting.

- 3.07 The Agricultural Panel has no statutory purpose and its main role is to act as a sounding board and reviewer of leases and agreements for Council smallholdings. As a result of a review in 2011 there was a phased disposal programme and this role is diminishing. The Constitution Committee recommends that the Panel be discontinued and that the processes should be the same as with the Land Disposal Panel (see preceding paragraph)

4.00 RECOMMENDATIONS

- 4.01 For the Cabinet to agree the recommendations made by the Constitution Committee in relation to the Member fora referred to in paragraphs 3.04 to 3.07 above.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None as a result of this report.

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 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 With Group Leaders.

11.00 CONSULTATION UNDERTAKEN

11.01 With Group Leaders.

12.00 APPENDICES

12.01 Appendix 1 - List of Internal Member Fora

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

Report of the Head of Legal & Democratic Services on Constitutional
Matters to the Council meeting 15 May 2012

Minute of Council meeting 15 May 2012 relating to internal bodies

Report to Group Leaders dated 9 July 2012

Report to Group leaders 19 October 2012

Report to Constitution Committee dated 24 October 2012

Report to Flintshire County Council dated 13 November 2012

Contact Officer: Peter Evans
Telephone: 01352 702304
Email: peter.j.evans@flintshire.gov

This page is intentionally left blank

APPENDIX 1

Review of Member Fora

	Name of Body	Current Membership	Summary of Terms of Reference for Function of the Body	Frequency of Meetings	Executive or Council Function	Recommendation
1.	Joint Consultative Committee				Executive	Review Continuing
2.	Teachers' Consultative Committee	8 Teachers (Union reps) Directorate Advisors	The group covers the same ground as the FCCTCC.		Executive	Review Continuing
3.	Flintshire County Council Teachers' Consultative Committee	8 Members from the LEA 8 Teachers (Union reps) Directorate Advisors	The function of the group is to provide consultations between FCC and Teachers regarding staff issues and any other relevant matters and to make recommendations to the Council		Executive	Review Continuing
4.	Member Development Working Group	7 Members + Colin Everett, Peter Evans, Robert Robins and Steve Hughes	To deal with issues relating to Member support & development.	As required. On average approx. twice a year	Council	Disband
5.	Development Plans Panel	9 Members + relevant officers	Guides the work on the Development Plan (previously the UDP, in the future will be the LDP).	Depends on position with development plans work, sometimes meets every 2 weeks	Executive	To be combined with 6
6.	Planning Protocol Working Group	11 Members + relevant officers	Deals with ongoing improvements and changes to the Planning Service including responding to consultations	Every 2 months	Executive	To be combined with 5
7.	Planning Delegations	2 Members + relevant officers	1. To consider the recommendation of the Head of Planning to grant planning permission for development where objections have been received from members of the public or consultees, but the development is of such a scale that it need not be determined by Committee. 2. To agree with the Head of Planning's recommendation, or 3. To agree with the Head of Planning's recommendation subject to the imposition of additional conditions, or 4. To require that the matter be determined at the next available Planning & Development Control Committee. 5. Either the Chairman or Vice Chairman can request that the actions 2 to 4 are undertaken.	Every 2 weeks	Council	Review Continuing
8.	Member/Officer Sheltered Working Group	6 Members and 6 officers	Manage implementation of service improvements with the sheltered housing wardens service.		Executive	Review Continuing
9.	Member/Officer Tenant Working Group	4 Members to include the cabinet member for Housing, Chair of Tenant Federation + 3 other tenants and relevant officers	To implement the Customer Involvement Strategy and action plan, receive progress reports and to annually review the Customer Involvement Strategy.	Meets up to a maximum of 6 times a year	Executive	Review Continuing

Page 259

	Name of Body	Current Membership	Summary of Terms of Reference for Function of the Body	Frequency of Meetings	Executive or Council Function	Recommendation
10.	Land Disposal Panel	6 members + 3 officers	The function of the LDP is to act as a member group between the Corporate Asset Management Group approving a sale of property and the final approval under delegated powers or Cabinet approval	Previously monthly	Executive	To Disband
11.	Voluntary Sector Grants Panel	8 Members + relevant officers	To provide recommendations to the Chief Executive on Council funding from the £21K available in the community chest fund to third sector organisations	The Panel meets 3 times a year in order to review and make recommendations on the allocation of the Community Chest Grant which is approx. £21K p.a.	Executive	Review Continuing
12.	Inclusion Service Steering Group	2 Members, Inclusion Service Management Team, Primary, Secondary & Special School headteachers, Primary & Secondary ALN Cos, Parent Partnership representative	To review and monitor Service policy, provision, delivery and efficiency.	Termly	Executive	Review Continuing
13.	Welsh in Education Strategic Forum	Menter Iaith, Mudiad Ysgol Meithrin, parent representative, Children & Young People's Partnership, Athrawon Bro, 2 Head teachers, 3 Principal Learning Advisers, Head of Dev & Resources, Governor representative, Pupil Support Manager, Trade Unions, College Representative & Council Member	To agree, implement and review a coordinated approach that best delivers the requirements of the WG's Welsh-medium Education Strategy. To be responsible for the delivery of the action plan incorporating seven key outcomes. To monitor, evaluate and consider the impact of the delivery of the action plan in raising standards in Welsh first and second language. Forum representatives are expected to consult with and feedback to their respective associate stakeholders.	It meets approx. 6 times year	Executive	Review Continuing
14.	Foster Care Panel	FCC x 5 BCUHB x 3 Independent Members x 4		Monthly	Executive	Review Continuing

	Name of Body	Current Membership	Summary of Terms of Reference for Function of the Body	Frequency of Meetings	Executive or Council Function	Recommendation
15.	Children's Forum	FCC x 2 WCBC x 12 BCUHB x 3 Public Health x 1 CAFCASS x 1 NSPCC x 1 Police x 1 Cabinet members for Education, Social Services, Housing and Corporate Management with one member from each political group and other persons as determined by Cabinet at its meetings of the 01.08.06 and 13.12.11	1. Ensuring that the Chief Executive and Cabinet Members are involved in setting priorities and strategic direction for vulnerable children, specifically children on the Child Protection Register and children looked after. 2. Ensuring that the Chief Executive and Cabinet Members are well informed about the progress and well-being of vulnerable children for whom the Authority holds significant responsibility. 3. Overseeing the Authority's development of a robust approach to corporate parenting.	4 - 6 weeks	Executive	Review Continuing
16.	Social Services Representations & Complaints Review Panel	One Member chosen from a pool	To review complaints made in respect of Social Services functions	Not met for some time	Executive	To Disband
17.	Agricultural Panel	6 members + 2 officers	1. To be involved in shortlisting and interviewing arrangements for prospective farm tenants when farm vacancies occur together with appropriate local Members, and to advise the Director on candidate selection for the vacancy. 2. To be involved in site visits to the agricultural estate as appropriate and to meet on a six month basis to receive a report on general agricultural issues from the Land Agent.	Between quarterly and six monthly	Executive	To Disband
18.	Waste Strategy Review Board		To consider issues relating to Waste Management Strategy and make recommendations to the Cabinet		Executive	Review Continuing

	Name of Body	Current Membership	Summary of Terms of Reference for Function of the Body	Frequency of Meetings	Executive or Council Function	Recommendation
19.	Health & Safety Board	Chief Executive The Leader of the Council Cabinet Member for Corporate Management Members from each political group Directors Head of Public Protection Corporate Health and Safety Team Leader Union Representatives	<p>Aim of the Group To facilitate and monitor the strategic development and progress of health and safety practice and raise the profile of health and safety so it becomes embedded in the culture of the Authority. To take the lead in ensuring the effective communication of health and safety duties and the benefits throughout the organisation</p> <p>Purpose of the Group</p> <ul style="list-style-type: none"> • To act as the forum to maintain a positive health and safety culture throughout the Authority, a culture that strives to continually improve health and safety practice and performance • To act as a forum to monitor the Authority's Health and Safety Management System (SMS) and the supporting operating manual of Corporate Standards • To act as a forum to ensure health and safety information is disseminated and used throughout the Authority • To act as a forum for monitoring health and safety performance and the effectiveness of health and safety arrangements within the Authority • To maintain an oversight of legal changes in health and safety legislation and its interpretation • To ensure the group are made aware of the significant risks faced by FCC and that necessary action is being taken. 	Three monthly	Executive	Review Continuing
20.	Procurement Board	4 Members and 4 officers	<p>To review and monitor progress in the implementation of the Corporate ICT Strategy.</p> <p>To champion the development and implementation of ICT initiatives across the County Council and monitor the outcomes and benefits of such initiatives.</p> <p>To advise the Executive of solutions to overcome obstacles which may impede progress in the development and implementation of ICT within the Council.</p> <p>To ensure Act development and investment is aligned to Council and service priorities.</p> <p>To review and monitor Information Security and receive reports of security incidents and where appropriate approve corrective action.</p>	Every 4 - 6 months	Executive	Review Continuing
21.	ICT Panel	5 members	<ol style="list-style-type: none"> 1. To review and monitor progress in the implementation of the Corporate ICT Strategy. 2. To champion the development and implementation of ICT initiatives across the County Council and monitor the outcomes and benefits of such initiatives. 3. To advise the Executive of solutions to overcome obstacles which may impede progress in the development and implementation of ICT within the Council. 4. To ensure ICT development and investment is aligned to council and service priorities. 5. To review and monitor Information Security and receive reports of security 	Every 4 - 6 months	Executive	Review Continuing

AGENDA ITEM 15 - SUPPLEMENTARY REPORT

REVIEW OF INTERNAL MEMBER FORA

1.00 Purpose of Report

- 1.01 The purpose of this report is to provide the Cabinet with information arising from consideration at the Council meeting on the 13 November 2012.

2.00 Background

- 2.01 At the Council meeting on the 13 November it received a similar report to that being considered by the Cabinet. The original report to the Cabinet meeting had however been completed prior to the Council meeting in order to meet despatch deadlines.

3.00 Considerations

- 3.01 At the Council meeting Councillor R Jones indicated that in relation to the Land Disposal Panel and the Agricultural Panel it was unclear for disposals up to £500K who was responsible for making the decision. For such land disposals the responsibility for the decision rests with the Head of Assets & Transportation. Where either the local Member or the Cabinet portfolio holder does not agree to the disposal, any decision to dispose of the land is to be made by Cabinet.
- 3.02 At the Council meeting comments were made concerning consulting with not only the local Member but the adjoining Member. Whilst it is open to the Cabinet to do so, contrary to the recommendation of the Constitution Committee, the consequence of any such change should be carefully considered. It would increase the potential for differing Member views and more significantly weaken the pre-eminence normally given to the local Member as reflected in paragraph 8.2 of the protocol on Member officer relations.

4.00 Recommendation

- 4.01 As the original report, subject to making clear that the responsibility for the delegated decision rests with the Head of Assets & Transportation.

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 20 NOVEMBER 2012**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT: **SARTH**

1.00 PURPOSE OF REPORT

1.01 This report updates Cabinet on the development of a Single Access Route to Housing across the North East Wales sub region and seeks Cabinet approval on progressing to the next stages of the project.

2.00 BACKGROUND

2.01 SARTH (Single Access Route to Housing) is a partnership project between all the major social landlords in North East Wales, covering in the local authority areas of Conwy County Borough, Denbighshire, Flintshire and Wrexham County Borough.

2.02 The partners are Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Wrexham County Borough Council, Cartrefi Conwy, Clwyd Alyn Housing Association, Cymdeithas Tai Clwyd, North Wales Housing and Wales and West Housing.

2.03 The overall aim of SARTH is to provide a common access route to a range of affordable housing options which is transparent, legal, efficient and accessible to all sections of the community.

3.00 CONSIDERATIONS

Progress to Date

3.01 This report follows on from the Housing Overview & Scrutiny Workshop held on the 25th July 2012. The successful workshop provided members with information on proposals for a Joint Register, Joint Policy and Joint Advice and Options. Members provided positive feedback about the benefits of the proposals, in particular, the benefits to the customer.

3.02 Members had a number of questions about the project and its impact. These questions and the response to them are detailed in appendix 1. The two main issues that emerged from the workshop were concerns

regarding the speed of the implementation and the costs to Flintshire. These two areas have been addressed and details are provided in this paper.

- 3.03 In response to the concerns about the timescales for implementation, Flintshire has asked for a more phased approach. This is outlined below:-

A Joint Register and Policy

Flintshire County Council is committed to the development of a Joint Allocation Register and a Common Allocations Policy and recognises the numerous benefits that will be obtained from the successful implementation of the SARTH. A first draft of a common allocation policy has been produced and most SARTH partner organisations have sought, and been granted, approval to undertake a public consultation exercise. However, the officers representing Flintshire's interest in the SARTH project are of the opinion that until a full impact assessment has been undertaken to ensure that the proposed policy will not have a negative impact on certain groups, the authority cannot commit to the public consultation exercise. In particular, officers are concerned how effectively the proposed policy will be aligned to the authority's aim of fulfilling its statutory homeless duties as cost effectively as possible. For example, the authority needs to be reassured that proposed bandings within the policy will not result in households, to whom the authority owes a full homeless duty, remaining in temporary accommodation for prolonged periods. The officers also suggest that it will be prudent for the authority not to sign up to the Common Allocations Policy until it is known which parts of the Welsh Housing White Paper will become legislation. For example, will legislation be introduced that enables Welsh local authorities to discharge their statutory homelessness duties by offering homeless households accommodation within the private rented sector, etc. Flintshire has senior officer representation on the various SARTH working groups who are carrying out work to assess the impact of the proposed policy and identify potential future cost efficiencies.

Joint Housing Options

Work on the proposals within the SARTH project for the development of an enhanced Joint Housing Options Service will be explored at a later date and as a next stage in the project. Flintshire may choose not to progress to this part of the project. This decision will be informed by work which will be undertaken to identify the most suitable model for a Housing Options Service which will provide the best service delivery and cost efficiencies.

- 3.04 It is important to note that Flintshire, along with the other partner organisations, have **not** agreed to finally signing up to the scheme. This paper is asking for Cabinet to support the next stages of the

development project on the Common Allocations Policy so that a paper can be presented for Cabinet approval. It is planned that a further paper would be brought to Scrutiny/Cabinet for discussion/approval which will contain the results of the consultation exercise, information on potential cost efficiencies and will present a business case for signing up to all or part of the regional scheme.

- 3.05 This report has also been discussed at the Housing Scrutiny Committee on 31st October 2012.

Key elements of the SARTH

- 3.06 Partners share one register and so an applicant need make only one application to access the whole system. Each partner with properties in an area chosen by an applicant will be aware of the application and able to give the applicant the appropriate priority in the allocation process.
- 3.07 Housing need will be assessed uniformly across the region, providing fairness and consistency to the customer, taking into account people's individual needs and expressed preferences. The definition of housing need is based on the legal concept of reasonable preference. The approach adopted makes use of the further legal powers to prioritise within applicants entitled to reasonable preference according to local connection and urgent need.
- 3.08 The draft allocations framework adopts a banding scheme to prioritise people in housing need, following the legal principles regarding reasonable preference, additional preference and local connection.
- 3.09 When a vacancy becomes available, applicants who have expressed a preference for the area and whose household is suitable for the property type are shortlisted. Applicants are ranked on this shortlist by their band, with those in band one given highest priority and so on. Applicants within the same band are ranked according to date of application, with those who have been waiting longest given highest priority.
- 3.10 There is not enough housing for everyone on the current register. The bandings will give priority to local people with a recognised housing need. People without a recognised housing need will be given better advice and informed about useful alternatives rather than just waiting on a register.

Funding

- 3.11 The development costs for the project are £394,000 in total. The project has secured £197,000 in Social Housing Management Grant from the Welsh Government.

- 3.12 The remaining costs will be apportioned between the partners. In other examples of partnerships, the costs are apportioned based on stock size and council partners contribute more to reflect their strategic role and duties. The apportioned costs have not been finalised but Flintshire's contribution based on previous examples is likely to be £23,000 for 2013-14. This cost will be included in the draft budget for 2013.14 subject to Member approval.
- 3.13 The project represents a significant opportunity to gain efficiencies in terms of sharing the costs for maintaining a register with the other SARTH partner organisations in the longer term. The exact level of savings is being worked out through the business case. The level of savings will depend on whether Flintshire signs up for all or part of the project. Some of the benefits achieved will be improved service delivery as well as cost savings.

4.00 RECOMMENDATIONS

- 4.01 To note the development of the project to date and the responses to the questions from the Member Workshop.
- 4.02 Agreement that Flintshire County Council continues working with Partners on the SARTH Project and agrees to contribute to the development costs, subject to budget approval.
- 4.03 That the Head of Housing, following consultation with the portfolio holder, be given delegated authority to conduct a full public consultation on the Joint Register and Common Allocations Policy.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Development costs to be included in the budget for 2013/14 subject to Member approval. The development costs for 2013-14 approximately £23,000, will be met from within existing budgets.

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 A full project wide Equality Impact Assessment is currently being undertaken with assistance from Tai Pawb, an organisation specifically dedicated to promoting equality in housing.

9.00 PERSONNEL IMPLICATIONS

9.01 As the Neighbourhood Housing Teams will still be responsible for allocating Flintshire County Council housing properties that become vacant, there are no personnel implications at this stage.

10.00 CONSULTATION REQUIRED

10.01 Full Public Consultation Required in 2013

11.00 CONSULTATION UNDERTAKEN

11.01 None undertaken to date

12.00 APPENDICES

12.01 Appendix One - Questions from the Workshop and Answers

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

Contact Officer: Katie Davis
Telephone: 01352 703518
Email: katie.davis@flintshire.gov.uk

This page is intentionally left blank

APPENDIX ONE

Questions from the Workshop and Answers

October 2012

What will be the potential impact on the policy if “intentionality” is removed as proposed in the White Paper?

Intentionality will be dealt with in the same manner irrespective of the implementation of the Single Access Route to Housing.

Conwy have gone through stock transfer, will this have any impact on the policy?

This does not have an impact on the policy as the Housing Associations are part of the partnership so individuals in Conwy would go through the same process

It could be more difficult to make amendments to the policy because of the number of organisations involved, and the need to seek approval for amendments from each organisation.

It is true that with more partners involved, it may take longer to make amendments. This must be weighed up against the long term benefits of the Single Access Route for customers.

Has the criteria for prioritising cases been agreed, (including local connection criteria)?

The bandings have been drafted and include detail on local connection requirements. There are some further discussions ongoing about the detail to be worked through with regional partners.

Will the new policy help alleviate problems faced with Welfare Reform?

There will be no direct impact but the policy will aim to make best use of available stock and assist people to make realistic choices.

Will “Homeswap” still be available to applicants?

Yes

Will applicants seeking sheltered accommodation go through the same process?

Yes

How many choices of area will applicants be asked to provide? It was suggested that the current 10 options is too many.

This has not been finalised and feedback has been passed on that ten is too many.

How will issues of domestic violence be covered?

Individuals fleeing domestic abuse are given a high priority in the policy.

Will funding be provided by WAG? Is it match funded? If so how much will FCC contribute?

Welsh Government has provided 50% of the project costs. The total development costs are £394,000. This leaves £197,000 to be shared amongst the nine partners. The partner contributions are not finalised and will give consideration to stock size and the council's strategic role and duties.

There are no ongoing costs, the project will work within existing budgets and aim to make efficiencies by pooling resources.

What are the projected savings?

The SARTH working group are currently taking forward some work on a cost/benefit analysis. A detailed business case will be developed and taken to Cabinet for approval before Flintshire signs up to any part of the scheme.

Will each local authority/ RSL area have their own central hub or will there be one to cover the whole 4 counties?

There are no plans for centralised regional offices. The development of hubs and sharing resources will be the next stage of the project to develop. Flintshire has not signed up to this part of the scheme at this stage and will only do so based on a clear business case that demonstrates improved service deliver and/or efficiency savings.

Will this result is a loss of employees?

There may be an opportunity for efficiencies in the future or for staff resources to be focused in different areas.

If it results in employing more staff, will FCC have to contribute towards the cost?

There are no plans for additional staff and the ongoing costs will be within the existing budget.

What are the costs involved in training new staff & converting existing applications.

These costs are included in the project costs that are detailed above.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 20 NOVEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **HOME TO SCHOOL TRANSPORT POLICY CHANGES – POST 16 AND DENOMINATIONAL TRANSPORT**

1.00 **PURPOSE OF REPORT**

To approve consultation on renewal of Home to School Transport Policies for Denominational and Post 16 transport.

2.00 **BACKGROUND**

In the current financial climate all Local Authorities are looking for ways to meet efficiency savings. One option to review the provision and funding of discretionary services. Two areas of discretion within the Learner Travel (Wales) Measure 2008 relate to the provision of Post 16 transport and denominational transport. By changing existing policies in relation to these, there is likely to be scope to:

- release savings by no longer providing free transport to denominational schools for pupils who cannot demonstrate adherence to the faith of the school, and
- restricting free transport for some post 16 students. This would encourage more young people to be educated close to their home communities, improving the sustainability of local educational provision.

Research commissioned by the North Wales Transforming Transport Project and carried out by White, Young and Green Consultants in July 2011 identified that existing policies in relation to post 16 Transport and Denominational Transport differ across the region and should be subject to review.

3.00 **CONSIDERATIONS**

Two proposals currently being considered are:

(a) to no longer provide free transport to denominational schools for pupils where their admission is not based on faith grounds, i.e. where adherence to the faith of the school in question cannot be demonstrated, and

(b) to provide free transport to post 16 students attending a first course of full time study at a school or college, subject to meeting the 3 mile distance criteria and providing the student is attending the nearest educational establishment offering the courses they

wish to study. Free transport will be provided to specified sites only.

The proposal in (a) supports the work carried out by a Lifelong Learning Scrutiny Task and Finish Group in 2010/11, when the Group scrutinised in detail the implications of this aspect of the policy in terms of parental preference and admissions to schools.

The current policy in respect of these aspects of discretionary provision is to transport all pupils to denominational schools who meet the distance criteria (2 miles for primary and 3 miles for secondary) irrespective of whether they can provide evidence (e.g. baptism certificate) and to transport all post 16 students who meet the 3 mile distance criteria to the nearest establishment offering the courses they wish to study, irrespective of how far the student wishes to travel. In recent years this has increasingly resulted in the provision of transport to education sites in Cheshire and sometimes in Lancashire. The procedure for introducing a policy change of this nature requires Cabinet approval for a period of consultation with affected stakeholders on the proposed policy change. After the consultation, Members will then be asked to approve the new policy with a sufficient notice period for the affected stakeholders before the new policy comes into force. To release savings for the financial year 2013/14, the new policy would need to come into force from September 2013.

An initial Project Plan showing the timeline and activities needed to achieve this has been drafted and has highlighted the need for sufficient organisational capacity and commitment over forthcoming months. Experience in other local authorities has shown that failure to invest sufficient resources to carry out the work from the start could result in major problems later in delivering change.

Under the 'Learner Travel Operational Guidance', changes to school transport policies should only be made at the start of a new academic year and there must be consultation with schools, parents and pupils before a decision is taken. Such changes can apply to all pupils affected including those already admitted to the school, subject to consultation. However, it is proposed in Flintshire that the changes be introduced in a "phased" approach, as new pupils enrol at a school or college.

4.00 RECOMMENDATION

That Cabinet commission consultation to renew the school transport policy for denominational and post 16 transport.

5.00 FINANCIAL IMPLICATIONS

It is estimated that with a "phased" approach, efficiency savings of £70k could be achieved by reducing entitlement to free transport to denominational schools, rising to £100k in a full academic year. In order to identify accurately the consequences of a change in policy a detailed analysis would need to be carried out taking in to account where pupils live and trends in parental preference for particular denominational schools. The savings relating to post 16 transport are difficult to estimate at this early stage without detailed analysis being carried out on the impact of providing free transport to designated sites only but could be in the region of £30k part year and £51k

full year.

6.00 ANTI POVERTY IMPACT

The anti-poverty impact will be included as part of the Equalities Impact Assessment. This will include any support the Council may decide to offer should the proposals be implemented such as, in respect of post 16, assistance for students in receipt of a full Education Maintenance Allowance (EMA) or in the case of denominational transport, pupils in receipt of free school meals.

7.00 ENVIRONMENTAL IMPACT

An Environmental Impact Assessment will need to be carried out during the process. Although these proposals are likely to result in fewer school transport vehicles, they could generate an increase in private car use.

8.00 EQUALITIES IMPACT

A full Equalities Impact Assessment will need to be carried out during the process.

9.00 PERSONNEL IMPLICATIONS

Staff with sufficient resources/capacity/skills to carry out the work within the tight timeframe will need to be identified. Additional capacity could be created by bringing in external support but that would incur a direct cost.

10.00 CONSULTATION REQUIRED

Extensive consultation is required with all stakeholders for a recommended 12 week period using a wide range of methods – electronic questionnaires, meetings and drop-in sessions if required.

11.00 CONSULTATION UNDERTAKEN

None.

12.00 APPENDICES

Appendix 1 – Consultation template

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

None

Contact Officer: Ian Budd
Telephone: 01352 704010
Email: ian.budd@flintshire.gov.uk

This page is intentionally left blank



**CONSULTATION ON
PROPOSED CHANGES TO
HOME TO SCHOOL TRANSPORT**

Monday 7 January – Sunday 17 March 2013

**Flintshire County Council
Lifelong Learning Directorate
County hall
Mold
CH7 6ND**

education@flintshire.gov.uk

If you require this document in another language or format please contact us

Telephone: (to get it in alternative format)

Email: (to get it in alternative format)

CONSULTATION ON PROPOSED CHANGES TO HOME TO SCHOOL TRANSPORT

Why is the Council Consulting on Changes?

Like all councils, Flintshire County Council is under considerable pressure to make savings on its public spending. The Council has to make significant savings over the next few years.

As a result, the Council has had to look at every aspect of its work, especially where it is not compulsory for us to provide services and to consider how they can be delivered more efficiently and cost effectively.

The Council spends in the region of £6m on home to school transport each year. Providing post 16 travel and travel to faith schools accounts for approximately 20% of the overall expenditure per year. As a consequence, it is proposed that these policies are reviewed and a public consultation is carried out.

The Current Policy

Generally parents and carers are responsible, in law, for making arrangements for their children's attendance at school. This means that when deciding which school to apply for a place at, they have to decide whether they need transport and then organise provision themselves.

Councils are required, by law, to provide assistance for those pupils who are eligible.

There is a **minimum (statutory) provision** the Council must provide as follows:

The Council provides free transport for children of compulsory school age (i.e. 5 – 16 years) when

- a child receiving primary education lives over 2 miles from the nearest appropriate school; and
- a child receiving secondary education lives over 3 miles from the nearest appropriate school.

The Council currently provides **additional discretionary assistance** beyond the minimum required by law.

The Council will continue to provide free transport for pupils of statutory school age when:

- a learner whose parents are in receipt of Income Support or Working Tax credit, resides more than 2.5 miles from the nearest appropriate school;
- a learner is registered at their local school and is unable to walk to school due to a route which the Council has assessed as hazardous;
- a learner is registered at their local school or the most appropriate school to meet their special educational needs and those needs prevent them from achieving independent travel or walking the statutory distance safely accompanied by an adult;

- a learner requires transport on medical grounds and no suitable public transport exists; or
- a learner attends the nearest Welsh medium school.

The additional discretionary services that the Council is proposing to change are:

- **Transport to Faith Schools** – free transport is provided for pupils to attend their nearest denominational school. The school must be over the statutory walking distance.
- **Post 16 transport** – free transport is provided for young people aged 16 years and over, living in Flintshire who are in full time education and who live over 3 miles from the nearest educational establishment.

The Proposals (Case for Change)

The Council is seeking your views on the following two proposals:

Proposal 1	To no longer provide free denominational transport for pupils whose admission is not based on faith grounds with effect from September 2013.
Proposal 2	To provide free transport to post 16 students attending a first course of full time study at a school or college, subject to meeting the 3 mile distance criteria and providing the student is attending the nearest educational establishment offering the courses they wish to study. Free transport will be provided to specified local sites only.

The implementation of the proposals may result in dedicated buses to schools/colleges being withdrawn. In these circumstances the Council would help explore and facilitate the possibility of alternative sustainable options.

What the Council would continue to provide should the proposals be implemented?

Travel assistance to those who are entitled to it by law, as detailed above.

What support might the Council offer should the proposals be implemented?

- Continue to provide free transport for those students in receipt of a full EMA (Education Maintenance Allowance)/ in receipt of free school meals
- Continue to remind, advise and promote sustainable transport options, including independent travel training, cycling, walking, car sharing and passenger transport options, as an alternative to home to school travel services and work with schools/colleges and parents' groups as appropriate.

What Happens Now?

The following are key dates in the consultation and decision making process.

Consultation Period begins (10 Weeks)	7 January 2013
Consultation Period Ends	17 March 2013
Report to Flintshire County Council's Cabinet for final decision	23 April 2013
Publication of revised policy	May 2013
Implementation of changes	September 2013

How do I tell you my views?

Through this consultation we want to stimulate a debate about how parents can use their knowledge to create travel and transport solutions that meet their particular needs but are also financially sustainable.

These changes, if implemented, would be likely to affect many Flintshire County Council families. In order for us to understand better how these proposals would affect you, please forward your views by completing the attached questionnaire or feeding back to us directly at our drop-in sessions.

A frequently asked questions (FAQs) and Equality Impact Assessment form are available on our website to accompany this document. Alternatively, hard copies can be requested by:

- emailing education@flintshire.gov.uk
- or by phoning the Council on 01352 704187

The consultation will take place between Monday 7 January 2013 and Sunday 17 March 2013. During this time we would like to hear your views.

You can take part either by:

- Completing the online consultation questionnaire at :

**(online address to be confirmed)*

- Completing a paper copy of the questionnaire and returning it to the address below;

**(address to be confirmed)*

- Emailing any comments/forms to;

**(email address to be confirmed)*

Drop in Events

There will be drop-in sessions as required around the County. There will be local authority officers available to answer questions where possible and note any comments you would like to feedback.

**(dates to be confirmed)*

Venue

Date

Time

The Decision

All of the consultation responses will be assessed and put together into a report for the Flintshire County Council Cabinet to consider at its meeting on the 23 April 2013 at 2pm at County Hall, Mold.

Thank You

Thank you for taking the time to respond to this consultation. Your response will be considered in full. We will not be responding directly to your feedback, but we will be producing a summary at the end of the process. This will be available on our website **(website address to be confirmed)* by the end of March 2013.

This page is intentionally left blank

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET
DATE: 20 NOVEMBER 2012
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>
Environment	Proposed 30, 40, 50mph A550/A549 Dobshill, Buckley
Environment	Penyffordd - Proposed Traffic Calming
Corporate Services - Finance	Two posts Operational Response Team (Welfare Reform)

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

This page is intentionally left blank

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
NOVEMBER 2012 TO APRIL 2013**

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
November					
Social & Health Care Overview & Scrutiny Committee	1 November 2012	Overview and Scrutiny	North Wales (Draft) Information and Consultation Carers Strategy To consider the draft North Wales Information and Consultation Carers Strategy 2012 - 2015		
Social & Health Care Overview & Scrutiny Committee	1 November 2012	Community Services	Adult Protection Report April 2011 to March 2012 To inform Members about activity and developments within Adult Safeguarding, specifically Adult Protection and Deprivation of Liberty Safeguards		
Social & Health Care Overview & Scrutiny Committee	1 November 2012	Overview and Scrutiny	Forward Work Programme		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council County	13 November 2012	Finance	<p>Treasury Management Mid Year Update To present to Council the recommendations of the Executive of 16th October 2012 in relation to the Treasury Management Mid Year Report 2012.</p>		
Flintshire Council County	13 November 2012	Overview and Scrutiny	<p>Overview & Scrutiny Annual Report For the Council to receive the Annual Report of the Overview & Scrutiny function for 2011/12</p>		
Flintshire Council County	13 November 2012	Legal and Democratic Services	<p>Updating the Constitution To consider updating changes to the Council's Constitution pursuant to recommendation from the Constitution Committee.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council County	13 November 2012	Legal and Democratic Services	Review Internal Member Fora To consider a recommendation from the Constitution Committee as part of the ongoing review of internal Member fora		
Flintshire Council County	13 November 2012	Chief Executive's	2013 Review of Parliamentary Constituencies in Wales To inform members of the process and timetable for the Boundary Commissions revised proposals report for the 2013 review of Parliamentary Constituencies in Wales		
Corporate Resources Overview & Scrutiny Committee	19 November 2012	Finance	Revenue Budget Monitoring 2012/13 (Month 5) To provide Members with the revenue budget monitoring information at Month 5 for the Council Fund and the Housing Revenue Account in 2012/13.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	19 November 2012	Human Resources and Organisational Development	<p>People Strategy To provide a final update to Scrutiny Members on the delivery of actions under the People Strategy 2009-12. To present the revised People Strategy 2012-2016</p>		
Corporate Resources Overview & Scrutiny Committee	19 November 2012	Finance	<p>Corporate Debt Policy To approve the introduction of a Corporate Debt Policy for the collection of Sundry Debt Invoices, Council Tax, Business Rates, Housing and Council Tax Benefit overpayments and Housing Rents.</p>		
Corporate Resources Overview & Scrutiny Committee	19 November 2012	Overview and Scrutiny	<p>Forward Work Programme To advise on the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 November 2012	Chief Executive's	<p>Voluntary Sector Core Funding Review To receive an update report on the funding position and review of voluntary organisations receiving Core Funding Agreements</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 November 2012	Chief Executive's	<p>Improvement Assessment Letter (Wales Audit Office) To receive the Improvement Assessment Letter from the Wales Audit Office and endorse the Council's response.</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 November 2012	Chief Executive's	<p>Flintshire Community Endowment Fund To seek an in principle agreement to transfer existing moribund and ineffective trust funds to a newly established Flintshire Community Endowment Fund.</p>	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 November 2012	Human Resources and Organisational Development	<p>People Strategy To provide a final update to Members on the delivery of actions under the People Strategy 2009-12. To present the revised People Strategy 2012 - 2016 for Member endorsement</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 November 2012	Human Resources and Organisational Development	<p>Single Status Progress Update</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 November 2012	Community Services	<p>Flintshire Local Housing Strategy 2012-2017 To consider proposals within the Draft Local Housing Strategy attached at Appendix 1</p>	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 November 2012	ICT and Customer Services	<p>National Procurement Service To provide an update on the work being undertaken nationally, regionally and locally to improve procurement practices, develop professional capacity and deliver efficiency savings.</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 November 2012	Finance	<p>Provisional Settlement 2013/14 To provide details of the Provisional Welsh Local Government Settlement 2013/14.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20 November 2012	Finance	<p>Revenue Budget Monitoring 2012/13 (Month 5) To provide Members with the revenue budget monitoring information at Month 5 for the Council Fund and the Housing Revenue Account in 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 November 2012	Finance	Council Tax Base for 2013-14 To approve the Council Tax Base for the financial year 2013-14.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20 November 2012	Human Resources and Organisational Development	Workforce Information Quarter 2 - July - September 2012 To provide Cabinet Members with an update for the second quarter of 2012/13.	Operational	Cabinet Member for Corporate Management
Cabinet	20 November 2012	Legal and Democratic Services	Review of Internal Member Fora To consider a recommendation from the Constitution Committee as part of the ongoing review of internal Member fora	All Report Types	
Cabinet	20 November 2012	Human Resources and Organisational Development	Modern Trainee Scheme To provide an overview of how the current Flintshire Modern Trainee Scheme has developed over recent years. To seek support from Members to further develop the scheme.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 November 2012	Community Services	<p>SARTH A follow on report from July workshop on progress in developing a common housing register and allocations policy, and seeking support for next steps.</p>	Operational	Cabinet Member for Housing
Cabinet	20 November 2012	Environment	<p>Possible Sale of 50 acres approximately, Site EM1:11 Deeside Industrial Park</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20 November 2012	Lifelong Learning	<p>Home to School Transport Policy Changes - Denominational and Post 16 Transport</p>	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 November 2012	Community Services	<p>Restructure of Community Services Directorate Management Team To outline and seek the agreement of Cabinet for the proposed restructure of the Community Services Directorate Management Team, most notably the Development and Resource functions, including delivering a net efficiency of £100k.</p>	Strategic	Cabinet Member for Social Services
Cabinet	20 November 2012	Environment	<p>Disposal of Pigeon House Farm, Pigeon House Lane, Hope, Flintshire To seek approval for the disposal of the above property</p>	Operational	Leader of the Council and Cabinet Member for Finance
Environment Overview & Scrutiny Committee	21 November 2012	Environment	<p>North Wales Residual Waste Treatment Project To receive and consider further details on the progress of the project.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	21 November 2012	Environment	<p>Speed Limit Review To consider the outcome of the review together with draft proposals</p>		
Environment Overview & Scrutiny Committee	21 November 2012	Environment	<p>Food Waste Project</p>		
Environment Overview & Scrutiny Committee	21 November 2012	Legal and Democratic Services	<p>Forward Work Programme</p>		
December					
Housing Overview & Scrutiny Committee	5 December 2012	Legal and Democratic Services	<p>Quarter 2 Service Performance Reports To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	5 December 2012	Housing	<p>HRA Subsidy To receive an update on the potential amendments to the HRA subsidy, to include proposals to meet the WHQS</p>		
Housing Overview & Scrutiny Committee	5 December 2012	Housing	<p>Gypsy/Travellers Needs Assessment To consider the needs assessment that will inform the development of the Strategy</p>		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	<p>School Exclusions Annual monitoring report to ensure effective mechanisms is in place for exclusions, together with appropriate levels of intervention and support.</p>		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	<p>School Balances To provide the Committee with details of closing balances held by schools at the end of the financial year.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	<p>Flintshire Arts Strategy To update members on the progress made in achieving the objectives/actions of the Flintshire Arts Strategy.</p>		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Legal and Democratic Services	<p>Quarter 2 Service Performance Reports To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period</p>		
Audit Committee	12 December 2012	Finance	<p>Operational Audit Plan & Recommendation Tracking To inform Members of progress against the Operational Plan for 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	12 December 2012	Finance	<p>Management of Internal Audit To advise Members of the management arrangements for the Internal Audit Department after 31st March 2013.</p>		
Audit Committee	12 December 2012	Finance	<p>Investigation Progress Report To outline on-going proactive counter fraud work and reactive investigative work currently being carried out.</p>		Leader of the Council and Cabinet Member for Finance
Audit Committee	12 December 2012	Finance	<p>Internal Audit Progress Report To provide an update on progress against the Operational Plan for 2012/13, summarise the results of our recent work and report on Performance Indicators.</p>		Leader of the Council and Cabinet Member for Finance
Audit Committee	12 December 2012	Finance	<p>Risk Management Update To receive an update on Risk Management matters.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13 December 2012	Legal and Democratic Services	<p>Quarter 2 Service Performance Reports To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period</p>		
Corporate Resources Overview & Scrutiny Committee	13 December 2012	Finance	<p>Capital Programme 2012/13 (Month 6) To provide Members with the latest capital programme information for 2012/13.</p>		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	<p>Fostering Inspection 2012 To advise members of the outcome of this year's CSSIW Inspection of our Fostering Service</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	<p>Performance Reporting to include Transforming Social Services for Adults update (Q2) To enable Members to fulfil scrutiny role in performance monitoring and inform them of changes and progress of TSSA</p>		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	<p>Update on Adult Social Care Transport Policy To inform Members of progress and further steps</p>		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	<p>Update on Lays Jasmine Session for Information</p>		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	<p>CSSIW Annual Letter To advise members of CSSIW Annual letter and response to ACRF.</p>		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	<p>Integrated Family Support Service To inform Members of the rollout plan for Flintshire.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Legal and Democratic Services	<p>Quarter 2 Service Performance Reports To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period</p>		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Overview and Scrutiny	<p>Forward Work Programme</p>		
Cabinet	18 December 2012	Chief Executive's	<p>Regional Collaboration To review progress against the portfolio of collaborative projects adopted regionally.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Lifelong Learning	<p>CCTV Regional Report Progress on feasibility of a Regional CCTV Service for North Wales</p>	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 December 2012	Environment	<p>Flood Risk Management Strategy To advise Members of the need to develop Flood Risk Management Strategy for Flintshire.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 December 2012	Environment	<p>Review of the Council's Waste Collection Service To review the Council's Waste Strategy, including its performance regarding collections, following consideration by full Council in March.</p>	Strategic	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	18 December 2012	Environment	<p>Streetscene Review To review the Streetscene Service six months after the launch of the service.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 December 2012	Environment	<p>Review of Public Conveniences To seek approval to review the provision of the public convenience service.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 December 2012	Community Services	<p>Flying Start Strategic Plan 2013 - 2015 To seek Cabinet approval for the proposed expansion of the Flying Start Programme in Flintshire.</p>	Strategic	Cllr Christine Jones
Cabinet	18 December 2012	Finance	<p>Capital Strategy and Capital Programme 2013/14 to 2022/23</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	<p>Capital Programme 2012/13 (Month 6) To provide Members with the latest capital programme information for 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	<p>Revenue Budget Monitoring 2012/13 (Month 6) To provide Members with the Revenue Budget monitoring information at Month 6 for the Council Fund and the Housing Revenue Account in 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 December 2012	Finance	Capital Programme 2012/13 (Month 6) To provide Members with the latest capital programme information for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	Council Tax and Business Rate Policies 2013-14 To approve various policies for the administration of Council Tax and Business Rates for the Financial Year 2013-14.	Operational	Cabinet Member for Corporate Management
Cabinet	18 December 2012	Finance	Corporate Debt Policy To approve the implementation of a Corporate Debt Policy.	Operational	Cabinet Member for Corporate Management
Cabinet	18 December 2012	Finance	Corporate Debt - Write Off To request authorisation to write off a single Corporate Debt	Operational	Cabinet Member for Corporate Management
Cabinet	18 December 2012	Lifelong Learning	School Funding Formula Review Review implementation report.	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 December 2012	Lifelong Learning	Inclusion Services Review Review implementation report for Members.	Operational	Cabinet Member for Education
Cabinet	18 December 2012	Lifelong Learning	Shotton Amalgamation - Feedback from Consultation Feedback from Consultation	Operational	Cabinet Member for Education
Cabinet	18 December 2012	Lifelong Learning	Welsh Public Library Standards Annual Report for Members on the Standards.	Operational	Cabinet Member for Education
Cabinet	18 December 2012	Environment	Council Policy for Installing Private Vehicular Accesses on Adopted Highways To seek Member approval for the new Policy for installing vehicle accesses on adopted highways.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
January					

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community Profile & Partnerships Overview & Scrutiny Committee	7 January 2013	Legal and Democratic Services	<p>Quarter 2 Service Performance Reports To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period</p>		
Environment Overview & Scrutiny Committee	9 January 2013	Environment	<p>Contracted Bus Services To consider proposals following the national review.</p>		
Environment Overview & Scrutiny Committee	9 January 2013	Legal and Democratic Services	<p>Quarter 2 Service Performance Reports To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	9 January 2013	Environment	Civil Parking Enforcement To provide an update on the introduction of Civil Parking Enforcement (CPE) in Flintshire.		
Environment Overview & Scrutiny Committee	9 January 2013	Environment	North Wales Residual Waste Treatment Project To receive and consider further details on the progress of the project following on from the workshop on 28th November 2012.		
Environment Overview & Scrutiny Committee	9 January 2013	Environment	Recycling Income To receive a report on the income generated via recycling activity.		
Cabinet	22 January 2013	Environment	Council Policy for Unadopted Roads To seek Cabinet approval for the Council policy on unadopted roads.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22 January 2013	Finance	Revenue Budget Monitoring 2012/13 (Month 7) To provide Members with the Revenue Budget monitoring information at Month 7 for the Council Fund and Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	22 January 2013	ICT and Customer Services	ICT Service Review To provide an update on progress of the ICT Service Review and seek Members approval to relevant actions.	Operational	Cabinet Member for Corporate Management
Cabinet	22 January 2013	Lifelong Learning	Youth Service Review Progress Report	Operational	Cabinet Member for Education
Cabinet	22 January 2013	Lifelong Learning	Hawarden Amalgamation - Feedback from Consultation Feedback from Consultation	Operational	Cabinet Member for Education
Cabinet	22 January 2013	Environment	Councils new Streetlighting Policy To Seek Member approval for the Council's new streetlighting policy.	Operational	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Community Services	Young Persons Drug & Alcohol Team To provide an up-date report on the team's work.		
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Community Services	CSSIW Inspection Action Plan To report on Children's Services progress against the action plan.		
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Community Services	Safeguarding and Child protection (Joint report from Safeguarding Unit) To provide Members with a report of activity from the Safeguarding Unit.		
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Community Services	Family Placement Team Review To provide Members with the outcome of the review of the FPT and recommendations for any future deployment / team restructuring.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Social		
Flintshire County Council	29 January 2013	Finance	Financial Procedure Rules To provide County Council with the proposed updated Financial Procedure Rules (FPRs) following the annual review.		
Flintshire County Council	29 January 2013	Environment	Buildings of Local Interest Procedure To seek approval of the Members regarding the new procedure		
Audit Committee	30 January 2013	Finance	Treasury Management Update and Policy & Strategy Statement 2013/14 To present the 2013/14 draft Treasury Management Policy and Strategy Statement for review prior to recommendation to Executive.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	30 January 2013	Legal and Democratic Services	Annual Update of Code of Corporate Governance Annual update of the Code of Corporate Governance	All Report Types	
February					
Cabinet	19 February 2013	Finance	Council Fund Revenue Budget 2013/14 To propose the Council Fund Revenue Budget for 2013/14.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19 February 2013	Environment	Review of the Council's Policy on Highway Safety Inspections - Intervention Criteria and Response Times To seek Member approval for the new policy on highway inspections.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	19 February 2013	Lifelong Learning	School Admission Arrangements 2014 School Admission Arrangements 2014	Strategic	Cllr Chris Bithell

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 February 2013	Finance	<p>Revenue Budget Monitoring 2012/13 (Month 8) To provide Members with the Revenue Budget monitoring information at Month 8 for the Council Fund and the Housing Revenue Account in 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 February 2013	Finance	<p>Treasury Management Policy & Strategy Statement 2013/14 To present to Members the Treasury Management Policy Statement for 2013/14 for approval to Council.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 February 2013	Human Resources and Organisational Development	<p>Early Retirement Summary - July - December 2012 To provide Cabinet Members with a summary of Early Retirements approved and implemented for the period July - December 2012, including details of associated costs to the Council.</p>	Operational	Cllr Billy Mullin

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 February 2013	Human Resources and Organisational Development	Workforce Information Quarter 3 - October - December 2012 To provide Cabinet Members with an update for the third quarter of 2012/13.	Operational	Cllr Billy Mullin
Cabinet	19 February 2013	Environment	Civil Parking Enforcement	Operational	Deputy Leader of the Council and Cabinet Member for Environment
March					
Flintshire Council	1 March 2013	Finance	Treasury Management Policy & Strategy Statement 2013/14 To present to Council the recommendations of the Executive in relation to the Treasury Management Policy Statement for 2013/14.		
Environment Overview & Scrutiny Committee	6 March 2013	Environment	North Wales Residual Waste Treatment Project To receive and consider further details on the progress of the project.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	13 March 2013	Finance	<p>Treasury Management Update To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2012/13.</p>		
Audit Committee	13 March 2013	Finance	<p>Financial Procedure Rules To present recommendations to update the Council's Financial Procedure Rules.</p>		
Audit Committee	13 March 2013	Finance	<p>Financial Procedure Rules To provide Audit Committee with the proposed updated Financial Procedure Rules (FPRs) following the annual review.</p>		
Cabinet	19 March 2013	ICT and Customer Services	<p>ICT STRATEGY UPDATE To provide an update on progress with the implementation of the Corporate Information and Communications Technology [ICT] Strategy.</p>	Strategic	Cllr Neville Phillips

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 March 2013	Finance	Revenue Budget Monitoring 2012/13 (Month 9) To provide Members with the Revenue Budget monitoring information at Month 9 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 March 2013	Finance	Capital Programme 2012/13 (Month 9) To provide Members with the latest Capital Programme information for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 March 2013	Lifelong Learning	Area Schools Review - Feedback from Consultation Feedback from consultation	Operational	Cabinet Member for Education
April					
Environment Overview & Scrutiny Committee	10 April 2013	Environment	Communities First To receive an update on the effectiveness of the new programme.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	10 April 2013	Environment	<p>Rural Development Plan To receive regular updates on the progress of Business Plan 2 with particular consideration to any downturns in progress</p>		
Cabinet	23 April 2013	Finance	<p>Revenue Budget Monitoring 2012/13 (Month 10) To provide Members with the Revenue Budget Monitoring information at Month 10 for the Council Fund and the Housing Revenue Account in 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 13,15 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 13, 15 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 13, 15 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 13, 15 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 13, 15 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank