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CS/CO

13 December 2012

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To: Cllr Aaron Shotton (Leader)

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

Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 18TH DECEMBER, 2012** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1   **APOLOGIES**

2   **DECLARATIONS OF INTEREST**

3   **MINUTES** (Pages 1 - 12)

To confirm as a correct record the minutes of the meeting held on 20 November 2012.

TO CONSIDER THE FOLLOWING REPORTS

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

STRATEGIC REPORTS

OPERATIONAL REPORTS

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

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

1. Regional Collaboration – Report deferred to Cabinet on 22 January, 2013.
2. Flood Risk Management Strategy – The report needs further drafting and input by Officers prior to public consultation.
3. CCTV Regional Report – Awaiting further information, report deferred to Cabinet on 22 January, 2013.
4. Council Tax and Business Rate Policies 2013-14 – deferred to Cabinet on 22 January, 2013 pending information from the Welsh Government.
5. Corporate Debt: Write Off – awaiting further information, report deferred to Cabinet on 19 February, 2013.
6. Shotton Amalgamation – Feedback from Consultation – Consultation deadline is the 21 December therefore an update report will be submitted to Cabinet on 22 January, 2013.
7. Letting Charges for Youth Centres – This will form part of the Youth Service Review Report being submitted to Cabinet on 22 January, 2013.
8. Youth Club Opening Hours – This will form part of the Youth Service Review Report being submitted to Cabinet on 22 January, 2013.

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) 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

It would be detrimental to working relationships with staff affected and their Unions if details were made public prior to normal consultation arrangements. It is therefore not in the public interest for the report to be considered in public.

23 **RESTRUCTURE OF HOUSING SERVICE SENIOR MANAGEMENT TEAM**
(Pages 411 - 418)

Report of Director of Community Services - Cabinet Member for Housing

<u>CABINET</u>
<u>20 NOVEMBER 2012</u>

Minutes of the meeting of the Cabinet of Flintshire County Council held at Clwyd Committee Room, County Hall, Mold CH7 6NA on Tuesday, 20 November 2012

<u>PRESENT:</u>   **Councillor Aaron Shotton (Chairman)**
Councillors: Bernie Attridge (Deputy Leader), Chris Bithell, Christine Jones, Kevin Jones, Peter Macfarlane and Billy Mullin

<u>APOLOGY:</u> Councillor Helen Brown

<u>ALSO PRESENT:</u> Councillors: Ron Hampson, Patrick Heesom, David Mackie and Nancy Matthews

<u>IN ATTENDANCE:</u> Chief Executive, Director of Environment, Director of Community Services, Director of Lifelong Learning, Head of Finance, Head of Legal & Democratic Services, Head of Human Resources & Organisational Development, Head of ICT & Customer Services and Committee Officer

Ms. Karen Lees of Wales Audit Office for Item 99
Policy, Performance & Partnerships Manager for Item 100

97. <u>DECLARATIONS OF INTEREST</u>

The Cabinet Member for Education declared a personal and prejudicial interest in Agenda Item 19: Voluntary Sector Core Funding Review as he was a Trustee and Board Member of an organisation related to the item. The Head of Legal & Democratic Services advised that in line with Ombudsman guidance, an exemption permitted the Cabinet Member to participate during discussion on the item whilst declaring his personal and prejudicial position.

The Cabinet Member for Regeneration, Enterprise & Leisure declared a personal and prejudicial interest in Agenda Item 21: Possible sale of 50 acres approximately, Site EM1:11 Deeside Industrial Park, due to previous involvement in the history of the site.

98. <u>MINUTES</u>

The minutes of the meeting held on 16 October 2012 had been circulated with the agenda.

On the Community Asset Transfer Scheme, the Cabinet Member for Education asked that the minutes be amended to reflect that the Notice of Motion had been submitted to County Council by Councillor A. Woolley.

<u>RESOLVED:</u>

That, subject to the aforementioned amendment, the minutes be approved as a correct record.

99. **IMPROVEMENT ASSESSMENT LETTER FROM THE AUDITOR GENERAL FOR WALES**

The Chief Executive introduced the report on the Council's Improvement Assessment Letter dated October 2012 from the Auditor General for Wales together with the Council's response. It was noted that no new recommendations or issues had arisen from consideration of the item at the Corporate Resources Overview & Scrutiny Committee meeting held on the previous day, although there had been agreement that future efficiency projects required more consistent projections of targets which was critical to future success.

Ms. Karen Lees of Wales Audit Office (WAO) was then invited to provide an overview of the key points detailed within the WAO letter, which was to be updated at the end of November 2012.

The Chief Executive responded to the comments made in the WAO letter with the written recommended response of officers. On equal pay claims, he said that this was a complex issue with the potential for liability and that work had been carried out by the internal team with some reliance on external legal advice led by a specialist advisor and by the legal advisor retained by the Welsh Local Government Association (WLGA) for member authorities. He broadly agreed with the comments made on the Medium Term Financial Plan (MTFP) and spoke of ongoing work to develop the contribution of Flintshire Futures programme to future financial forecasts, noting that MTFP risks could not be precise due to national variations in funding and issues outside of the Council's control, which should be reflected. In summarising, he felt that the letter was a fair and balanced representation.

RESOLVED:

That the Council's Improvement Assessment letter received from the Auditor General for Wales and the Council's response be noted.

100. **FLINTSHIRE COMMUNITY ENDOWMENT FUND**

The Chief Executive presented a report to approve the closedown and transfer of existing moribund and ineffective education trust funds to a newly established Flintshire Community Endowment Fund.

The Leader of the Council said that the proposal would provide support for community groups in Flintshire and that progress reports would be submitted to Cabinet.

The Cabinet Member for Education asked about flexibility to change the themes for funding. The Policy, Performance & Partnerships Manager confirmed that the funds would initially be used to support educational purposes but that the opportunity to extend the range of beneficiaries would depend on those donating to different causes. In response to a further question, she explained that funds would be transferred via the guidelines and strict criteria of the Charity Commission for England and Wales.

RESOLVED:

(a)   That 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, be noted;

(b)   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; and

(c)   That a further report outlining the final arrangements of the 'Flintshire Community Endowment Fund' be received prior to any agreed launch.

101.   PEOPLE STRATEGY

The Cabinet Member for Corporate Management introduced a progress report on the delivery of the People Strategy Action Plan for 2009-2012 as at 30 September 2012.

The Head of Human Resources & Organisational Design explained that officers were currently progressing the development of the next phase of the Strategy for the next 3-4 years and were working with ICT colleagues to ensure that the delivery of key tasks, eg agile working, could be co-ordinated. The next phase was to be launched in April 2013 in line with the implementation of the new ICT Strategy. The report included updates on actions on a more exceptional basis. The Chief Executive said that this supported recommendations made in the Wales Audit Office letter and the Council's response, to report more frequently on progress in delivering the Strategy and to be clearer on challenges in resources and delayed actions.

RESOLVED:

That the progress report on delivery of the current People Strategy Action Plan for 2009-12 be noted.

102.   SINGLE STATUS PROGRESS UPDATE

The Cabinet Member for Corporate Management introduced an update report on the Single Status project and the revised project plan for closure of the project with a local Single Status Agreement.

The Chief Executive spoke of a high level of confidence in completing the key work-streams detailed in the report, that pay and grading modelling was advanced and that negotiations with Trade Unions on Part 3 terms and conditions of employment were progressing. He said that there had been agreement by the Single Status Project Board (SSPB) that communication with the workforce could only be made with confidence at a stage when a definite timetable could be

agreed. The factors which could prevent achievement of the revised timetable were set out in the report, with a proposed effective date for the Agreement set for between 1 April - 30 June 2013.

In acknowledging the need to keep the workforce informed of progress, the Head of Human Resources & Organisational Development advised that a detailed workforce communication would be issued later in the day.

The Leader of the Council agreed that it was difficult to identify an exact implementation date at this stage but said that a clear effective date had been set which it was hoped would provide some reassurance. He went on to thank the Single Status Project Board which had received support from across the Council in its cross-party membership.

RESOLVED:

That the project update and new target timetable for the closing stages of the Single Status project be noted.

103.   **NATIONAL PROCUREMENT SERVICE**

The Cabinet Member for Corporate Management presented a report to seek approval for the Council to join the proposed Public Sector National Procurement Service (NPS), within an initial five year commitment.

The Head of ICT & Customer Services detailed the background and said that the business case would need to be revisited to reflect the level of commitment and spend by Councils and to ensure risks were addressed. The Chief Executive said that the proposal to support the NPS would be on the basis of conditions detailed in the report to ensure this was in the best interests for Flintshire. He drew attention to the categories to be considered within the NPS and said that the Council would need to consider which of these would be beneficial.

Following concerns about the impact of the arrangements on local small businesses and suppliers, the Head of ICT & Customer Services said that analysis of the categories had indicated that less than 1% of Flintshire's total spend was in Wales, with the vast majority spent with national companies. On protecting the interests of regional suppliers, he said that the Council would have a role in encouraging local businesses to become part of the framework.

The Cabinet Member for Regeneration, Enterprise & Leisure asked if the arrangement would impact on the recently introduced P2P procurement system. The Head of ICT & Customer Services said that it would complement the system. The Chief Executive remarked that the P2P system provided a control mechanism and was being expanded across the Council.

RESOLVED:

That the Cabinet support the National Procurement Service and Flintshire's membership for a five year period, subject to the conditions set out in 3.08 of the report.

104. **PROVISIONAL SETTLEMENT 2013/14**

The Head of Finance presented details of the Provisional Welsh Local Government Settlement for 2013/14 which had been recently announced and circulated a copy of the Council's response. The final settlement date had been delayed until 11 December 2012 to follow the Chancellor's Autumn Statement on 5 December.

The Head of Finance said that the Settlement figure had been in line with expectations, affected slightly by the all Wales 'top slice' of £10m for collaboration opportunities. There was ongoing debate on whether the Council Tax Support Scheme amount would be dealt with as part of the Settlement or via a specific grant, with the preferred solution from local government to receive this at least for the first year via a grant. The Leader of the Council said that clarity would be sought on specific grants to enable planning.

The Chief Executive commented on the protection for education and social services funding as Welsh Government policy and its implications for the sustainability of Council budgets.

RESOLVED:

That the details of the Welsh Local Government Provisional Settlement 2013/14 and the Council's response be noted.

105. **FLINTSHIRE LOCAL HOUSING STRATEGY 2012-2017**

The Deputy Leader and Cabinet Member for Environment presented the report on proposals within the Local Housing Strategy, seeking recommendation to Council.

The Director of Community Services provided detail on the objectives to:

- Provide more housing, more choice
- Improve homes and communities
- Improve housing-related services and support

The Leader of the Council spoke of the opportunity for the Council to work with the Deputy Minister in calling for changes to the national housing subsidy system in Wales.

RESOLVED:

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

106. **REVENUE BUDGET MONITORING 2012/13 (MONTH 5)**

The Head of Finance presented the latest revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account (HRA) 2012/13.

It was reported that the projected year end position, as estimated at Month 5, was a net overspend of £0.983m on the Council Fund and a net underspend of £0.258m on the HRA. The in year over/(under) spends as detailed in the report reflected a number of risks and assumptions. The Head of Finance provided explanation on the projected overspend in Corporate Services due to the impact of Welfare Reforms and Council Tax support scheme. She also spoke of her intention to work with the Chair and Vice-Chair of the Corporate Resources Overview & Scrutiny Committee to help improve clarity of information formats contained in the appendix to the report, as agreed at the Corporate Resources Overview & Scrutiny Committee meeting the previous day.

RESOLVED:

(a)   That the overall report and 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 5.02) be noted; and

(c)   That the projected final level of balances on the Housing Revenue Account (paragraph 6.03) be noted.

107.   COUNCIL TAX BASE FOR 2013-14

The Head of Finance presented the Council Tax Base for the financial year 2013/14 for Members' approval.

She detailed the background to the setting of the Council Tax Base within the deadline, which was important to North Wales Police and Town and Community Councils in setting their own budgets, and that the Council Tax Base figure fed into the Welsh Government (WG) calculations for the final settlement figure received by the Council. It was reported that the assumed Council Tax collection rate for 2013/14 was 97.5%.

RESOLVED:

(a)   That a 'nil' level of discount for properties falling within any of the Prescribed Classes (A, B, or C) continue to be set and for this to apply to the whole of the County area; and

(b)   That the Tax Base of 60,254 chargeable Band 'D' equivalent properties (as shown in Appendix A to the report) be approved for the financial year 2013/14.

108.   MODERN TRAINEE SCHEME

The Cabinet Member for Corporate Management presented an overview on the development of the Flintshire Modern Trainee Scheme.

The Head of Human Resources & Organisational Development spoke of changes to the scheme over recent years which had led to an improved retention

record, and proposals to enhance this further through central funding and partnership arrangements.

The Cabinet Member for Public Protection, Waste & Recycling welcomed the report including the proposal to expand the variety of apprenticeships available, and spoke of the need for the Council to support the professional development of individuals.

RESOLVED:

(a)   That the report be noted;

(b)   That Members continue to support the central funding of Flintshire Trainees;

(c)   That Members support the expansion of the variety of Apprenticeships on offer for 2012/13 for the Council; and

(d)   That Members support the exploration of the 'shared apprenticeship' model.

109.   WORKFORCE INFORMATION QUARTER 2 - JULY - SEPTEMBER 2012

The Cabinet Member for Corporate Management presented the Workforce Information report for the second quarter 2012/13.   The Head of Human Resources & Organisational Design gave an update on the key areas of the report:

- Establishment
- Headcount
- Agency
- Early Retirements (first and third quarter reports only)
- Turnover
- Diversity
- Absence

Following a query on the number of agency workers, it was explained that the statistics in the report had been split to show spend and number of agency workers for the period. Delays in service receipt processing in some areas of the Council had resulted in retrospective work and therefore the figure for September 2012 did not reflect the actual spend.

RESOLVED:

That the Workforce Information Report for the second quarter of 2012/13 be noted.

110.   REVIEW OF INTERNAL MEMBER FORA

The Cabinet Member for Corporate Management introduced the report to consider a recommendation from the Constitution Committee as part of the ongoing review of internal Member fora. Although views had been sought by

representatives of the Panels, some of these remained outstanding and would be pursued further.

The Head of Legal & Democratic Services drew attention to the supplementary report on consideration of the item at the recent County Council meeting where agreement had been reached on clarifying responsibility for authorising land disposals up to £500K. On the Constitution Committee's decision for consultation to exclude adjoining ward Members, he suggested that this could be kept under review and revisited should an issue arise.

RESOLVED:

That the recommendations of the Constitution Committee for the Member fora referred to in paragraphs 3.04 to 3.07 of the report, be agreed.

111. **SARTH**

The Director of Community Services presented the update on the development of a Single Access Route to Housing (SARTH) across the North East Wales sub region.

Issues raised through consultation via an Overview & Scrutiny workshop were appended to the report and approval was sought to progress to the next stages of the project, with delegated authority to be given to the Head of Housing to proceed with a full public consultation exercise leading to the business case being considered at Cabinet and Overview & Scrutiny. It was noted that the estimated development costs would be met from within existing budgets.

RESOLVED:

(a)   That the development of the project to date and the responses to the questions from the Member Workshop be noted;

(b)   That Flintshire County Council continues working with partners on the SARTH project and agrees to contribute to the development costs, subject to budget approval; and

(c)   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.

112. **HOME TO SCHOOL TRANSPORT POLICY CHANGES - DENOMINATIONAL AND POST 16 TRANSPORT**

The Cabinet Member for Education presented a report to approve consultation on the renewal of Home to School Transport Policies for Denominational and Post 16 transport. He explained that the issue had arisen following consideration by an Overview & Scrutiny Task Group which had reported to the former Executive, and he outlined the options contained in the report.

The Director of Lifelong Learning explained that under statutory requirements, free transport had to be provided for pupils aged 5-16 living over two miles from their nearest appropriate school and for secondary school pupils living over three miles from their nearest appropriate school. However, the Council currently provided additional assistance beyond that required by law which meant a high level of spend on transport. The options to reconsider the policy would help to achieve savings and encourage more young people to access their local education. It was intended to commence a full consultation process in the Spring 2013 term and to report the outcomes to Cabinet in April 2013.

RESOLVED:

That consultation to renew the school transport policy for denominational and post 16 transport be commissioned.

113. **EXERCISE OF DELEGATED POWERS**

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

The actions taken were as set out below:-

Environment	Proposed 30, 40, 50mph A550/A549 Dobshill, Buckley
Environment	Penyffordd - Proposed Traffic Calming
Corporate Services - Finance	Two posts Operational Response Team (Welfare Reform)

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

RESOLVED:

That the press and public be excluded from the remainder of the meeting for the following items by virtue of exempt information under paragraph 13, 14 and 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

115. **VOLUNTARY SECTOR CORE FUNDING REVIEW**

As indicated earlier in the meeting, the Cabinet Member for Education declared a personal and prejudicial interest in this item and was permitted to remain during discussion.

The Chief Executive presented the report and its recommendations for reviewing the commissioning of services from voluntary bodies funded corporately by the Council.

RESOLVED:

(a)   That the findings of this review be endorsed; and

(b)   That a future report outlining the outcomes of this process be received.

116.   RESTRUCTURE OF COMMUNITY SERVICES DIRECTORATE MANAGEMENT TEAM

The Cabinet Member for Social Services presented the report seeking agreement on the proposed restructure of the Community Services Directorate Management Team, most notably the Development & Resource functions, including delivering a net efficiency of £100K. In doing so, she spoke of her support for the proposals which had undergone thorough consultation with the workforce and Trade Unions to modernise the structure.

The Chief Executive spoke of his support for a sustainable management arrangement.

RESOLVED:

That the proposed restructure of Community Services Directorate Management Team be agreed.

117.   POSSIBLE SALE OF 50 ACRES APPROXIMATELY, SITE EM1:11 DEESIDE INDUSTRIAL PARK

The Cabinet Member for Regeneration, Enterprise & Leisure declared a personal and prejudicial interest and left the room during discussion of this item.

Following advice from the Head of Legal & Democratic Services, the Deputy Leader and Cabinet Member for Environment was informed that he would not be required to declare an interest as the Ombudsman advice did not apply to his circumstances.

In presenting the report, which had been revised to include minor amendments and plans attached, the Director of Environment sought approval to progress negotiations with National Grid/Scottish Power for the disposal of approximately 50 acres of land together with a cable easement.

RESOLVED:

That the Director of Environment, following consultation with the Leader and Cabinet Member for Environment, is granted delegated authority to proceed with all negotiations on both the potential disposal and easement, and to complete the sale of the site in accordance with the District Valuer's assessment of its value.

118. **<u>DISPOSAL OF PIGEON HOUSE FARM, PIGEON HOUSE LANE, HOPE, FLINTSHIRE</u>**

The Director of Environment presented the report to seek approval for the disposal of the property. He provided an overview of the background and key considerations of the report.

<u>RESOLVED</u>:

That the Cabinet approve the disposal based on the highest offer submitted for the whole farm and that the disposal continues on terms agreed by the Director of Environment in conjunction with the Head of Legal & Democratic Services. The capital receipt would be £810,000 which is over £240,000 more than the best offers for individual lots for breaking the farm up. The Council is legally obliged to get the best price it can for its assets where a disposal takes place.

119. **<u>MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE</u>**

There was one member of the press and no members of the public in attendance.

(The meeting started at 9.30 am and ended at 12.08 pm)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY 18 DECEMBER 2012

REPORT BY: DIRECTOR OF LIFELONG LEARNING

SUBJECT: SELF-EVALUATION OF LOCAL AUTHORITY
                  EDUCATION SERVICES FOR CHILDREN AND
                  YOUNG PEOPLE 2012.

1.00   PURPOSE OF REPORT

1.01   To receive Member contributions to the draft 2012 self-evaluation of
        Local Authority Education Services for Children and Young People.

2.00   BACKGROUND

2.01   Flintshire County Council undertakes an annual self-evaluation
        against the framework for self-evaluation of local authority education
        services established by Estyn.

2.02   The prime purpose of self-evaluation is to lead to improvements
        across services, including the improvement of standards achieved by
        learners. Self-evaluation is not an exercise that can be carried out by
        leaders or a task-group working in isolation. It can be influential only
        when team members, school based colleagues, Councillors, partner
        organisations and learners are able to contribute their ideas to the
        process, are aware of the findings and take action based upon them.

3.00   CONSIDERATIONS

3.01   Estyn's manual sets out that self-evaluation is a process, not a one-off
        event. At the heart of self-evaluation are three questions:
        • How well are we doing?
        • How do we know?
        • How can we improve things further?

3.02   The process of self-evaluation should be continuous and an
        embedded part of local authority work, as part of the cycle which
        includes planning for improvement, undertaking improvement work
        and monitoring and evaluating improvement. The emphasis should
        always be on an evaluation of the impact of each aspect of provision
        on the standards and wellbeing of learners.

3.03   Self-evaluation should be based on a wide range of information about
        strengths and areas for improvement which is collected throughout the

year, including:

- analysis of data from examinations, tests or evaluation activities at an individual learner, course, learning area, subject, department, school or agency level, as well as at whole local authority level;
- evaluating the quality of the educational services being offered to schools and their impact on learners;
- focusing the work and outcomes of the scrutiny committee;
- evaluating the quality of planning and evaluation, recording and reporting;
- sampling the views of stakeholders;
- auditing practice against policies and procedures such as those for safeguarding or health and safety;
- reviewing progress against the Children and Young People's plan and other strategic plans;
- reviewing how well the authority is implementing national policies such as the 14-19 Transformation agenda; and
- researching best or different practice from other local authorities and providers of education and training services to children and young people.

3.04   Self evaluation outcomes influence subsequent service plans, Directorate Plan, corporate planning and service delivery.

4.00   RECOMMENDATIONS

4.01   That Members contribute their evaluative ideas and evidence in relation to the 2012 draft self-evaluation.

5.00   FINANCIAL IMPLICATIONS

5.01   Currently there are no financial implications for Flintshire County Council.

6.00   ANTI POVERTY IMPACT

6.01   There are no direct implications that would negatively impact on the council's anti-poverty strategy for children and young people.

7.00   ENVIRONMENTAL IMPACT

7.01   There are no direct implications that would affect any environmental or sustainability services or policies.

8.00   EQUALITIES IMPACT

8.01   Currently there are no foreseen direct implications that would have any direct equalities impact.

9.00   PERSONNEL IMPLICATIONS

9.01   None.

10.00   CONSULTATION REQUIRED

10.01   Consultation arrangements are in place for stakeholder involvement in the self evaluation.

11.00   CONSULTATION UNDERTAKEN

11.01   See above.

12.00   APPENDICES

12.01   2012 Draft Self Evaluation.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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KEY QUESTION 1 – HOW GOOD ARE OUTCOMES?

Quality Indicator: 1.1.1 Standards - Results and trends in performance compared with national averages, similar providers, and prior attainment

- 13.3% of pupils in all school settings are entitled to free school meals (FSM) (January 2012). This places Flintshire 6th in Wales for FSM entitlement and compares with a Wales average of 17.7%. Performance data in this report is based on the 2012 outcomes where available.

- Performance continues the pattern of previous years with Flintshire being one of the highest performing local authorities in Wales on indicators at Key Stages 3 and 4. When Flintshire's performance in core subjects is compared with Councils across Wales attainment in line with expectations at Key Stage 3 and higher than might be expected at Key Stage 4.

- Whilst recognising the concerns expressed by schools regarding the consistency of end of Key Stage teacher assessments in the Primary Phase across Wales, Flintshire still has too few primary schools that are in the top 25% and too many in the bottom 25% based on the 2011/12 data in the Foundation Phase (FP) and in Key Stage 2. The Council's schools are below the expected rankings at the end of the FP and at Key Stage 2. The rate of improvement on outcomes at Key Stage 2 is less than that to which Flintshire aims.

- Whilst Flintshire's learner outcomes at secondary level compare favourably with other areas of Wales, Wales does not compare favourably with standards in a substantial number of other countries. Areas of positive performance need to be viewed in the light of a national need to further raise standards of achievement for all learners. This will require a sustained focus on improving pupils' literacy and numeracy skills and ensuring all learners leave full-time education with a recognised qualification in both first language and mathematics.

Foundation Phase & Key Stage 2

- Foundation Phase (FP) outcomes are reported for the first time in 2012. Overall performance at the end of the Foundation Phase is too low at 1% below the All Wales averages. Whilst four out of five learners (79.7%) achieve the expected Foundation Phase Outcome Indicator (FPOI), this places the Council in 15th position (3.6 percentage points) below the expected 6th position). Raising standards across the FP remains a priority.

- In Language, Literacy and Communication (LCE) skills/ English the 2012 outcome was 82%. Performance in LCE is the lowest performing of the Foundation Phase areas and is a key priority for improvement. This places Flintshire below the Wales average of 83.4%.

- 2012 performance in Language, Literacy and Communication Skills/ Welsh (LCW) performance was 84.1%, which is and below the Wales average of 85.9%.

- Maths performance at 85.9% is below the Wales average of 86.6%.

- PSD performance at 91.54% is above the Wales average and the strongest area of learning in Flintshire, but further progress is required to secure top quartile outcomes.

- Performance at Outcome 6 is overall good and improving. Outcome 6 in LCE, Mathematical Development (MDT) and Personal, Social Development (PSD) are above the Welsh average.

- In the Foundation Phase Indicator Outcome 5+ only 39% of schools are in the higher

- quartiles. These figures are similar in LCE, LCW and maths. In the Outcome 6+ 48% of schools are in the higher quartiles for LCE, 58% for maths and PSD, but only 20% in LCW i.e. one school.
- Comparisons at Key Stage One and Foundation Phase show that our position has been too often in the lower quartiles over the last 3 years.
- At Key Stage 2, there has been a steady improvement in performance at level 4+ over the past few years. There has been an improvement in the CSI at the end of Key Stage 2 over the past three years, but a decline in the relative Authority position which fell in 2012 to 16th (4.3 percentage points below 6th position). Performance at 81.3% is below the Wales average of 82.6%.
- Performance at level 5+ is generally good compared to Wales and shows a steady upward trend in all core subjects. Training provided by the Authority on achieving the higher levels has had an impact on end of Key Stage results.
- There was sustained performance in English in 2011 and 2012 at 83.8% after a steady rise over the past five years. The Council's relative position has fallen to 17th and below the Wales average of 85.2%. At level 5+ there has been a steady rise in performance above Wales averages. Raising literacy standards across the curriculum (English and Welsh) remains a key priority. The newly appointed LOTS (Literacy Outstanding Teachers) are focusing on raising standards at Key Stage 2 in targeted schools.
- In Welsh, performance has weakened at level 4+ over the past two years. At 78.9% the Local Authority is 18th and below the Wales average of 84%. Due to the low cohort size, however, the difference between achieving 6th and 18th position is just eight pupils. At level 5+ Flintshire has been consistently above the Wales average.
- Outcomes in Maths at level 4+ have risen steadily over the past three years from 83.3% in 2010 to 86.3% in 2012, but the Council's relative position in Wales has declined and at 86.3% places the Local Authority as 16th in 2012 and below the Wales average of 86.8% by 0.5 percentage points. 34.5 % of pupils achieved Level 5+ in 2012 and this represents a steady rise in level 5s from 27.9% over the last three years. This trend is above the Wales average. Comparison of cohorts at both Year 2/6 continues to show good value added by the end of Key Stage 2.
- Outcomes in Science at level 4+ have risen steadily over the past three years, but the Council's relative position is only 16th and at 87.8% is just below the Wales average of 88.5%. The percentage of learners achieving Level 5+ has risen significantly from 30.1% in 2008 to 36.4% in 2012. This figure compares favourably with the Wales average of 33% in 2012.
- In Key Stage 2 level 4+ 64% of schools are recorded as being below the median in the CSI and for English. Outcomes are also too low in Science. Raising the quartile position of schools in the core subject areas remains a key priority for improvement.
- FSM eligible learners benchmark data reflects consistently higher performance. In 2010, the percentage of schools above the median for the CSI was 80% at KS1 and 83% at Key Stage 2. Around a third of schools were in the top quarter at each Key Stage (13 schools), with very few in the bottom quarter (just one school at Key Stage 1 (2.4%) and three at Key Stage 2 (7.5%).
- Fischer Family Trust value added data shows that pupils make significantly stronger progress than expected across a wide range of indicators from Key Stage 1 to Key Stage 2.
- At inspection, four schools were judged as having adequate standards and six schools as good standards in 2011/12. One primary school was in special measures, but was recommended to be removed from the category within four terms. Targeted support will continue to raise standards in all primary schools to at least good.

Key Stage 3

- When compared with similar schools nationally, performance of Flintshire learners at the Key Stage 3 Core Subject Indicator is good overall. The Welsh Government Key Stage 3 and Key Stage 4 Value Added Summary 2010/11 rates Flintshire's outcomes in the first quartile with a significant value added for model 1 and in the second quartile for model 2a.
- 76.0% of Flintshire pupils achieved the Core Subject Indicator in 2012 with increase of 2.2% on 2011 and continuing the upward trend over the last five years. Despite this improvement, the gap between Flintshire and the Wales average, at 3.5 percentage points, is lower than in previous years and Flintshire is placed 7th in Wales.
- Performance of Flintshire learners at the Core Subjects is good overall with Welsh Government Key Stage 3 and Key Stage 4 Value Added Summary 2010/11 rating Flintshire's outcomes in English and Science in the first quartile for both models. Mathematics is in the second quartile for both models. Welsh First Language was in the third quartile on model 1 and fourth quartile in model 2a. The proportion of learners achieving Level 5+ improved again in English (0.6 percentage points), Mathematics (1.9 percentage points) and Science (1.8 percentage points) in 2012 continuing the trend of improvement in each of the last five years in all of these subjects. However, the gap in performance between Flintshire and Wales narrowed in 2012. Flintshire ranked 6th, 7th and 3rd resepctively in the core subjects.
- When considered against FSM benchmarking, six Flintshire schools were above the median in each of these core subjects with six below the median. However, there were fewer schools in the upper quartile, particularly in English.
- Performance in English, maths and science shows a generally positive trend at levels 6+ and 7+, with outcomes close to target other than for English at Level 6+. Compared to Welsh Government value added estimates of performance in 2012, Flintshire schools overall performance is good. Welsh first language, based on a small cohort of learners, was not as successful following a significant improvement in 2011.

Welsh Government 2011-12 Key Stage 3 (from Key Stage 2) Estimates of performance against actual			
	Model 1	**Model 2b**	**Actual**
CSI	70.6%	72.9%	76.0%
English	78.6%	80.7%	83.1%
Welsh 1st	76.8%	76.2%	67.9%
Mathematics	80.1%	81.4%	83.9%
Science	82.6%	84.6%	87.3%

- Outcomes in non-core subjects at Key Stage 3 continue to be good and improving. The proportion of learners achieving Level 5+ in 2012 was higher than in 2011 in all non-core subjects. Flintshire outcomes were in the top four of all authorities in Wales for all subjects in 2012 with the exception of PE (although even here Flintshire outcomes increased from 81.5% to 85.6%).
- FSM benchmarking identifies more individual school non-core outcomes above the median than below in each of the last three years. In 2012 this trend continued and of 144 core and non-core benchmarked outcomes for Flintshire schools, 34 were in the top quartile, 44 in the second, 39 in the third and 27 in the fourth. Outcomes at Levels 6+ and 7+ in non-core subjects have not compared to Wales averages as positively as Level 5+. There were general improvements in 2012 across the range.

Key Stage 4 & 5

- At Key Stage 4 the proportion of Flintshire learners that attain the Level 2 Threshold including English/Welsh and Maths is excellent. In 2012 provisional figures show this was 59%, compared to a Wales average figure of 50%. This maintains the ranking of first in Wales and the differential between Flintshire and the Wales average from 2011??. In 2011 Flintshire had three schools placed in the upper quartile and a further five in the second, with only two in the lower quartile.

- Outcomes across Flintshire for the Level 1 Threshold have improved once again in provisional figures from 88% in 2007 (Wales 86%) to 95% in 2012 (Wales 91%). This is excellent progress building upon the second highest performance in Wales in 2011. Five schools were in the upper quartile and a further two at or above the median, with three schools in the lower quartile, when compared to FSM benchmarking in 2011.

- Results in the Core Subject Indicator were the best in Wales at 57% in 2011 and this has been maintained in provisional figures for 2012 whilst Wales averages 48%. In 2011 four schools were in the upper quartile for performance at the CSI, with a further four in the second quartile and only one in the fourth.

- Compared to Welsh Government value added estimates of performance in 2012, Flintshire schools overall performance is good with actual performance above estimate on the four indicators estimated

Welsh Government 2011-12 Key Stage 4 (from Key Stage 2) Estimates of performance against actual			
	Model 1	Model 2b	Actual (Prov SSSP)
Level 1 Threshold	92.3%	93.3%	95%
Level 2 Threshold	67.5%	70.7%	75%
CSI	47.1%	51.1%	57%
Level 2 Threshold +	48.6%	52.6%	59%

- The Average Wider Points scores for Flintshire learners has been below the average in Wales in recent years (nine points below in 2011) although we have consistently predicted an improvement in this indicator following changes in curriculum design. Provisional outcomes in this indicator for 2012 show Flintshire now 23 points ahead of the Wales average and this is good progress. Improvements in learner performance have contributed to a 53 point year on year increase and the number of learners completing the WBQ has also been a significant factor. Provisional figures also show Flintshire's average for Capped Wider Points score 12 points ahead of Wales in 2012 compared to just 3 points in 2011.

- Analysis of value added data provided by Fischer Family Trust shows that, when compared to past performance at Key Stage 2 and Key Stage 3, Flintshire Key Stage 4 learners achieve above expectations for the A* to G pass rate, A* to C passes and A*/A grades. Introducing social factors within the SX has identified negative outcomes for performance at A*/A grades in recent years, but in 2011 this was positive, which demonstrated good progress.

- Flintshire aggregates the outcomes of CATs tests taken by learners in Year 7 each

year. The 2012 Key Stage 4 cohort therefore took these tests in 2007 and there was a marked decline in the proportion of learners with scores above average relative to previous years, with only 43.3% of learners scoring above average on the CATs Mean Score compared to the expected 50%. This has not affected outcomes at Key Stage 4 in the way that may have been feared and this is a good and important outcome.

- The very low proportion of learners leaving full time education without a recognised qualification is excellent with the trend over 5 years being a reduction from 1.5% to 0.3% in provisional SSSP in 2012 (Wales benchmark 1.7% in provisional SSSP although this has been lower and was 0.6% in 2011).

- In schools the proportion of Post 16 learners achieving the Level 3 threshold varies across providers but is good overall at 97% in 2011 and on provisional figures for 2012.

- The average wider points score of Flintshire Post 16 school learners increased to 817 in 2011 compared to a Wales average of 799. This was the first time in recent years that Flintshire had exceeded the Wales average, as more schools undertook the WBQ than in previous years. Provisional figures for 2012 show a decrease in points scores across Flintshire and Wales and this needs to be investigated. There is currently too wide a variation in outcomes within and across centres, with many good outcomes whilst others are only adequate. This is a key driver for the Strategic Outline Case for change.

- Analysis of A Level data for schools provided by Fischer Family Trust shows that value added performance was positive in 2011. Fischer demonstrates that of 1597 matched entries there was a positive value added for pass grades of 1% on the PA model and 0.8% on the SE model. There was a more significant level of value added for the number of A-C grades achieved, at 3.1% and 2.1%. At the highest A*-A level Flintshire had a positive value added figure of 0.9% and 1.1% on the two models and this demonstrates significant progress compared to previous years.

- In Flintshire, participation rates (in Year 12 / FE college) for Key Stage 4 school leavers are good, show a positive trend and are consistently higher than the all Wales average. In 2011 89% of learners progressed into Year 12 compared to 85.1% across Wales. At the end of Year 13, 84.6% of Flintshire learners continued in education compared to 79.4% of Year 13 learners in Wales. Overall, Flintshire Learners are slightly more likely to complete Sixth Form and stay in education than is average across Wales.

- The trend of decline in the number of learners known to be NEET in Flintshire after Year 11 continued in 2012 with a reduction of 0.1 percentage points on the 2010 figure to 2.7%. This is the best figure in Wales and significantly below the national average of 4.4%.

- Outcomes of Estyn Inspections of Secondary Schools are good. This also reflects the outcomes of the 2011 Area Inspection report on the quality and standard of provision for 14 – 19 year old learners in Flintshire, when current performance and prospects for improvement were judged as good. Five Flintshire High Schools have been inspected under the new framework. Progress in these schools has been good. Performance in all key questions has been judged as good across all five schools. Current overall performance is judged as good in each school and prospects for improvement are excellent in four schools and good in the fifth.

Achievement and attainment through involvement with youth support services

- Monitoring of the Youth Service provision is still being undertaken with six full inspections and 11 random inspections taking place during 2011/12. Out of these full inspections three gained a grade 1, two gained a grade 2 and one gained a grade 3. The inspection process now follows the Estyn Guidelines involving Self Assessment under three sections, Leadership, Provision and Outcomes.

- The ASP team supporting Key Stage 2 and three have worked with 131 Year 6 and 7 students, 111 Year 8 and 190 Year 9. 98% of these students noticed reported an improvement as well as staff observing a positive difference. Out of the 432 young people 285 were new cases for the year and 301 of the young people at the end of the year no longer need support.

- Young people also attended a summer school in the holidays which developed their confidence, communication skills, team building skills and problem solving. Some young people have been encouraged and supported to attend the D of E and Youth Forum sessions in the evenings.

- The purpose of the 14-19 ASP team was to provide additional informal and non formal education opportunities for those not in main stream education in order to increase their life chances and opportunities for employment. During the 2011/12 year they worked with 73 individuals of which 59 were new to the project. 40 young people gained Millennium Volunteer awards, six gained John Muir Awards, eight gained OCN level 2 in a variety of ICT units. 42 young people gained in house awards for WKS. This project has formed working partnerships with a wide variety of community, voluntary and statutory organisations with very positive outcomes which have enhanced individual skill levels, widened experiences and improved educational attendance patterns, which in turn have direct links to improving career prospects. 95% of the young people who have left the project have a portfolio of positive achievements.

- The Council continues to provide two Youth workers in John Summers High School in partnership with the school working with year 10 and 11 pupils with pupils who are at risk of disengagement or self-exclusion. 24 participants gained a Youth Challenge award. PASS surveys scores showed an improvement. All of the participants showed improvement in speech and language development with improved confidence and motivation.

- The Council's Youth Service has also built partnerships with other schools to deliver a variety of awards such as 21 Asdan Youth Activities Awards in Ysgol Maes Hyfryd and St David's High School Sixth Form and 9 Asdan Peer Mentoring Awards which have had positive outcomes by developing key skills, working with others and problem solving with the evidence being in the form of a DVD showing very creative skills. There have also been 14 Millennium Volunteer Awards for running a summer playschool for primary aged children which developed a variety of skills such as teamwork, problem solving peer mentoring, CV writing and interview skills for Employment College and University.

- In partnership with Ysgol Maes Hyfred and Flintshire Local Volunteer Council LVC we wrote an OCN level 1 in Volunteering which enabled 20 young people who worked in the Buzz café in Flint to achieve successfully. The outcomes were to increase the young people's employability and team working/ problem solving skills

- In 2011-12 the Duke of Edinburgh Award worked with 424 participants (198 male and 226 female). This compares with 249 young people participating in 2010-11. This exemplifies young people's ability to participate in learning and acquire life skills, whilst enjoying their experiences. In 2011-12 141 achieved completion and received their awards, with further growth leading to higher outcomes:

Bronze	Male	61	Female	57
Silver	Male	8	Female	12
Gold	Male	0	Female	3

Quality Indicator: 1.1.2 Standards - standards of groups of learners

- Generally, the performance of pupils from minority ethnic groups, the more able and talented and the relative performance of boys and girls is good. The performance of Looked After Children and children entitled to free school meals is improving but these remain areas for further development.

Girls/Boys
- The percentage difference in the performance of girls and boys in Flintshire across the areas of learning in the Foundation Phase and in the Foundation Phase Indicator is less than the difference for Wales at Outcome 5+. The lowest percentage difference in Flintshire is in Maths reflecting the position for Wales.
- The percentage difference in the performance of girls and boys in Flintshire at Key Stage 2 is slightly wider in English by 0.6 percentage points but less in maths by 0.1percentage points. In reading, writing and maths combined the gap remains at 0.6 percentage points between Flintshire and Wales. The Council has targeted groups of schools where there is a significant girl/boy % difference in literacy and this is positively impacting on standards in those schools.
- Performance of boys in achieving the Key Stage 3 Core Subject Indicator is good and has shown a positive trend of improvement with 73.7% of boys succeeding in 2012. This is 6.5% above the Wales average and ranks 4th. Girls' performance at CSI in 2012 was 78.4%. This is 1 percentage point below the previous best figure achieved in 2010, when Flintshire girls ranked 3rd in Wales.
- Performance of boys and girls both show a generally positive trend at Key Stage 4. At 57.2% (in 2011) boys' outcomes for the Core Subject Indicator were 11.7 percentage points above the average of boys in Wales. Boys had the highest outcomes in Wales for the second consecutive year. Girls' outcomes in Flintshire for this indicator, at 57.3%, were 5.3 percentage points higher than the average for Wales and ranked third. In 2012 provisional figures the gap is wider between Flintshire and others, with boys achieving 53% (Wales boys 45%) and girls 61% (Wales girls 52%).
- At the Level 1 threshold provisional figures for 2012 show the continued positive trend with Flintshire boys outperforming Wales boys by 6 percentage points (Flintshire 95%, Wales 89%), whilst Flintshire girls outperformed Wales girls by 3 percentage points (Flintshire 96%, Wales 93%) in 2009.
- In schools there is no significant difference between the performance of boys and girls at the Level 3 threshold. The wider points score for girls (841 in 2011) is higher than that for boys (792) although the boys are further above the Wales average performance than the girls.

Free School Meals/Non Free School Meals (e-FSM)

- In 2012 the gap between e-FSM and non e-FSM pupils' performance in KS2 has reduced from 2011 and is now closer to the Wales average. Flintshire non e-FSM performance is similar to Wales.
- Performance of e-FSM learners at the Key Stage 3 Core Subject Indicator is encouraging and has been above the Wales average in all recent years. Performance of this group in 2011 was particularly good, with 52.4% of Flintshire e-FSM learners achieving the CSI compared to 43.4% of learners in Wales.
- Performance of e-FSM learners at Key Stage 4 has been good in the last two years (2010 and 2011) moving from a position around the Wales average for the Level 2 Threshold including English/Welsh and Maths to being 11 percentage points ahead of Wales in 2011 (Flintshire 33%, Wales 22%).
- At the Level 1 Threshold Flintshire e-FSM learners have been consistently performing ahead of Wales in recent years. This gap narrowed in 2011 with 87.2% Flintshire e-FSM learners achieving compared to 79.8% for Wales.

English as an Additional Language (EAL)

- In January 2012 there were 544 pupils learning EAL within Flintshire, with the EAL service providing individual support for 188 of these from April 2011 to April 2012. The remainder were offered advisory support and training.
- At Key Stage 1, following a dip in the CSI in 2010, the 2011 results demonstrated an improvement. In 2011 68% of EAL pupils met the core subject indicator. In 2012, only 41% achieved the FPOI in all subjects. However, 76% of EAL pupils achieved outcome 5 or above for PSD.
- The EAL service recognised in 2010 that further developments were required to ensure that EAL pupils were achieving the maximum benefits from the Foundation Phase. In 2010 an advisory teacher was employed to work with nursery and reception class teachers to support the growing numbers of EAL learners within these year groups. The impact of this on the FPOI will not be apparent until 2013. In addition, in March 2012, the EAL service worked in collaboration with Foundation Phase colleagues to deliver training on encouraging early language development. 222 TAs and 61 Foundation phase managers attended. It is hoped that the impact of this training will be seen in future results. There continues to be concern around the growing number of second language learners entering the Foundation Phase with insufficient skills in their first language. This is being addressed through closer collaboration with Speech and Language departments. Bilingual teachers support with dual language initial assessments.
- Despite rising numbers of EAL pupils at Key Stage 2, the percentage of pupils achieving CSI has increased from 50% in 2008 to 66% in 2012. The results in each individual subject have increased slightly since 2011. English has risen from 67% in 2011 to 69% in 2012, Maths from 75% to 78% and Science from 71% to 75%. The largest factor in achieving CSI at this age remains the level of language acquisition with 92% of children at WG level C and above achieving the CSI. The Service employed an additional bilingual assistant in Sept. 2012 to support curriculum access for those pupils who are at the earlier stages of learning English.
- The increase in the percentage of EAL pupils achieving the CSI in Key Stage 3 is positive with 75% in 2012, compared to 70% in 2011 and only 45% in 2010. There has been a year on year improvement in these figures since 2008. This has also been achieved with increasing numbers of entries.
- At Key Stage 4 47% (9/19) pupils achieved 5 A*-C in 2012, compared to only 37.5% (6/16) in 2010. 74% achieved 5 A-G*.

Travellers

- In primary, the results for the Travellers vary from year to year due to the low numbers in each cohort. In 2012 there were fourteen Travellers in Year 2 of which four achieved the CSI. In Key Stage 2, two out of six pupils achieved the CSI. These results are lower than would be expected for the settled population and lower, when taken as a percentage, than for Travellers in Flintshire in previous years. However, this is a reflection of the transient nature of the population over the past 12 months. Recent media portrayal of and involvement with some of the families on the Queensferry site have resulted in many new families moving into the area and many known families moving away.

- Substantial progress in reading and spelling ages has been made by many Gypsy Traveller pupils who have been in the area during 2011/12. Out of the children assessed in January 2011 and January 2012, 93% maintained or increased their standardised score in reading when tested with Neales Analysis Reading Test representing average or greater progress in reading accuracy, 84% for comprehension, 62% for spelling (Youngs) and 76% when tested on their mathematics ability.

- In secondary, three out of five (60%) Key Stage 3 pupils achieved the Core Subject Indicator for English, two out of five (40%) for Mathematics, and two out of five (40%) for Science. Only one pupil (20%) achieved the CSI for all three subjects. These results are positive as this is the first year that Flintshire has been able to report results for a number of Traveller pupils at Key Stage 3. The number of Traveller children attending Secondary Education is increasing year on year. Only ten children accessed full time Secondary in 2008-2009. The figure as at October 2012 is 24.

Looked After Children (LAC)

- In 2010/11 66% of Key Stage 2 pupils and 38% of Key Stage 3 pupils achieved the CSI compared to the Wales averages of 57% and 69%. With regard to Key Stage 4, 93% (14 out of 15 pupils) left with at least 1 formal qualification with 79% achieving at least 1 GCSE. These achievements are significantly higher than the Wales averages of 71% and 56% respectively. The percentage of pupils achieving 5 A* - G stands at 33%, which is around the Welsh average of 35%.

Pupils accessing central support for literacy development

May 2011-May 2012	Reading Accuracy	Reading Comprehension	Spelling
% pupils maintaining SAS or improving by 1 point or more	85%	68%	57%
% pupils achieving Level 3 or above at KS2	2010/11 49%	2011/12 68%	

Pupils with Special Educational Needs

Pupils at School Action Plus or Statemented continue to make good progress with outcomes at KS4 being significantly higher than Welsh averages for key indicators.

Percentage of Pupils With ALN Achieving Key Indicators	L1		L2		L2 EMW Flag		CSI Flag	
	2010	2011	2010	2011	2010	2011	2010	2011
% Flintshire School Action Plus	86.3%	77.6%	29.4%	38.8%	21.6%	28.2%	21.6%	27.1%
% Wales School Action Plus	67.4%	68.1%	23.8%	28.4%	11.7%	14.3%	11.5%	13.9%

% Flintshire Statemented	68.6%	77.6%	17.1%	30.6%	14.3%	22.4%	17.1%	22.4%
% Wales Statemented	44.8%	52.9%	13.6%	19.7%	7.4%	8.7%	7.7%	8.5%

Quality Indicator: 1.1.4 Standards – Skills

- Standards in Basic Skills across Key Performance Indicators using a range of national data confirm good progress is being made across Flintshire schools. In monitoring reports from Basic Skills Cymru, the Council achieved 'Green' for all quality performance indicators. There is a clear focus on targeting schools for support in communication, numeracy, and ICT by analysing various data indicators. Impact measurements of training programmes indicate that most pupils make the targeted progress. Inspection reports of Primary and Secondary schools since September 2010 have, in general, commented favourably on the progress made by pupils in literacy, numeracy and ICT skills.

- At Key Stage 1 16 out of the 19 'Read, Write, Inc' schools showed an increase in children achieving level 2+ in the first year of implementation. In 2011-12 effective intervention for Key Stage 2 reading in 38 schools (474 learners) has resulted in average gains of 17 months in reading age, with 80% of learners in the target group (6 to 18 months behind) 'catching up' five schools (7%) show three year trend of low performance in reading outcomes at L4+. These schools have been identified for specific intervention and support.

- Data indicates a decline in the number of Flintshire schools demonstrating outcomes in reading being more than 10 percentage points below the Wales average. This has more than halved since 2008.

2008 – 2011 Attainment Target 2 : Reading (Key Stage 2)

Year	No. of schools more than 10% below Wales average	% of all schools in authority
2008	23	32.8%
2011	11	15.7%

- Standards of numeracy in primary schools have improved through effective targeted support using RM Maths. Maths recovery strategies are delivered to schools and RM target pupils are tracked annually as they develop their numeracy skills Schools have also been trained in the use of Numicon and this data will be used to track numeracy progress. Underperforming schools in maths are targeted from the end of Key Stage results for intervention for teachers in Year 3/4 and Year 1/2. Data indicates that most targeted schools improve their end of Key Stage data as a result of intervention strategies.

2010	2011	2012
88% pupils progressed	94% progressed	88% progress

- Inspection reports reflect that schools are planning effectively for numeracy as a key skill and pupils are able to apply numeracy skills effectively in other areas of the

- curriculum. Responses collated by schools from pupil numeracy questionnaires reflect progress made in addressing numeracy as a key skill.
- Flintshire is committed to ensuring that all pupils achieve their potential. The assessment process for the Basic Skills Quality Standard award is applied rigorously and consistently, with twenty primary and three secondary schools gaining the award since 2010.
- Embedding excellent "thinking skills" has been a priority, with the Authority taking the lead in ensuring partner schools focus on developing thinking skills across the phases. Whilst the co-existence of other initiatives, make it difficult to attribute the raising of standards specifically to the effect of this programme, schools involved have reported improved pupil performance, particularly in oracy & problem solving skills and improved learner engagement.
- Recent inspections have identified that the ICT skills of the majority of pupils in the majority of schools inspected are good and are developing well. The majority of teachers in schools also use these ICT skills well across a range of subjects reflecting developing confidence and competence.
- Flintshire schools have developed structured ICT teaching provision which serves to establish and develop appropriate ICT Skills for all pupils and which are designed to develop confident and autonomous users of ICT, furthermore enabling these skills to be exercised throughout the curriculum.
- One primary school in an area of high deprivation involved in the OWLS laptop project 2009/10 has seen an increase in pupils' confidence and competence using ICT, as well as a significant impact on both reading and writing.
- The use of BKSB data to target intervention and raise standards in literacy and numeracy has become embedded in some high schools, but this effective practice is not consistent across the authority. Therefore, in autumn of 2012, the authority collected BKSB data from all secondary schools relating to Year 10 and 12 learners. This is being repeated in 2012 to analyse any improvement and inform our targeting of intervention and support.
- As part of our monitoring visits in secondary schools, we have observed some very effective practice in the teaching of literacy and numeracy across the curriculum but in other schools this is still in the early stages of development. Whilst our schools are well-placed for the implementation of the National Literacy and Numeracy Framework, this is an area for further improvement. Inspection reports reflect that schools are planning effectively for numeracy as a key skill and pupils are able to apply numeracy skills effectively in other areas of the curriculum. Standards in ICT have seen a steady rise at Key Stage 3 from 81.4% Level 5+ in 2008, to 89.0% in 2011. Similarly, the percentage A*-C results at Key Stage 4 show an improvement from 71.9% in 2008 to 78.3% in 2010.
- Welsh Baccalaureate performance in the county is very good, both in outcomes and volume of learners currently taking the awards. In 2008 Hawarden High School led the way in Flintshire by piloting the Advanced WBQ post 16 with all learners. The 70 learners who successfully completed the WBQ represented 12.5% of Flintshire Level 3 learners in schools. In 2010/11, 8 schools undertook the WBQ with all learners at Key Stage 4. These eight schools represent 66% of Year 10 learners in Flintshire.

Quality Indicator: 1.1.5 Standards - Welsh language

- 84.1% of pupils attained Outcome 5+ in Welsh First Language (LLCW). This placed Flintshire below the Wales average at 15th. A Welsh speaking Foundation Phase officer

- has been appointed to work alongside the Welsh literacy officer to support raising standards in the Foundation Phase.
- At Key Stage 2 78.9% achieved the expected levels. This is also below the Welsh average. With a small cohort size of 90 pupils every pupil makes a significant difference and analysis of the data shows that an additional eight successful pupils would have placed the Authority in 6th position. Pupil level information and targeted support maximises the likelihood of improved outcomes in future years. The data at Key Stage 2 is also affected by the pupil numbers in the Additional Learning Needs resource base at Ysgol Glanrafon.
- 66.9% of Flintshire pupils who undertook Key Stage 3 assessment in Welsh First Language scored Level 5 in 2012. The Wales results were 84.2%. Numbers in Flintshire are small and represent only one school. This school often also has a much higher population of learners (who transfer from English medium schools into year 7) than is normal in other Welsh medium schools. In 2011 Flintshire saw a significant improvement with 78.7% of learners achieving level 5 or above in teacher assessment in Welsh (First Language) compared to 81.3% across Wales.
- Key Stage 3 outcomes in Welsh as a Second Language are good, particularly when taking account of Flintshire's position as a border county. In 2011 69.9% of Flintshire learners achieved Level 5 or above, compared to 64.6% in Wales as a whole. In 2012 Flintshire outcomes have risen again to 71.8% of learners achieving Level 5 or above compared to 68.2% across Wales and ranking 4th. This was a sixth successive year on year improvement.
- The 2010 results for Welsh first language at Key Stage 4 were very positive, with the Flintshire outcome of 71.4% being just 2.1% below the average for Wales. This represented a significant narrowing of the gap between Flintshire and Wales Performance. Further improvement was secured in 2011 with Flintshire at 73.3% and Wales at 74.65%.
- The proportion of learners gaining a GCSE in Welsh 2nd Language is good. In 2011 43.7% of Flintshire 2nd language learners achieved A* to C in Welsh compared to 42.7% across Wales. 77.4% of Flintshire learners achieved at A* to G compared to 72.0% in Wales. In 2012 48.1% of Flintshire 2nd language learners achieved A* to C in Welsh compared to 46.2% across Wales. 81.8% of Flintshire learners achieved at A* to G compared to 75.2% in Wales. Additionally 71 learners completed NVQ Welsh 2nd Language courses, with 18 gaining full accreditation at level 2 and 28 at Level 1.

Quality Indicator: 1.2.2 Wellbeing – Participation and Enjoyment in Learning

- Estyn Inspections from September 2010 to May 2011 have judged behaviour to be at least Good in 100% of Primary Schools with very good in 4 schools and exemplary/exceptional in three schools.
- Primary School Attendance was 93.9% in 2008-09, 93.7% in 2009/10 and 93.9% in 2010/11. Secondary Attendance was 92.8% in 2008/09, 92.8% in 2009-10 and 93.0% in 2010/11. Comparative attendance is good with primary outcomes second and secondary outcomes fifth highest in Wales.
- Since 2008-09 there have been no permanent exclusion within Flintshire's Primary Schools. The number of fixed term exclusions for primary pupils rose significantly in 2009/10 to 123 instances but has reduced and remained fairly constant with 90 instances in 2010/11 and 99 in 2011/12.
- In 2008-09 in secondary schools there were eight permanent exclusions with 537 fixed term exclusions. In 2011/12 there was one Permanent Exclusion with 509 fixed term

exclusions. The number of permanent exclusions has decreased significantly in Flintshire Secondary Schools.

- Permanent exclusions have declined mainly due to the introduction of an effective Managed Move Policy but also to early intervention by the Inclusion Service working in partnership with schools, parents and pupils and relevant outside agencies.
- All practitioners in the Foundation Phase have been trained in the use of Talking Tubs, an effective approach to involve young children in planning their learning. As a result the children have a greater involvement in following their own lines of enquiry, leading to higher levels of engagement. The development of Learning Stories in the Foundation Phase means that this process is far more accessible to parents and the learners themselves. Learners in many primary and secondary schools are involved in setting their own targets for improvement and are encouraged to celebrate their achievements. A few secondary schools involve young people in planning topics to be taught.
- The CYPP has contributed to the above outcomes by:

  o establishing a range of early years learning opportunities, including pre-school play, and Chatterbox Playtime provision;
  o actively enabling access to formal and informal education provision for disabled children and young people, promoting inclusion with their peers;
  o developing educational support for children and young people from the Gypsy traveller community;
  o launching the 'Achievement Support Project' to work with young people excluded from mainstream education, involving Flintshire Youth Service, Careers Wales, the Access Team and Flintshire Local Voluntary Council;
  o supporting a 'buddying' project in Youth Clubs to enable young people with a disability to attend and participate;
  o developing opportunities for volunteering by 14-19 year olds, including a community gardening project in a sheltered housing for older people which included Ysgol Maes Hyfryd, Flintshire High School, Age Concern and Groundwork; and
  o enabling young people in the Youth Justice system to engage with informal learning opportunities.

- The impact of such provision has helped to contribute to improve school / college attendance and has worked towards the reduced levels of unauthorised absence and the reduced numbers of young people who are not in employment, education and training (NEET) to the lowest in Wales in 2012. The current plan adopts the Results Based Accountability framework to support easier identification, tracking and achievement of goals.
- This holistic approach will contribute to Year 11 pupils remaining in full-time education and will support improved results at each key stage, including for those groups at most risk of poor achievement. The approach has enabled increased attendance, increased essential skills and has contributed to the reduction in child poverty by supporting achievement and raising aspirations.
- Attendance for all Traveller pupils from September 2011 to February 2012 was 77.07%, which although low for the settled population is at a high level for the Traveller population generally and shows increased attendance during this period compared to previous years. From February 12 to July 12 this dropped to 61.49%. This is due to travellers within the county leaving school to attend summer missionaries as part of their religion. This recent pattern is a result of the born again Christian church which has opened in Connah's Quay. Attendance for the entire year was 69.0%.
- Initiative to improve Traveller transition to Secondary including work with parents and

liaison between High school and Primary School Traveller pupils, resulting in year on year increases in numbers attending Secondary Education.

- High sports participation rates in extracurricular school sport and community based sports clubs, which are optional and therefore sustained by young peoples' enjoyment and enthusiasm. 78% of primary and 67% of secondary school pupils participated in extracurricular sport in the last year (National Averages 78% and 65%). 83% of primary and 70% of secondary school pupils participated in sport in a community club outside of school (National Averages 85% and 68%).

Quality Indicator: 1.2.3 Wellbeing – Community Involvement and Decision Making

- The Children and Young People's Partnership (CYPP) values all children and young people as valuable members of society and we have embedded effective approaches within all sectors to raise awareness of the rights of children and young people.
- Schools have also benefited from being able to better support parental and community needs and have thus enhanced their role and status within the community. The Childcare grant has enabled the development of further after school and holiday childcare provision supporting the care and well-being of children and supporting working parents. Assisted places funding has enabled children from vulnerable families to access childcare (e.g. Nannerch CP – Wrap around Childcare, Welsh for Adults).
- We know that the CYPP is supporting children and young people to engage in meaningful decision making through impact of its work. The CYPP works well with schools, colleges and the wider third sector organisations within our communities to effectively engage and involve children and young people in decision making, delivery, inspection and evaluation of services. The excellent cross sector partnership working has enabled the authority to develop extra-curricular activity, volunteering, young enterprise and social enterprise projects which are led by children and young people. This has included inter-generational work, bilingual projects, regional collaboration and delivery of training with and for staff, e.g. we have:
  - involved young people in the recruiting of staff for the School Based Counselling Service, the Children & Young People's Partnership Coordinator and the Families First team;
  - developed a challenging training session for adults on young people's participation - involving young people from Mold Alun School as part of the 'Young People Say' project (funded by Save the Children);
  - in partnership with the National CLIC project, redeveloped the 'Young Flintshire' website, and re launched it in 2010. The website is now run by a group of Young Editors aged 14 - 19 (YFYEGS);
  - planned and delivered a 'Young @ ♥' event, in which children, young people and older people worked together well on an intergenerational project to celebrate the International Day of Older People. This has sparked ideas for future intergenerational projects with Age concern and HSCWB groups;
  - continued to facilitate young people to attend the Young People's Partnership Meetings, and work with Heads of Services to develop successful solutions to issues raised by young people;
  - developed helpful links between Urdd Gobaith, Cymru and our gypsy traveller communities with young people from Flintshire Youth Forum to share cultural issues and activities; and
  - developed a valuable social enterprise project (US UnLtd) with young homeless

people, as part of the Supporting People programme.

- The authority provides effective training on pupil participation which strengthens the understanding of 'learner voice' on governing bodies to associate pupil governors.
- The Healthy Schools Scheme, in partnership with CYPP, provides excellent training workshops for School Council pupil representatives on all aspects of participation in an annual conference which equips learners to be effective democratic representatives. These are well attended and pupils and staff welcome our support and recommendations. School Improvement Team monitoring visits include discussions with learners about their learning, opportunities for involvement in decision making and their outcomes.
- 86 schools involve learners in making decisions about environmental issues through their eco councils. 28 schools have achieved the eco-schools green flag, two of which have a platinum award.
- Over the past three years 11 of our 12 High Schools and a number of Primary schools have further developed and enhanced their community focus with financial support through the Community Focused Schools Grant, Small and Rural Schools Grant and the Childcare Grant from the Welsh Assembly Government. Such developments have contributed directly and indirectly to the delivery of the curriculum and have strongly supported the raising of standards, the well-being of children and young people, and their readiness for learning.   Activities, many of which are now embedded and sustained, have provided additional and enhanced learning experiences for pupils. (e.g. Argoed High School – Mandarin; Castell Alun High School –Astronomy – Bryn Deva C.P. – Homework Club)
- Some programmes have also facilitated valuable closer links between High Schools and their feeder primaries, with activities for pupils, parents and the wider community. Where such activities have been targeted at Year 6 and 7 pupils – this has supported transition programmes.   (e.g. Hawarden High School Consortium)
- With Regard to Key Stage 2/3 Transition, a highly effective primary/secondary transition protocol has been developed which is implemented on a county-wide basis. This ensures effective and accurate transfer of data, consistency of practice and enables effective planning in order to ensure curriculum continuity and progression. A county-wide learner voice survey has shown continual improvement in transition related issues over the three year period. This was named as a case study of good practice by Estyn in their thematic report on Key Stage 2/3 transition.
- Revision programmes in some High Schools have been credited as making a valuable contribution to improved examination results. (e.g. St. David's High School)
- Community Focused School activity and development are also contributing much to Flintshire's Schools' Modernisation Strategy (October 2009) specifically through consideration of Improved Learning Environments; Inclusion and Well-being and Working in Partnership themes.
- Flintshire County Council supports schools to develop their understanding of the International Dimension and Global Citizenship through British Council activities. A number of schools are linked with colleagues in Europe and Asia to celebrate inclusion and diversity.
- Gypsy and Traveller Forum in Flintshire successfully completed several projects sponsored by Save the Children. A DVD was produced by the young people aimed at reducing stereotyping against their community. As a result two members of this Flintshire Traveller Forum are now on mainstream FYF - giving a voice to Traveller young people within a local forum. Three young people on the National Traveller Forum have been involved in discussions with the Children's Commissioner for Wales about issues that affect their community.

- Chatterbox play packs translated into Polish to enable access to this initiative for Polish parents.
- Liaison with Banardos has resulted in two new community groups which aim to provide information and support access to services for Ethnic minority parents within Flintshire.

KEY QUESTION 2 – HOW GOOD IS PROVISION?

Quality Indicator: 2.1.1 Support For School Improvement – Local Authority Support, Monitoring, Challenge and Intervention

- Support for school improvement is good, but can only be graded as adequate (although with positive prospects) due to the judgement descriptions of the current inspection framework. Strengths include support for school leadership including self-evaluation and planning for improvement; provision and use of data; monitoring and evaluation processes; identification of and intervention in underperforming schools. These are supported by strong and transparent systems, effective communication and a professional level of challenge within the system enabled by strong and enduring relationships.

- The Council has made good progress in removing primary schools from Estyn and Local Authority categories within expected timescales. Four schools were removed in 2011/12 and recommendations have been rapidly met in the one school previously identified as requiring Special Measures. However, the Council is also clear that it is accountable to communities for ensuring that underperforming schools are identified early and worked with supported to secure better outcomes for learners.

- The quality of the Council's monitoring and intervention is good. Procedures for identifying underperforming schools are robust and are underpinned by the School Partnership agreement. This framework details the criteria used to categorise schools with clear processes for providing intervention, challenge and support.

- All schools are transparently categorised and each school is aware of the category in which it is placed and the reasons for the categorisation. Currently, 12 primary schools are in local authority categories of concern, whilst no secondary or specialist schools are in need of enhanced levels of intervention. In 2011/12 91.5% of primary schools voted good/very good for the clarity of the Council's definition of monitoring, support and intervention. However, there remain too many primary schools causing concern to the local authority due to insufficiently positive outcomes, often related to issues in governance and leadership.

- The County Council School Performance Monitoring Group builds on predecessor school monitoring meetings to broaden the expertise available to schools to support better and more effective governance and leadership, together with improving learner outcomes. The Group meets with individual schools where the Authority has concerns on at least a termly basis. The outcomes of these meetings and required actions are clearly documented to School Leadership Teams and Governing Bodies. Progress and impact are reported at the following meeting cycle.

- During regular termly school visits and contacts with Governing Bodies, the link officer closely monitors the quality of school leadership. The evidence from these is used to confirm perceptions of the quality of school leadership and the school's "direction of travel". This evidence is key in determining the potential need for intervention whether due to under performance or due to facing challenging circumstances. The Council has utilised its statutory powers and issued three warnings notices to primary schools within the last year. In each case, the senior school leadership positions changed and necessary actions were committed to by Governors.

- Schools understand that advisory activity is targeted in proportion to need. A base level of support and training is available to all schools through the Link Adviser visit programme, learning networks and the CPD programme. For intervention schools, a recovery plan is brokered on which the Headteacher and Chair of Governors report progress to the School's Governing Body and the County Council School Performance

- Scrutiny Group. Wherever practicable, this is incorporated into the school's self-evaluation and improvement plans.
- The use made of data by schools and Council officers at all levels to raise standards of performance is good. Welsh Government Core Data sets are complemented by the provision of additional data analyses to support and challenge schools in evaluating the performance of particular groups. Rigorous analysis of school and authority data is undertaken. There is good data in respect of vulnerable groups to support schools in improving outcomes for learners. This informs the school target setting process and enables advisers to challenge expectations. Training and briefings on data usage are regularly available for school leaders and Governors. Key messages on performance data are also collectively considered at Headteachers' Federation and Governors' Association meetings.
- Significant progress has been made in improving school self-evaluation processes as a result of guidance and support to Headteachers, link visits and Headteacher seminars. Adviser scrutiny of self-evaluation reports similarly highlight appropriate levels of rigour in the analysis of outcomes and provision, with the priorities for improvement now explicit within the majority of school improvement plans for 2012/13 and appropriately referenced to SEG and other funding sources.
- Where there are significant issues of leadership, intervention is focused on developing the school's own capacity to improve. To secure effective whole school improvement, intervention programmes involve collaboration between staff from a variety of services such as Inclusion, HR and Finance. The capacity of the system to improve itself and learn from experience has been enhanced by Headteachers that have been employed and trained as System Leaders from September to support Target Setting, Focus Visits and Headteacher Performance Management in the Primary Sector. System Leaders/ Officers also attend governing body data meetings annually to support the development of the Governors' challenge role.
- Collaboration between Flintshire and other authorities is strong. Flintshire leads for North Wales on Management Information Systems, Inclusion. Wellbeing and aspects of School Modernisation. Flintshire has hosted national pilots on a range of education improvement issues including Professional Learning Communities and Additional Learning Needs. Council staff have a high national profile in leading and developing policy and practice in a number of areas, including Foundation Phase, Governance, Leadership and Performance Management. The team are also contributing to the proposed new Wales Education Improvement Protocol to identify and intervene in Authorities in need of significant improvement. This enables the team to provide much valued advice and support to schools.
- The transition to new regional school improvement service provision is developing well. Since September 2012, Flintshire, along with other North Wales authorities has been working within a new regional school improvement service structure to drive increasing standards and improving performance. Officers have been trained as System Leaders. On a practical level this has entailed the utilisation of common approaches to monitor, challenge, support and intervene in schools. They are:-
  - Common approach to monitoring and supporting school performance;
  - Common approach to challenge and intervention in school performance issues
  - Single collation of school performance and data collection and analysis
  - Shared leadership and management evaluation tool;
  - Common profiling of Local Authority Performance; and
  - Co-ordination of regional literacy, Numeracy and Inclusion Strategies.

- Flintshire has pooled its best approaches and documentation with other Authorities. Other North Wales Authorities have done likewise in generating the North Wales School

Improvement Strategy in place from September 2012. Final arrangements have also been made for staffing of the home commissioning team and the regional school improvement service delivery team from April 2013.

Quality Indicator: 2.1.2 Support For School Improvement – The Authority's work in Raising Standards in Priority Areas, including Curriculum Support

- The Council's increasingly effective monitoring of school performance and its strategies for school improvement result in focused support and intervention for priority areas and curriculum support. The quality of training and curriculum support provided for literacy and numeracy is good, continues to be much needed and has a significant impact on raising standards in all Key Stages.
- High quality improvement planning ensures initiatives effectively address local and national priorities and continue to provide well-targeted interventions in schools most in need of improvement. Experienced and skilled team members work effectively across key stages providing very good quality training. Effective mentoring of teachers and coaching of subject leaders strengthens leadership roles within schools.
- The authority has highly effective and embedded processes for training and quality assuring teacher assessment. The maintenance of accurate and robust teacher assessment processes year on year is central to the work of team in challenging standards and is a particular strength of the authority. Support includes training, audits, attendance at annual cluster moderation events to monitor the accuracy of best-fit judgements and cluster profiles in each of the core subjects.
- Focused reviews of teaching and leadership for English and mathematics and effective and embedded networking systems in both primary and secondary phases ensure best practice is shared throughout the authority.
- Primary intervention is planned and on-going for the group of lowest performing schools in Language/Literacy and Maths/Numeracy. Targeted support is given by officers who work closely with the Foundation Phase Advisory Team and System Leaders. Targeted training has been given, including professional development for key staff and the school co-ordinators, and training in teacher assessment at Key Stage 2 and 3.
- High quality training in use of intervention programmes and on-going support targeted at need, has enabled schools to effectively tackle under attainment in literacy and numeracy based on the "Catch Up" training evaluation. There is good take up for courses like Supporting Higher Attaining Learners in English, the impact of which has been a 3 percentage point increase in the number of learners achieving level 5+. This being a 5 percentage point increase over the last 3 years from MIS data.
- The Chatterbox Playtime team continue to develop innovative and high quality programmes to engage parents/carers in the early literacy and numeracy development of their children. The team consistently receives very positive feedback from parents, schools and external agencies for the quality and impact of its courses from LAP/NAP data. The Family Learning programme has also made significant progress in trying to break the inter-generation cycle of low basic skills, with approximately 35% of participating parents gaining qualifications from the Open College Network from Family Learning data.
- Focused support to schools and/or individual class teachers has delivered significant improvements in the quality of primary science pedagogy. Observations from monitoring reports and follow-up visits have indicated a significant improvement in the pedagogy in target schools and improvements in end of key stage performance.
- Significant progress has been noted in the range and depth of science enquiry tasks in

Year 1 and 2 classes as a result of a series of focused INSET sessions delivered during 2010/12. These INSET sessions focused on the planning, teaching and assessment of higher order tasks, particularly those that develop Level 3 aspects. However, concern has been noted regarding the status of science in the Foundation Phase following the end of teacher assessment of science in Year 2. In response to these events a new exemplar science scheme is being developed to ensure teachers plan and deliver higher level science enquiry tasks. During 2012 the existing exemplar science scheme was upgraded to reflect a changing WG focus on numeracy and literacy across the curriculum.

- The Authority is committed to utilising the Basic Skills Quality Standard Award in order to ensure that all pupils achieve their potential. Lessons are assessed, SLT are challenged and documentation scrutinised prior to awarding the Standard. External verification confirms rigour and validity of the Authority's accreditation processes. 22 primary and three secondary schools have gained the award since its introduction in 2010. Council provision of BKSB resources further support high schools' evaluation of basic and key skills' needs and progress, enabling them to target support most effectively.

- Information and Communication Technology (ICT): The quality of support, guidance and training is good, and holds exceptionally high patterns of "buy back" and satisfaction. For example, 94% of primary schools voted good/very good for the effectiveness of the Council's support for Education ICT services in last year's School Survey.

- Strong strategic focus upon innovation and creativity promotes effective use of ICT to impact upon standards (1.1.4). Support and guidance of the wider use of ICT is excellent, especially exemplified by work with the literacy team.

- Foundation Phase: The quality of support, guidance and training within the Foundation Phase is good with experienced team members working effectively across maintained and non-maintained settings to provide high quality training and guidance which meet both the national agenda and local needs. Evidence is drawn through professional networks, course evaluations and service plans. Effective networking systems in the maintained and non-maintained sectors ensure best practice is shared systematically across the authority. 91% of Primary schools voted good or very good for the provision for the Foundation Phase education planned by the Local Authority.

- Welsh Medium Support: There is high quality Welsh language support through Athrawon Bro as evidenced by overall improving standards in Welsh language assessments and examinations. Primary and Secondary Welsh Medium Provision benefit from North East Wales collaborative networks and access (where needed) to specialist staffing from North West Wales.

Quality Indicator: 2.1.4 Support For School Improvement – Support for School Leadership, Management and Governance

- Support for school leadership and governance is good. There are effective processes to identify, evaluate and develop the quality of school leadership. This has resulted in strong and improving quality of leadership in schools as evidenced by school inspection outcomes, overall improvements in learner outcomes and the progress made by schools identified by the Council as being in need of improvement.

- Evaluation of the quality of school leadership is central to the Council's intervention programme. Leadership is evaluated through scrutiny of performance outcomes, link officer monitoring visits and regular school performance monitoring meetings. Reviews are undertaken where schools give cause for concern and subsequently interventions are implemented with a particular focus on school leadership. A regional approach and

regional forms have been adopted from September 2012 for all School Focus Visits. This includes the implementation of a new regional Leadership and Management Evaluation Tool developed from local best practice.

- Robust and effective recruitment procedures are in place for all senior appointments. Comprehensive induction programmes are in place both for new Headteachers and existing Headteachers from out of area or transferring schools. Termly PHIP Meetings have been held for 1st and 2nd Year new primary headteachers and mentors have been appointed. Consistently positive feedback has been received from headteachers who find the programme supportive in developing their new role. Although funding for PHIP ceased in September 2012, new headteachers' meetings have continued and mentors have been allocated.

- A highly-effective programme of curriculum leadership networks focuses on developing and disseminating good and sector-leading practice and ensuring that senior leaders are well informed about local and national issues and their role in enabling key developments in teaching and learning to take place at their schools. Leaders and managers in schools are accessing Flintshire Corporate Leadership programmes this year. A new business managers development network has also been launched.

- Conferences for primary headteachers and deputies/senior managers have been held termly for training, information sharing and sharing of good practice. Evaluations are completed at the end of each session and feedback informs future events. Feedback for 2011/12 judged the conferences to be good overall and supportive of school developments. Additional time needs to be built in for more group discussions. Similarly, the Authority continues to support the highly regarded sub-regional and regional secondary leadership conferences.

- The Local Authority has invested in appointing and training Headteachers as Acting System Leaders from September 2012 to conduct schools' target setting, support school self-evaluation, school improvement planning and conduct headteacher appraisals in line with the new Performance Management arrangements. This approach has benefits in raising expectations at the "donor" and "receiving" schools as well as enabling full time School improvement Officers to increase their availability to support schools causing concern. For some interventions, the Acting System Leaders are best placed to offer practical support and challenge.

- Termly meetings for Foundation Phase Managers/Nominated Practitioners are delivered by the Senior Adviser and Training Officer as professional development, sharing best practice and highlighting priorities for improvement to build the capacity of middle managers to secure higher standards in their schools across the Foundation Phase. Six Foundation Phase Partnership Groups encompassing all Flintshire schools, reporting to a Local Authority Partnership Board, have been established to provide a platform for sharing best practice, encourage joint working, deliver professional development/ PLCs and develop resources in order to raise standards in Foundation Phase and build sustained capacity for self improvement. Targeted Foundation Phase support for schools with low performance has proved to be effective in building practitioner skills and confidence, resulting in improved data and contributed to schools being removed from follow up categories.

- In response to changing national priorities the Local Authority has also:-
  - introduced the Leadership standards, a self-review tool to school leaders both as part of the performance management guidance and training and as part of our continuing commitment to leadership development via the leadership development network (average of 25 attendees across all phases);
  - worked in partnership with our local HEI (Glyndwr university) to offer a modular accredited programme at level 7 (Masters) which includes leadership modules;
  - encouraged middle leaders to develop their skills by applying to become external

mentors on the national MEP programme for NQTs, with currently the highest number of mentors recruited from this Local Authority across Wales;

o   continued to support and mentor potential NPQH candidates (currently 12 candidates interviewed and endorsed by the Council from both phases. In the last round four candidates were selected for assessment of whom three were successful in achieving the award. They have all given feedback to the leadership network; and

o   from September 2012, we have commenced implementation of "best of the North" approaches through the common approach to school improvement. Documentation and practices from Flintshire and Denbighshire are very much to the fore.

Support to Governors

- The annual governor development programme is continuously updated to reflect national priorities and address key themes. It continues to be provided in partnership with Governors Wales, the All Wales Centre for Governor Training and Research, Flintshire Governors Association and with neighbouring local authorities. This has increased the style, depth and availability of training offered. Training programmes already include the, soon to be, statutory training on induction, role of the Chair, role of the Clerk and understanding performance data. Particular focus is given to the effective use of data to inform development and this has improved governors' ability to hold the school to account for its performance and to agree and monitor priorities for improvement.

- Current resource levels will need to be increased to meet the ongoing statutory training requirements. The six north Wales Governor Support Services meet termly and further collaborative work in delivering training is planned. The Authority is exploring options with local FE College providers to deliver some of the statutory governor programmes

- Course evaluation and post-training evaluation documents demonstrate the value and effectiveness of the programme. Evaluations of the programme are consistently high. The 2011 post training evaluation survey (10% return) shows 97% of governors are aware of the training and support available and felt that the Education Service is providing the training and support needed to fulfil their role as a governor. 96% felt that the training made them more effective as a governor giving them a better understanding and made their role easier. Attendance at governor training sessions is monitored and benchmarked across North Wales. Attendance rates remain consistent and are amongst the highest in North Wales

- Four governing bodies in Flintshire have been assessed as meeting 'The Governors Wales Quality Standards Award'. A further 11 governing bodies have applied for assessment against the award as at September 2012.

- Flintshire Governors Association acts as an effective consultative forum. The Chair of the Association is also current Chair of Governors Wales Management Committee establishing a key consultative link with national policy makers.

- The Local Authority provides an electronic Lotus Notes database link to each school which provides a real-time register of governor appointments and vacancies and enables schools and the Council to effect timely governor recruitment.   There is regular monitoring of governing body vacancies and attendance at training. The Council works with schools to ensure that governing bodies have the skills they need and reflect the communities they serve.

- Officers attend governor meetings in schools causing concern and the school performance monitoring procedures allow for termly (or more frequently if required) meetings between the Corporate Director, elected members, advisers, Headteacher and Chair of Governors to clarify the causes for concern and the expectations for improvement.

- Primary Link Officers and System Leaders have monitored, challenged and supported the work of governing bodies through attendance at all Governing Body Core Data Meetings, attendance at meetings of schools in a categories of concern, sending letters of concern where needed and calling in Governors to attend performance monitoring meetings with elected members and the Director at County Hall. Governing Bodies of schools in categories of concern have improved significantly in their monitoring and challenge role as a result of these actions over the past year.

Quality Indicator: 2.2.1 Support for Additional Learning Needs and Educational Inclusion – work to meet its Statutory Obligations in Respect of Children and Young People with Additional Learning Needs

- The Local Authority has maintained its strength in meeting statutory obligations with regard to Additional Learning Needs (ALN). The 2011 LAESCYP inspection concluded that "processes to support ALN are clear, efficiently managed, and effectively monitored. Well-understood procedures and rigorous multi-agency moderation of requests for additional support provide schools with responses that are consistent".

- As part of the ongoing rigorous monitoring of the Statutory Assessment process a Provision Mapping Monitoring Data base has been set up to record all requests for Statutory Assessment/ SLAs and notification from health for pre-school pupils with ALN. This will record numbers of requests, the source of the referral, the decision of the Moderation Panel and the final outcome and provision (e.g. Statement or Note in Lieu/SLA). This has started in September 2012 and is in a trial period. It is anticipated that this will support the continued the trend of improvement with regard to issuing Final Statements within 26 weeks, in particular without exceptions (71.2 % in 2007/09 to 95.6% in 2011/12).

- Appeals to the SEN Tribunal Wales remain low indicating good working practice and agreement regarding provision and support. Learning Advisors work very closely with parents and other professionals to ensure satisfaction of Statement content. The number of appeals by school population places Flintshire as fifth lowest of Welsh Local Authorities for 2010/11. During the period 2011/12 only one appeal was lodged reducing further the level of appeals.

- Flintshire is working hard to balance the need for additional resources against an appropriate level of challenge to schools to fulfil their duties with regard to pupils with ALN. Increased scrutiny within the moderation process has impacted on the allocation of council funded resources. Service Level Agreements (SLA's) continue to be utilised to ensure quicker access to support for these pupils. The number of SLAs issued annually has been fairly constant since 2007 at approximately 55 per year up until 2010/11. Whilst 59 requests for support at School Action Plus were made to the Council's Moderation Panel in 2011/12, only 35 SLAs were issued as a result of the increased scrutiny and expectations. Revised SLA documentation also reinforces the role of schools in supporting pupils with ALN. This along with raising expectations of the officer role at reviews and the development of the SLA Database has ensuring increased rigour with regard to monitoring.

- The total number of Statements continues to decrease, from 899 in 2007 to 680 in 2012 supporting the principles of Statements or Something Better. The impact of the additional provision is monitored by lead officers through the Annual Review process.

- Increased monitoring and accountability relating to the allocation and impact of TAs continues to be a priority. The administration relating to this has been allocated to a member of the Statutory Assessment Service and regular liaison with finance and HR

officers, and school based staff is ensuring more rigorous monitoring of the budget. The recording of information through ONE has ensured the availability of accurate and current data and will support improved monitoring by Council officers.

- Revision of the Council's moderation processes has resulted in improved practice. A dual panel process has been retained in relation to learning and BESD. However the panels now meet at the same time with an allocated time slot for joint consideration of pupils which had previously been passed between the panels. The impact of this has been to reduce the time delay in pupils accessing appropriate provision and also reducing the time spent by officers previously required to attend both panels.

- Membership of the Learning Moderation panel has been reviewed and now includes the Superintendent Paediatric Physiotherapist to support panel decisions relating to the physical needs of pupils and their impact on access to the curriculum.

- The process relating to Year 6 transition has been revised to ensure compliance with the Equality Act 2010. Decisions are fully recorded clearly documenting why parental / pupil preferences have not been supported when this occurs.

- Early intervention remains a strength of the Council with ongoing partnership working with a range of agencies ensuring awareness of pupils with ALN from an early age.

- The EYAP Monitoring Database has been streamlined to provide more specific information and to highlight to the Education Psychology service when pupils are needed to be brought back to the Council's Moderation Panel for discussion. Figures for 2011/12 demonstrate the effectiveness of this process as 64 pupils were identified and subsequently monitored or supported at EYAP Stage of the Code of Practice.

- The excellent working relationship between Inclusion Service officers and the Foundation Phase Team has continued to support the improved standards for pupils with ALN in 2012/13. Termly meetings have been established during 2011/12 between the Senior Learning Advisor for Foundation Phase, the Early Entitlement Team, the PPA and the Senior Learning Advisor for IEAS to critically examine the monitoring of provision and finance for pre-school and early entitlement pupils with ALN. We have also ensured teachers in the Early Entitlement Team liaise with the Educational Psychologist with responsibility for pre-school to share information on pupils with ALN in pre-school/Early Entitlement settings.

- The Council has been reviewing the range of specialist provision for pupils with ALN. A programme of change has been developed in response to the changing profile of pupil needs and also to support the priority of maintaining local placements. The role of identified officers has been revised to include responsibility for monitoring of specialist provision and implementation of the service vision for 'Resourced' pupils.

- The introduction of monitoring and tracking devices across the Inclusion Service has supported officers to evaluate the effectiveness of their provision with regard to pupil progress.

- The inspections of the two specialist schools identified areas of sector leading practice within both schools. The Welsh Government has also recently accepted a UPOSS bid between Ysgol Maes Hyfryd Specialist School and Deeside College which will support the development of provision within the FE sector for pupils with communication difficulties.

- The Senior Learning Advisor for Social Inclusion and Wellbeing is the lead officer for Safeguarding within the Lifelong Learning Directorate. As a member of the LSCB, he is well placed to review the impact of safeguarding policies and procedures on pupils with ALN. Training for school-based staff is delivered through the Inclusion Welfare Service, again providing the Council with the opportunity to promote the safety and wellbeing of children with ALN.

- The Council officer with responsibility for LAC achievement is a member of the Inclusion

Service and as such has well established links across the whole service. She is a member of the Behaviour Management Group and ensures that the needs of LAC with ALN are considered and resourced appropriately through the range of provision available or funded through the SEG. Attainment of these pupils is rigorously monitored through member scrutiny.

Quality Indicator: 2.2.2 Support for Additional Learning Needs and Educational Inclusion – work in raising standards for children and young people with ALN

- The 2011 LAESCYP inspection report recognised that "the service provides good quality support and comprehensive training for teachers. As a result, more schools have found that they can respond to the needs of many pupils from within existing resources. This is having a significant impact on referrals for additional support and has reduced the number of referrals to the service."

- Training remains a core area of work for Inclusion Services. Greater rigor with regard to potential need and impact is applied when considering access to training. In some areas this is considered jointly with partner agencies, e.g. SALT participation in the ELKLAN training and evaluation process. This ensures training resources are targeted at schools with the greatest need for support.

- The extensive training programme has continued and has been extended in response to school requests in some areas, e.g. additional courses for TAs supporting pupils with BESD (three courses to run in the Autumn Term instead of the single course planned).

- The focus of the Authority remains to build capacity within our schools and reduce the dependency on the Council. A training programme for new ALNCos in Flintshire has become a regular part of the training programme and includes information regarding the ALNCo role, Graduated Response, information regarding the range of Local Authority services and provision and entry/exit criteria for Local Authority support. This has been devised in direct response to the significant turn over of staff in this role and an increase in requests that were not appropriate to the pupil's level of need. (As stated in 2:2:1 only 35 out of 59 requests were successful).

- The change of approach within our services with the focus being on supporting school-based staff to know their pupils well, whilst providing advice, guidance and support on moving the child forward has resulted in success, despite initial reservations from schools, e.g. following the introduction of the Learning Support Assessment Pack, the number of pupils requiring additional support from the Local Authority has shown a downward trend from 173 (2009/10) to 133 (2011/12).

- Greater collaborative work has been a focus within the Council, with outside agencies and also as part of the consortium. This has led to the following recent developments / opportunities:
  - o the Learning Advisor for EAL joining the Foundation Phase training courses to provide information relating to language acquisition. 220 Foundation Phase TAs have accessed training on Early Language Development and adult-child interaction. Evaluations indicated a positive response to this event and the EAL foundation phase teacher has observed improved interactions between TAs and EAL pupils in the early years;
  - o four dual language assessments for EAL pupils with language difficulties in 2011/12. This is a new development for the Local Authority, previously SALT assessments had only been completed in English;
  - o Educational Psychologists and Learning Advisor for Looked After Children have delivered joint training for social workers and teachers regarding the completion of Personal Education Plans;

- o the Senior Learning Advisor for IEAS and the Educational Psychologist with responsibility for pre-school are working with the Foundation Phase Advisors to deliver a series of training sessions for TAs in the Foundation Phase. This will be delivered in the Spring Term 2013 and will address the 'Role of the TA with pupils with ALN in the Foundation Phase';
  - o ELKLAN delivered for both primary and secondary sectors in collaboration with health colleagues. Collaboration with neighbouring Local Authorities has been identified to facilitate the delivery of Welsh medium courses;
  - o collaboration with Denbighshire and Conwy Local Authorities to deliver the British Dyslexia Association course for TAs;
  - o the exploration of a consortium BILD accredited training course for de-escalation and physical intervention approach for all agencies; and
  - o Flintshire continues to lead more widely in the Welsh Government 'Robust Trial of the ALN Statutory Reforms.' This entails continuation of the Quality Assurance System and the implementation of the IDP. Two Local Authority Officers are the project managers and are overseeing the involvement of several of Flintshire's schools and have also included the neighbouring Wrexham Local Authority, who have involved two Early Years settings in the 'Robust Trial'. Training for all schools on the implementation of the QAS and IDP has been completed. Raising awareness sessions were delivered to many identified groups including Inclusion Officers, North Wales Local Authority Officers, schools, health and social services. The trial has been extended further and two ALNCos have been seconded to support the expansion required. They will also participate in the Train the Trainer programme ensuring sustainability of the new ALN Statutory Reforms when they become legislation. The project managers have also been directly involved in the Welsh Government Consultation Conferences in both North and South Wales.

- Effective monitoring of service impact remains a priority and following the development of the QAS for the ALN Reform within Flintshire, appropriate tracking systems are being developed across the whole Inclusion Service to support effective evaluation. Following a recent training event, managers are also considering how the ONE database can be utilised to collate and provide information in a format suitable for each service area.

- Training along with outreach services has supported positive outcomes for a range of pupils with ALN, e.g:
  - o biannual assessments for Traveller pupils who are working below chronological norms in areas of literacy and numeracy demonstrated significant progress. Out of the children tested in January 2011 and January 2012 93% maintained or increased their standardised score in reading accuracy, 84% for reading comprehension, 62% for spelling and 76% when tested on their mathematical ability; and
  - o individual English language support for EAL learners with language acquisition stages A-C has supported increased numbers of Secondary aged pupils achieving the CSI at Key Stage 3 and 4.

- Sessional support provided by the Learning Support Service has supported the following pupil progress:

May 2011-May 2012	Reading Accuracy	Reading Comprehension	Spelling
% pupils maintaining SAS or improving by 1 point or more	85%	68%	57%
% pupils with negative improvement on SAS	15%	32%	43%
% pupils achieving Level 3 or above at KS2	2010/11 49%	2011/12 68%	

- Training and ongoing support for pupils with Visual Impairment has continued to ensure 100% access to their local mainstream school. The Service NNEB provides direct training in the production of materials for TAs supporting individual pupils increasing school's ownership of pupils support needs. Pupil outcomes:

	Key Stage 2 CSI	Key Stage 3 CSI	Level 1 Threshold	Level 2 Threshold
Hearing Impaired	100%	71%	86%	57%
Visually Impaired	100%	50% (1 of 2 pupils)	100%	67%

- Links between Inclusion Service and School Improvement Service continue to be strengthened. The directorate has moved from four separate strategies to one School Improvement Strategy combining the previous Primary, Secondary, ICT and Inclusion strategies into one document. This has enabled managers to consider the key priorities for schools and ourselves and target resources accordingly.
- Inclusion officers continue to participate in planned support and school improvement team visits to schools. This was previously targeted at the secondary phase but has now extended into primary. Reports highlight the areas of strength and recommendations with timed action plans for improvement are generated. Information collected through the QAS is used to inform visits.

Quality Indicator: 2.2.3 Support for Additional Learning Needs and Educational Inclusion – provision for children and young people with ALN, including provision that is commissioned and /or provided by or with other agencies

- The Local Authority has an extensive continuum of support services and provision for pupils with wide range of ALN with the majority of pupils being able to access their education within Flintshire. Changes are underway with regard to specialist provision to improve the suitability and range in relation to individual need.
- Pupils attending specialist Resources have access to good and in some cases outstanding provision as indicated by Estyn Inspection reports. The Local Authority has clear criteria for access to Resourced provision and this has been generated in conjunction with other professionals where appropriate, e.g. SLI. Pupils access the provision via a Statement of SEN or SLA and places are allocated through the Moderation Panels. Reviews are held regularly and indicate that pupils make good progress. Work is underway to extend the remit of Resourced provision to support pupils across the county, not just those within the identified schools.
- The continued focus on challenging the need for, along with the costs associated with Out of County placements is ongoing and has brought about a financial savings. Clear

- outcome focused protocols are in place, aimed at ensuring collaborative working between the Directorate, Social Services for Children and Health.
- A regional hub has been established for the North Wales consortium to support the placements for low incidence, high cost residential placements. The work undertaken by Flintshire through the Out of County review has been adopted by the hub to be extended across the region.
- Pupils who are unable to access mainstream provision are also supported through the Local Authority's EOTAS provision. Home tuition is provided where necessary and tutors work collaboratively with schools to support pupils to maintain links with their schools. Access criteria have been reviewed to ensure this support is available only to those who are incapable of attending school.
- Local Authority officers have a good knowledge of the services provided by other agencies and signpost schools and parents towards these. Support is also provided to make appropriate requests, e.g. SC-MAP referrals and SALT. Officer support and guidance for schools has improved the completion of referral forms and consequently has reduced the delays in accessing provision. Training by officers is also provided to support a clear understanding of individual needs where necessary, e.g. training regarding Gypsy Traveller culture for Careers Wales Advisors.
- The Inclusion Service regularly reviews its provision, and the way in which support is delivered. Changes are underway within a number of services, for example:
  o the EPS is reviewing its protocols in relation to its service delivery. A range of consultation models are being trialled and targeted, and service access is being considered against a time allocation model. Inter-service protocols with the Behaviour Support Service are also being reviewed;
  o a joint Principal Educational Psychologist is currently operating across Flintshire and Wrexham. The longer term view is that this will become a single service and work is underway across the two Councils to determine the structure and remit of the new service;
  o the integrated service delivery through CLASS / SALT has been reviewed and simplified into three clear stages of support; and
  o progress is being made with regard to a sub-regional sensory service covering Flintshire, Wrexham and Denbighshire Councils. This is due to be in place by the start of the next academic year.

Quality Indicator: 2.2.4 Support for Additional Learning Needs and Educational Inclusion - work with parents and carers of children and young people with ALN

- The Council works well with parents, as evidenced by the consistently low numbers of appeals to the special needs tribunal for Wales (SENTW). Local Authority officers are readily identifiable and accessible to parents and carers to ensure access to advice and support.
- All parents whose children are going through Statutory Assessment are requested to fill in a satisfaction survey. Out of those returned in 2011/12 83% indicated they were either very or extremely happy with the process with 100% being satisfied with the final statement and provision.
- The Council has a Parent Partnership Service (PP) provided through the Citizens Advice Bureau. This service is used extensively to support parents. The PP has representation on the Inclusion Service Steering Group to advise regarding support for parents. Annual Reports are also produced for the Inclusion Service and these are used along side questionnaires to guide future practice.
- The Council provides an effective Dispute Resolution Service to parents through SNAP

Cymru. This service is signposted by officers and through Parental Information Documentation.

- The Local Authority utilises 'MEIC' which is the National Advocacy and Advice Helpline for children and young people. 'MEIC' provides a single point of contact via telephone, text and instant messaging seven days a week. This provides independent professional advocacy.

- Information Booklets are provided to parents as part of the statutory assessment process. A named officer is allocated to all pupils undergoing statutory assessment and parents liaise directly with this officer regarding their child and any queries regarding the process. Information relating to secondary transfers has been updated to ensure parents are fully informed regarding this process.

- Parents are invited and encouraged to attend Annual Review / SLA review meetings to discuss the needs and progress made by their child. All parents are asked to complete the Parental Contribution Form to the Annual Review. Any concerns are addressed at the meeting.

- There is high percentage attendance (in excess of 95%) at Educational Psychology Consultation Meetings and Behaviour Planning Meetings. This supports parents to develop appropriate strategies for use with their children.

- The Inclusion Service has a range of guidance booklets to inform parents regarding services and provision. Further information is readily available through Flintshire's website. The Family Information Service also provides full information regarding an extensive range of support and services available locally.

- All schools have access to the Bibliotherapy information system through the Inclusion Service Officers and local libraries. A research project is underway to measure the impact of this system.

- The Educational Psychology (EP) Service works closely with parents and prioritises early intervention and support. Advice and support is provided in the early stages of pupil difficulty to prevent escalation of need. The Service also has an essential role to play in signposting parent to access other services for both the pupil and parental need. EPs have strong links with CYP officers and information is circulated regularly. This in turn is used to inform parents of a range of services and provision, e.g. summer activities. EPs also provide parents with essential information regarding their own needs. A Parental Satisfaction Questionnaire has been developed and is currently being used with parents to review the EP service.

- Guidance for parents to help support individual pupil needs is provided by all Inclusion Services through consultation meetings, e.g. Learning Support (literacy / numeracy acquisition), CLASS (language / communication skills) and Behaviour Support. The Sensory Service also provides support for parents and families to develop signing, visual stimulation and general communication skills. Reports to parents include information relating to targets and progress towards these.

- The Local Authority recognises the positive impact of parental involvement on pupil attainment. Schools are encouraged to work collaboratively with parents and to develop strategies to improve parental engagement. The EP service in conjunction with the Parenting Strategy Officer has developed a range of training packages to support this. Where these have been implemented, schools have reported a positive impact on parental involvement, e.g. School Readiness Programme where parents indicated an improvement in their child's kind and helpful behaviours along with a reduction in behavioural difficulties.

- The English as an Additional Language (EAL) service has further developed the support to parents regarding admissions. Officers now attend all admissions meetings with all EAL parents to ascertain their child's previous educational experience, interests and strengths. There has been an increase in the number of school reports obtained from

- previous schools abroad, resulting in more efficient differentiation and pupil groupings for EAL learners new to the county.
- Bilingual Polish support for EAL families is now available through the EAL service. The translation service (Language line) is used regularly in schools for speakers of other languages.
- Information relating to community support for parents to develop their own language skills is provided where necessary. The Inclusion Welfare Service also provides a crucial service in supporting parents through signposting a range of services and benefits.
- Specialist Council teams provide outreach support for Gypsy Traveller families. This has been extended to include completing parent's evenings on sites.

Quality Indicator: 2.3.1 Promoting Social Inclusion and Wellbeing – Work to Promote Social Inclusion and Wellbeing of all Children and Young People, including Behaviour, Anti-Bullying, Preventing Exclusion and Education Otherwise Than At School (EOTAS)

- The Council has a highly effective range of services and provision targeting social inclusion and wellbeing. The Senior Learning Advisor for Social Inclusion and Wellbeing, appointed in September 2011, leads the provision targeted at providing support to pupils, parents and schools in this area. The service comprises of the following:
  - o an Inclusion Service with a strong team of experienced professionals who work closely with schools to support social inclusion, e.g. Behaviour Support Service, designated LAC officer, EOTAS officer, Educational Psychologists, School Based Counsellors and the Inclusion Welfare Service; and
  - o Time for Change, which is a new service developed through Families First funding, replacing previous Cymorth projects. This is a multi-disciplinary team that will target support for vulnerable young people and their families.
- A Wellbeing Strategy has been developed for the LA in collaboration with representatives from schools and other agencies. The Pupils Attitude to Self and School (PASS) survey has been implemented in all secondary schools and the majority of primary schools to provide support alongside other systems to give an indication of pupil wellbeing.
- Policies and guidance promoting social inclusion include the Behaviour & Attendance Policy, Respecting Others guidance, Child Protection guidance and a Managed Moves Protocol which has now been extended successfully into primary schools.
- The well established Inclusion Welfare Service which provides excellent universal and targeted support. Officers are based within high schools and work on a consortium basis to ensure excellent knowledge of the local area, pupils and families.
- A highly effective Behaviour Moderation Panel which has representation from a range of agencies / officers, i.e. Education Psychology, LAC, Youth Justice Service (YJS), EOTAS, Behaviour Support, Inclusion Education Assessment, Youth Service, Careers Wales, Inclusion Welfare and school-based staff. This forum identifies and coordinates provision for pupils with BESD. Pupil progress is reviewed regularly to ensure that provision is appropriate to need and progress is being made. YJS & LAC officers also have good links with Social Services ensuring the sharing of information with relevant colleagues. The links between this and the Learning Moderation Panel have been reviewed resulting in a shared time slot for the consideration of pupils whose needs fall into both areas.
- Resourced provision includes a comprehensive Portfolio Pupil Referral Unit (PPRU). This provision is currently under review with the aim being to maximise the opportunities for pupils accessing this. Flexible, short term access has been developed for some centres to support pupils and schools. Support is also provided for schools to develop their own in-house Nurture Groups.

- The positive impact of the Local Authority services and provision can be identified through the following:
  - o a continued upward trend in attendance within secondary schools. This represents an improvement from 91.8% in 2006/07 to 93% in 2011/12. Unauthorised absences within the secondary sector have consistently been either the lowest or second lowest recorded for Wales since 2006/07;
  - o attendance rates within the primary sector have been consistently above the Wales average since 2006/07 and have shown an improvement from 93.7% (2009/10) to 93.9% (2010/11);
  - o Flintshire has a history of low incidence of permanent exclusions. Inclusion Service officers work closely with schools to support preventative strategies to enable pupils to maintain their placements. Local Authority officers are accessible and respond quickly to school / parental queries and requests and this has resulted in a reduction in permanent exclusions from 2007/08 to 2011/12, with Primary numbers reducing from one to zero and Secondary from nine to one pupil(s);
  - o there has also been significant reduction in the number of fixed term exclusions in the secondary sector from 927 in 2006/07 to 478 (5 days or less) and from 111 to 31 for six days or more;
  - o the number of pupils accessing the PPRU has reduced from 68 (2010/11) to 53 (2011/12);
  - o improved pupil attainment at GCSE level has been secured within the Portfolio Pupil Referral Unit. Comparison between 2008/09 and 2009/10 indicates an increase in GCSE attainment as indicated below. Pupils have access to Entry Level qualifications but centres are working on prioritising success at GCSE level and also access to Essential Skills Wales qualifications (2010/11); and
  - o the proportion of 16+ pupils not in education or training (NEET) in 2009 was 3.7% which was significantly lower than the welsh average of 5.7% and ranked third lowest across all Local Authorities. This figure has reduced year on year with the current figure of 2.7%, with Flintshire now being the joint lowest for Wales.

Looked After Children
- The Local Authority has due regard for the Welsh Government guidance Towards a Stable Life and Brighter Future and has a designated officer focused on monitoring and supporting pupils who are Looked After (LAC). Excellent collaborative working has been developed with a range of stakeholders to ensure a coordinated response. An electronic database of LAC is maintained with data being transferred to the education management system (ONE) to ensure shared access of the information. Furthermore, a list of designated teachers is also held in line with the guidance.
- Progress of young people designated LAC is monitored and reported annually to Council Members through Scrutiny Committee Meetings. In 2010/11 66% of Key Stage 2 pupils and 38% of Key Stage 3 pupils achieved the CSI compared to the Welsh averages of 57% and 69%. With regard to Key Stage 4, 93% (14 out of 15 pupils) left with at least one formal qualification with 79% achieving at least one GCSE. These achievements are significantly higher than the Welsh averages of 71% and 56% respectively. The percentage of pupils achieving 5 A* - G stands at 33%, which is around the Welsh average of 35%.
- Pupil success is regularly recognised through the annual Pride of Flintshire Awards
- In 2009/10 no LAC were permanently excluded from school. Fixed Term Exclusions rose and resulted in 51 days in 2008/09 due to 1 particular pupil and have since reduced again.
- In 2009/10, 82% (9 out of 11) of 19 year old Care Leavers were in education, training or employment, making Flintshire the second highest performing authority in Wales. In

2011/12 the percentage was 71% representing 5 out of 7 young people. These figures remain significantly higher than the Welsh average of 52.2%.

- LAC reviews are held in conjunction with SEN Reviews where a pupil has been identified as having special education needs. This ensures that progress is considered by all relevant agencies, progress in all areas is monitored and appropriate provision is made available. Further regular monitoring is facilitated through the fortnightly Behaviour Moderation Group. This is attended by a range of Local Authority officers and other agencies ensuring shared awareness of progress and need.
- All schools (100%) have a designated LAC coordinator. Personal Education Plans (PEPs) are completed for all pupils with support from the school. A comprehensive training programme of training for teachers, social workers and foster carers has been organised and facilitated by the LACE coordinator. Response to this has been positive to date. Additional training opportunities are provided through Social Cares training programme.

English as an Additional Language

- In January 2012 there were 544 pupils identified as EAL within Flintshire. The EAL service provided individual support for 188 of these from April 2011- April 2012. Advisory support and training was available to schools and families of the remaining pupils.
- Despite the escalation in numbers of EAL pupils at Key Stage 2, the percentage of pupils achieving the CSI has increased from 50% in 2008 to 66% in 2012.This has remained constant over the last three years (67% in 2011). The largest factor in achieving CSI at this age remains the level of language acquisition with 92% of children at Welsh Government level C and above achieving the CSI. The Service employed an additional bilingual assistant in Sept. 2012 to support curriculum access for those pupils who are at the earlier stages of learning English.
- The upward trend is also evident for Key Stage 3 pupils with the percentage of those achieving the CSI rising from 45% in 2010 to 75% in 2012,
- This is mirrored for Key Stage 4 pupils with 47% (9 out of 19) pupils achieved 5 A*-C in 2012 as compared to only 37.5% (6 out of 16) in 2009/10. Out of the Key Stage 4 cohort 74% achieved 5 A-G*.

Gypsy / Traveller

- The relatively low nuumbers make year on year comparisons difficult for this group of pupils. In 2012 33% (two out of six) pupils achieved the CSI at Key Stage 2.
- Substantial progress with regard to literacy has been made by many Gypsy Traveller pupils who have been in the area during 2011-2012. Out of the children tested in January 2011 and January 2012, 93% maintained or increased their standardised score in reading accuracy and 62% for spelling.
- At Key Stage 3, 20 % (one out of fie) pupils achieved the CSI. Out of the five pupils, a number achieved Level 5 within core subjects, i.e. 60% English, 40% for Mathematics and 40% for Science in 2012. These results represent significant improvement as it is the first year that Flintshire has been able to report results for a number of Traveller pupils at Key Stage 3. The Local Authority has been working closely with the Traveller community to engage pupils on a full time basis at secondary level. This has had a positive impact and numbers have risen from 10 in 2008/2009 to 24 in 2011/2012.
- Teaching sessions have been planned for January 2013 in one high school regarding diversity and inclusion, with specific reference to the Gypsy Traveller community. This is aimed at improving relationships between the settled pupils and the growing numbers of Travellers attending this High School.
- Show Racism the Red Card has agreed to work in one Primary School during the Spring term 2012 as a part of a pilot project.

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- In March 2013 the judging for a National Gypsy Traveller competition is to be hosted by a Flintshire Primary school. This is to be judged by the Children's commissioner and will promote positive aspects of Traveller Culture.
- Outreach work with families of Traveller pupils who are not attending has resulted in increased numbers attending Secondary schools.
- A DVD has been created by Traveller pupils to demonstrate positive aspects of their culture and the negative effects of stereotyping. Plans are in place to use this for training officers and school staff in 2012/13.

Quality Indicator: 2.3.2 Promoting Social Inclusion and Wellbeing – promoting attendance and keeping children and young people in education, employment and training

- The Council has a highly effective range of services and strategies which support and promote attendance and support pupils to maintain their educational placements.
- The Inclusion Welfare Service (IWS) has a history of extremely effective partnership working with schools to ensure a whole school approach to reducing absenteeism which include Attendance Strategy Meetings, Electronic Truancy Call, First Day absence calls and weekly monitoring. The IWS works very closely with the Behaviour support Team and pupils struggling to access school are further supported through targeted Behaviour Planning / Management Meetings. This has ensured that attendance in schools across Flintshire has been consistently above the national average since 2006/07 with attendance figures for secondary schools being within the top 2 for Wales since 2007/08.
- Flintshire is looking to build on this good practice to bring attendance figures in line with the UK benchmarks. To support this training has been held for school Governors to reinforce the importance of pupil attendance. A conference has also been scheduled for schools in November 2012 to promote good practice and explore ways of moving forward.
- Monthly monitoring reports for attendance are shared with all key officers within the Directorate including the Director and Cabinet Member for Education.
- The IWS has developed a comprehensive tracking system to monitor the impact of officer involvement. This is currently being reviewed and early indications suggest that it has supported more targeted interventions by the service.
- The Welsh Government reviewed the actions of Local Authorities with regard to support for attendance. Flintshire was highlighted as an example of effective practice.
- Clear guidance regarding policies and protocols are in the Local Authority Behaviour and Attendance Policy. Half termly meetings are held for secondary school representatives to discuss and review policy and appropriate strategies. Officers also contribute to the Inclusion Service ALNCo training and termly meetings.
- The Local Authority been working to support the reduction of exclusions within our schools. Monthly reports on exclusions are issued to Inclusion service managers to ensure appropriate action can be taken. The Managed Moves protocol is fully implemented and is operational within both primary and secondary schools.
- There are effective procedures in place to reintegrate pupils back into school including Pastoral Support Programmes and reintegration meetings. Officers work hard to enable pupils to retain their current placements or to settle into new ones. Performance Indicators relating to the reduction of permanent exclusions are set within the Inclusion Services and these are being achieved -
- The number of permanent exclusions has reduced in both the primary and secondary sector. Primary numbers have reduced from one in 2007/08 to zero in both 2010/11 and 2011/12. Secondary numbers have reduced from nine in 2007/08 to zero in 2011/12. The

- number of fixed term exclusions of 5 days or less has also reduced in the secondary sector from 786 in 2007/08 to 509 in 2011/12.
- The needs of all young people supported through the Youth Justice Service (YJS) are met from a multi agency perspective. A teacher is seconded as an education officer into the service and this supports the service to meet the education needs of vulnerable young people who are at risk of offending or who have offended. This officer monitors the educational achievement of these individuals. All Year 11 pupils known to the service have completed formal accreditation in 2010/11. Close links are in place with colleges to ensure effective transition procedures. All young people undergo an assessment - ONSET or ASSET which includes Education Training Employment (ETE) issues or concerns. Any issues highlighted would be referred to the Flintshire YJS ETE Panel which contains multi-agency representation including the education officer. Young people's needs are addressed and allocated to staff accordingly.
- YJS in conjunction with the Inclusion Service have established 'LINKS', a PRU which supports young people involved with YJS who have disengaged from education provision. LINKS operates two days a week and has successfully engaged young people back into education. This was highlighted as an example of good practice in the YJS inspection.
- The YJS Chair the Prevent and Deter Panel, a multi agency panel which discusses young people at risk of offending or who have anti social behaviour. The purpose of the panel is to identify appropriate support packages, prevention programmes and monitor the impact of these. The education officer, along with three Inclusion Welfare Officers, regularly attends these panel meetings. The YJS and Young People's Drug and Alcohol Team work closely with the School Liaison Officers in delivering appropriate targeted interventions in schools. Pupils within the Portfolio PRU have been identified as a priority for support and regular sessions have been provided to this group.
- The YJS Parenting Officer supports the Local Authority in preparing Court Reports in relation to Parenting Orders instigated by the Authority. Tailored intervention packages are also identified to meet individual needs from the assessment.
- There is a need (with partners) to continue to protect continuity of support for YJS provision through national changes in funding.
- Local Authority officers have established good working relationships with the North Wales Police Service. Community Policing Teams work closely with officers and schools, attending meetings where required. School Liaison Officers provide invaluable support, in particular with regard to restorative justice.
- Effective multiagency working under the leadership of the Local Service Board and Children and Young people's Partnership, involving tracking and appropriate interventions have resulted in the proportion of 16+ pupils not in education or training (NEET) reaching the joint lowest in Wales in 2012 at 2.7%. Unemployment 18-24 remains stubbornly high and therefore the LSB has sponsored a project deploying similar techniques to promote EET opportunities for the older age range.

Quality Indicator: 2.3.3 Promoting Social Inclusion and Wellbeing – Youth Support and Personal Support

- Young people have access to a range of support services provided by a number of agencies. This is effectively overseen by the Children and Young People's Partnership Board.
- Monitoring of the Authority's Youth Service continues via an Internal Quality Assurance team. This includes young people and has been aligned with the Estyn Inspection Framework. Over the period of 2011/12, six 'full inspections' and 11 unannounced visits

- have taken place. Out of the 6, 3 were awarded a grade 1, two gained a grade 2 and one gained a grade 3.
- The Local Authority provides additional personal support through grant funded services (14-19 Network & Families First grants). These are examples of effective multi-agency collaboration as the services have representation from Careers Wales, Youth service and Flintshire Local Voluntary Council. Young people who are at risk or have become disengaged with education are targeted, tracked and supported.
- The 14-19 Personal Support Service is an effective provision which has had a very positive impact on disengaged Year 11 pupils. This has directly impacted on the Local Authority's securing the equal lowest percentage of NEETs in Wales for the first time (2.7% in 2011/12).
- The Cymorth funded Achievement Support Programmes (ASP) have continued to support pupils from Key Stage 2 to Key Stage 4 pending creation of the new Families First services. The ASP team supporting Key Stage 2/3 have worked with 131 Year 6/7, 111 Year 8 and 190 Year 9. As part of this programme the young people have access to a range of activities and were also offered the chance to attend a summer school focused on developing their confidence, communication skills, team building skills and problem solving. Some of the young people have also been encouraged and supported to attend the D of E and Youth Forum sessions in the evenings. All pupils are required to complete a self-evaluation and 98% felt that they had improved as a result of access to the programme. This was backed up by supporting evidence from the staff and also the significant number of pupils who exited the programme, no longer needing support (301 out of 432).
- The 14-16 ASP focuses on providing additional informal and non formal education opportunities for those not in main stream education in order to increase their life chances and opportunities for employment. This project has formed working partnerships with a wide variety of community, voluntary and statutory organisations with very positive outcomes for young people, e.g. enhanced individual skill levels, wide range of experiences and improved educational attendance patterns which have linked to improved career prospects. During the 2011/12 the team worked with 73 individuals of which 59 were new to the project. There was a high level of success with 95% of the young people leaving the project with a portfolio of positive achievements as indicated -
  o 40 young people gaining Millennium Volunteer awards, si gaining John Muir Awards, eight gained OCN level 2 in a variety of ICT units and 42 young people gaining in house awards for WKS; and
  o through the Youth Service pupils have accessed the Duke of Edinburgh Award scheme and the following have been awarded in 2011/12: Bronze Award: Male - 61, Female – 57; Silver Award: Male - 8, Female – 12; Gold Award: Male - 0, Female – 3. the Duke of Edinburgh scheme is experiencing growth following agree participation of every Secondary school.
- The Youth Service continues to work in partnership with John Summers High School. Two Youth workers work alongside school staff to support Year 10/11 pupils with pupils who are at risk of disengagement or self exclusion. The target was 100 pupils with 7 different projects run during the year. Out of those involved, 24 participants gained a Youth Challenge award. PASS surveys scores for these pupils also showed an improvement. All of the participants were deemed to have made improvement in speech and language development with improved confidence and motivation.
- The youth service continues to expand its partnership working with schools and now supports the delivery of a variety of awards such as 21 Asdan Youth Activities Awards in Maes Hyfryd and St David's High School sixth form and nine Asdan Peer Mentoring Awards. There have also been 14 Millennium Volunteer Awards for running a summer playschool for primary aged children which developed a variety of skills such as

- teamwork , problem solving peer mentoring, CV writing and interview skills for Employment College and University.
- In partnership with Maes Hyfryd and Flintshire Local Voluntary Council, the Youth Service wrote an OCN level 1 in Volunteering which enabled 20 young people who worked in the Buzz café in Flint to achieve accreditation for their involvement in this project. This has served to increase the young people's employability and team working/ problem solving skills
- The Youth Service also promotes young people's wellbeing through a comprehensive Sex and Relationships Education Service, which includes a C-Card Scheme. The C-Card Scheme is seen as sector-leading, and the Flintshire Youth Service is being commissioned by the Betsi Cadwaladr University Health Board to run the Scheme across North Wales. There are now 26 outlets which offer the C card scheme with 407 new cards being issued in 2011/12 financial year. There were 832 visits by males and 377 by females   with a total of 9265 condoms being issued
- The Gypsy and Traveller community is able to contribute locally and nationally through their own forum group, Flintshire's Gypsy and Traveller Youth Forum. The group regularly attends the national Gypsy and Traveller forum events facilitated by Save the Children. They have also produced a DVD highlighting the effects of stereotyping and racism and a training pack to be delivered within Flintshire using the DVD as the basis is being developed. Two representatives from the group also attend weekly meetings of Flintshire's County Youth Forum. The representatives are fully integrated into the group's activities, taking part in all of the projects of the County Youth Forum and it's partnership activities, for example Youth Inspectors, Young Flintshire Editorial Group, Theatre Forum and Youth Are Funders (Youth Bank).
- The County Youth Forum has amongst its membership young people who are homeless or who have been homeless. Up until recently Flintshire Equalities Representative with Funky Dragon (Young People's Assembly for Wales) was a young person from Clwyd Alyn's Llys Emlyn Homeless Hostel who to represent young people from minority groups with the specific knowledge base he brought from having experienced homelessness The County Youth Forum continues its partnership work with Clwyd Alyn Housing association. Also a number of young people from Save the Family (an organisation that provides hostel living accommodation to families facing homelessness) attend the County Youth Forum and are members of the Youth Are Funders project. They regularly attend events and consultations enabling them to represent the issues of young people and their families facing homeless.

Quality Indicator: 2.3.4 Promoting Social Inclusion and Wellbeing – Safeguarding Arrangements

- The Local Authority fulfils its legislative requirements and responsibilities under the Children Act 2004 and Education Act 2002 in accordance with the guidance laid down in the All Wales Child Protection Procedures 2008. Partnership working is well established between Lifelong Learning, Health, Police and Social Services. Wrexham and Flintshire Local Safeguarding Children's Boards have recently merged ensuring a coordinated approach across North East Wales. Lifelong Learning is represented on the LSCB Executive Board and also has particular involvement on the following to ensure due consideration and monitoring of educational establishments:
  o Training Subgroup
  o Development Subgroup
  o Performance Quality Assurance Audit Group

- Since 2009, the authority has made good progress in improving the referral and monitoring systems for training in safeguarding. The Local Authority has a very experienced named lead officer responsible for Safeguarding. There is a clear safeguarding policy. At the time of the inspection, there were effective systems and guidance in place to provide CRB checks and to offer appropriate and comprehensive safeguarding and child protection training to all education staff.
- Every educational establishment has a copy of the All Wales Child Protection Procedures for reference purposes and further information regarding a school's responsibilities for Safeguarding is available to all staff via the Council's Moodle site.
- Officers and staff within educational establishments attend and contribute to Child Protection Case Conferences, Core Groups and Section 4 meetings as part of their role.
- The Local Authority has a team of experienced staff who provide Child Protection training at all levels. Officers from the Public Protection Unit and social services also contribute to the training ensuring staff gain understanding from a wide perspective.
- There is an effective system in place for monitoring and ensuring all employees within educational settings have accessed the Basic Awareness training. Child Protection guidance leaflets are issued as part of the training.
- All schools have a named coordinator and governor with responsibility for child protection. These all receive level 2 training to ensure secure understanding of their role and responsibilities.
- All employees within the Local Authority and schools irrespective of their role who have contact with children have to undertake criminal record Bureau checks and are issued with child protection guidance information on appointment. This is an integral part of the corporate recruitment policy and practice.
- The Local Authority reviews inspection reports as part of the monitoring process and follows up any recommendations relating to safeguarding with the school.
- The Local Authority has a policy for Children Missing Education which has been ratified through the LSCB Executive. This ensures collaborative working within Flintshire and with other Authorities.
- Through their role, the Inclusion Welfare service monitors and supports other vulnerable groups of children and young people, e.g.:
  - a designated officer works closely with the Gypsy Traveller community.
  - a designated officer is responsible for the checking , licensing and Child Protection training of all Chaperones/Matrons in accordance with legislation
- Licences are issued for Children in Employment. Inclusion Welfare Officers investigate any referrals of young people working without these and assist the Local Authority in presenting a case for legal action against any employer who does not abide by the legislation and Byelaw.

Quality Indicator: 2.4.1 Access & School Places – The Provision of an appropriate range and number of school places

- Flintshire County Council has an appropriate range and number of school places, with effective monitoring and planning for future needs. The incoming Administration has moved quickly to take key decisions on addressing surplus places. Actions have included issuing statutory proposals on closure of the smallest primary school, together with accelerating the formula review and area school review programmes.
- The primary school level of surplus places is currently 17.93% (average September 2012) whilst the secondary school surplus is 15.71% (average September 2012). In 2011 (the last available benchmarking) Flintshire's figures were the 9th lowest in primary and

7th lowest in secondary in Wales. 20 primary schools and 3 secondary schools have more than 25% surplus places. The Council has plans to address these issues within its School Modernisation Strategy through reorganisation and alternative use of school premises.

- Primary school surplus places have reduced over the last three years from 18.20% to 17.93% due to fewer Year 6 pupils leaving than the number of reception children starting school. Pupil numbers are expected to increase in future years due to an increasing birth rate and planned housing developments. This is already being evidenced with an increased reception intake in September 2012. 49 additional children were in the reception classes of local schools compared with September 2011.

- Secondary school surplus places have increased over the last three years from 12.76% to 15.71% due to fewer Year 7 pupils arriving than young people leaving secondary education. Pupil numbers in Year 7 are expected to decrease in future years until September 2015-16. All secondary schools with more than 25% surplus places are subject to reviews which have reached preferred option for change stage.

- Flintshire County Council determines the capacity of schools in accordance with Welsh Government guidance. The Council works with schools to develop strategies for the reorganisation of school accommodation to meet current and future needs, e.g. short-term 'mothballing' of class bases in schools where pupil numbers are expected to increase in future or reorganisation of Additional Learning Needs provision.

- The 2011 inspection concluded that the Authority's asset management planning is good and information on condition, sufficiency and suitability of school buildings is accurate and regularly updated. Budgets are closely matched to where there is the greatest need. Work undertaken is on time and to budget.

- School suitability surveys were carried out in 2008, which added to existing condition survey data held on all premises. The findings of the school estates surveys informed the 21st Century Schools Programme strategic outline plan published in December 2010. The suitability surveys are currently being reviewed and are on-going.

- In recent years, the Council has opened new purpose built primary schools at Greenfield and Connahs Quay. A new primary school is currently being developed at Shotton which is on target for opening in September 2014. Following five completed or current consultations, the County Council is on schedule to complete its infant/junior amalgamation programme by September 2013, providing better opportunities and continuity for learners. The Council has also issued a statutory proposal for closure of its smallest primary school (at Rhes y Cae) with planned closure in August 2013.

- The 16-18 Strategic Outline Case approved by the Welsh Government, ensures delivery through collaboration between schools, Deeside College, work-based learning providers and training providers. All key partners are represented on the Flintshire Learning Network. The Network was inspected in 2011 securing the best ever result in Wales with good outcomes and prospects.

- Flintshire County Council is proactive in developing provision for Welsh-medium education. Flintshire is able to plan its provision on parental demand surveys, which are currently being renewed. Partnerships with Mudiad Meithrin and Menter Iaith are active. Primary provision is well distributed across the County, but with an opportunity to grow additional provision in Deeside as part of current organisational change. At secondary level, Ysgol Maes Garmon had received considerable investment in recent years to meet anticipated demand in a high quality learning environment. There are plans at Ysgol Maes Garmon to expand current Dosbarth Trochi immersion provision.

- The County Council has invested in new award-winning specialist primary and secondary specialist schools in Flint, co-located with mainstream schools. This development reflects the County Council's commitment to ensure pupils have their needs met locally and that resources are managed effectively and efficiently. The Authority continues to look to

develop new service provision to reduce the need for "Out of County" placements.

- The County Council makes good use of contributions from housing developers (Section 106 funding) to provide additional capacity by re-modelling school sites appropriately. Broughton Primary school has benefited from this source of funding to support additional places and Flintshire currently have section 106 applications to the value of £1,529m.
- Flintshire is also leading the development of the regional procurement framework for 21st Century Schools programme delivery to secure value for money as well as community benefits including training, apprenticeships and employment opportunities.
- The County Council has been proactive in ensuring that emergency planning and business continuity management are in place at service level. This has also been rolled out across schools with workshops, guidance and templates providing a framework for updating emergency arrangements and building resilience at school level for incident and risk management.

Quality Indicator: 2.4.2 Access and School Places - Admissions to schools

- The 2011 inspection concluded that "the Authority co-ordinates admissions arrangements effectively. The Authority provides clear and transparent information on the admission procedures to parents. The admissions forum is effective and meets almost all parental preferences. Appeals are dealt with appropriately". This position has not changed.
- Supported by an effective School Admissions Forum, all admissions to maintained schools are processed within published timescales and adhere to the Welsh Government statutory Admissions Code of Practice. Statutory school appeals are efficiently handled, complying fully with equal opportunities legislation.
- The Authority meets parents' preferences where possible, whilst ensuring that school published admission numbers are adhered to for primary and secondary schools. In cases of oversubscription, applications are ranked in accordance with the admissions criteria.
- Looked After Children are prioritised for school placements within admissions arrangements. The Looked After Children Education Officer liaises with the Admissions Team and schools to facilitate matters when moves take place within the authority. The County Council promotes continuity of education wherever practicable.
- All parents seeking Welsh-medium education for their child are offered a place.
- There is good liaison between the Inclusion team and the school organisation team to ensure that the arrangements for phase transfer for pupils with Statements of Additional learning Needs are effective.
- The Managed Moves protocol is owned by Headteachers, with a commitment to ensuring equality of opportunity for all young people. The panel has full senior management representation from all Secondary Schools, with County Council officers providing support, advice and guidance. The panel ensures that there is robust dialogue and a clear exit pathway for the young people discussed, and that re-integration following short term interventions at the Pupil Referral Units are managed and monitored effectively to ensure success.

Quality Indicator: 2.4.3 Access and School Places - Coordination of early years and play to ensure sufficiency

- Flintshire has an appropriate range of early years and play provision, which is effectively coordinated, monitored and planned through the Children and Young People's Partnership structure.
- Officers review the quality and sufficiency of early years and play provision effectively. Overall, it meets the needs of children and their families. The authority has good procedures in place to monitor and improve the quality of this provision.
- There are approximately 862 high-quality early years places across Flintshire available to children taking up part-time education sessions the term after their third birthday. A relatively large percentage of children in Flintshire receive their part-time early years place in non-maintained County Council settings. There are 87 such providers across Flintshire that receive funding from the County Council to provide nursery education.
- The CYPP monitors the capacity of early years places, both in the maintained and non-maintained sector so that all children exiting Flying Start settings can be offered an early years education place. This facilitates forward planning in identifying potential shortfall of places.
- Children within Flying Start areas are offered 12.5 hours of free quality childcare. The take up of Flying Start childcare fluctuates. During 2010-2011 the percentage take up began to be monitored from Quarter 2. The take up was – Quarter 2 – 72%, Quarter 3 – 54% and Quarter 4 – 63%. All Flying Start children are offered an intensive health visiting programme from 0-4 years which includes distribution of home safety equipment, nutritional advice and baby massage.
- Language and Play within the two year old Flying Start settings has become an integral part of family intervention. Transition sessions are being delivered in Flying Start areas to support the transition of both the parents and children into nursery. Parents have also gained Agored (OCN) units at appropriate levels in line with the adult basic skills level. Parents in Flying Start areas are offered opportunities to improve their parenting skills. The Incredible Years parenting programme is offered to all Flying Start parents.
- The Community Parents project runs parent groups supported by free childcare. A high percentage of parents (70%) attending in 2010/11 achieved accreditation in OCN through Basic Skills in conjunction with Community Learning.
- The Play Development Team works well with community facilities to provide play opportunities during the school holidays and during term time in areas of deprivation. Numbers attending sessions have exceeded targets set locally.
- During the three years since the publication of Flintshire's Leisure Strategy, the number of visits to our leisure centres, where the visitor has participated in physical activity, has increased from 1,239,666 in 2009/10 to 1,310,685 in 2010/11 to 1,357,751 in 2011/12. The teamare also proud of innovative access programmes and initiatives, including the Plus One approach.
- Clybiau Plant Cymru has increased the number of out of school childcare places in Flintshire from 2078 in 2008 to 3472 in 2011, however the number of clubs has reduced. This increase has been facilitated by a variety of funding sources, including Community Focused Schools start-up grants.

Quality Indicator: 2.4.4 Coordination of youth support services to ensure access to entitlements

- The 2011 14-19 inspection recognised that Flintshire has a good range of Youth Support Services delivered through collaborative delivery projects which have traditionally been funded via Cymorth funding. However, with effect from 1st October 2012 much of this support will be funded through the Families First Programme (see attached Families First programme chart). Services and organisations coordinated by the Children and Young People's Partnership, which support young people to access their entitlements, have embedded participatory practice in to all newly commissioned Families First programme projects.
- The Children and Young People's Partnership Performance Management Framework is used to monitor performance against the priorities within the Children and Young People's Plan (developed from the Unified Needs Assessment) and actions that support the development of Youth Support Services are included within Core Aims:
  - o Action area 1 – Children and young people are cared for
  - o Action area 2 - Children and young people are ready, able and encouraged to learn
  - o Action area 3 - Children and young people have a healthy lifestyle
  - o Action area 4 - Children and young people have time and space to play, and to participate in activities
  - o Action area 5 - Children and young people are respected in all areas of their lives
  - o Action area 6 - Children and young people are safe
  - o Action area 7 - Children, Young People and Families have the resources they need to maximise their opportunities

- The Children and Young People's Partnership structure also coordinates the provision of Youth Support Services through a range of core aim sub-groups, including the information and involvement sub group, the Families First management board and the Families First programme ownership board which is made up of all the leads of the delivery projects.
- The Children and Young People's Partnership supports the delivery of a range of Youth Support Services across sectors through a Young People's Participation Officer who works within the partnership framework in Flintshire.
- The Children and Young people's Partnership has undertaken a service mapping exercise to support the development of the Families First model, commissioning and procurement arrangements in Flintshire. This will reduce unnecessary duplication of services.
- The Youth Service ensures youth work support is available to young people via community, school and mobile based teams. The Youth Service Revenue grant also supports additionality within the third sector e.g. the Urdd Gobaith Cymru/ Menter Iaith Welsh Language provision youth officer.
- Flintshire's Youth Service works to promote the emotional and social wellbeing of young people 11-25 years old, via curriculum and project delivery, for example youth fora, healthy living programmes, substance misuse groups, virtual parenting groups, community allotments and implementing the mental health toolkit.
- Participation in physical activity amongst under 18s at our leisure centres has increased from 445,457 in 2009/10 to 501,930 in 2010/11 to 559,865 in 2011/12.
- The total number of recorded attendances at school-based and club Dragon Sport sessions (7-11 years of age) has increased from 11,107 in 2009/10 to 24,774 in 2011/12.
- The total number of recorded attendances at leisure centre-based Dragon Sport summer camps has increased from 1,992 in 2010 to 4,731 in 2012.

- *Active 8-16*, the physical activity on referral initiative for young people aged 8-16 years with social, emotional or physical difficulties, saw a 52.5% increase between 2010/11 and 2011/12 in the number of clients completing the referral period or taking up other activities.

KEY QUESTION 3 - HOW GOOD ARE LEADERSHIP AND MANAGEMENT

Quality Indicator: 3.1.1 Leadership – The impact of Leadership

- Leadership is good and is having a significant impact on service design, delivery and increasingly outcomes. However, it can only normally be graded as adequate (although with positive prospects) due to the linked judgement descriptions of the current inspection framework. Collective and distributed leadership across the Council and its partners underpins improving learner opportunities and outcomes. Recent willingness to take key decisions in relation to school organisational change and service re-design give improved prospects for further improvement.

- Within the Council, strategic leadership by elected members and officers has realised steady improvements in pupil outcomes over the past five years, particularly at Key Stage 4. This has been achieved against a background of change in political and officer leadership of the Council and alongside increased turnover of school leaders. Improving distributive leadership and management structures created sustainability through resilient succession planning and induction training, making a firm base for improving learner outcomes.

- The Council's strategic plans for education have for the last four years closely reflected the priorities of the Community Strategy, the Council's Improvement Plan, the Children and Young People's Plan, the Health and Wellbeing Plan and the Community Safety Plan. The continued improvements in achievement, attainment and wellbeing are a key indicator that planning has identified the correct priorities.

- However, the Council and its partners also recognise that there is further to go in securing consistently high quality provision in all primary schools and in realising the benefits of implementing the 14-19 Strategic Outline Case.

- The Leader of the Council provides effective community leadership as an effective communicator on current issues and priorities. He is also Deputy Leader of the Welsh Local Government Association. The Cabinet Member for Education and Chairman of Scrutiny both bring extensive experience to the work programme from lifetimes' work in school and local government leadership.

- Strong council leadership has led to elected members recently making difficult but key decisions, e.g. prioritising investment in 21st century schools, school reorganisation, Welsh Education Strategic Plan and reform of the Youth Service to make service provision more sustainable, effective and responsive to children and young people's needs.

- Elected members have made the decision to undertake the integration of schools improvement services across North Wales, providing economies of scale whilst maintaining effective challenge and support schools to improve outcomes. Flintshire County Council leads for the region on integrating management information systems and on 21st Century Schools development and procurement.

- Clear lines of accountability exist between all levels of planning across the council. This is evidenced in the way that top level strategic plans relate to more detailed team plans and to individual officer appraisal targets. The continued improvements in learner outcomes in Flintshire reflect the close links between service targets and learner/ provider needs.

- The performance management system provides good support for staff to improve performance and for co-ordinated identification of officer training needs. Supervisory, management and leadership programmes developed in partnership with Deeside College are having a positive impact on capacity and understanding of issues across the Council. Recent investment in training and capacity within Lifelong learning has also focused on

project management and the quality of service planning and appraisal.

- Strong strategic leadership prioritises the needs of vulnerable groups of young people across the council and its partnerships. The Corporate Parenting Strategy, Young Carers Strategy and the NEETS Strategy are successful examples. The Council's strategies improved attainment of young people who are looked after and those who belong to the BME community, including high quality work with the Gypsy, Traveller and Roma communities (Estyn, 2011).

- The Chief Education Officer is lead Director for Inclusion & Partnerships within the region. He is also Chairman of the Association of Directors of Education in Wales and of the Virtual Staff College (Cymru). Many other officers also provide leadership to and derive benefit from regional and national networks, appropriately applying learning to the Flintshire context. e.g. School Modernisation and North Wales consortium School Improvement Strategies.

Quality Indicator: 3.1.2 Leadership - Strategic direction and meeting national and local priorities

- Flintshire County Council works well to meet the national priorities of literacy and numeracy, together with prioritising reducing the impact of deprivation on learner outcomes.

- Flintshire's vision for learners is underpinned by nine statements which together summarise our aspirations for all learners within Flintshire, regardless of their age or setting. They encourage all those involved in learning to focus on developing and fostering those skills which enable young people to build their self-esteem and confidence; increase their achievements; acquire a deeper understanding of themselves as learners and continue to lifelong learning. Our aspirations are that all learners will:
  o work in a physical and emotional environment which enhances learning;
  o learn with their mind, body and emotion;
  o have full meaningful learning experiences;
  o experience learning in a variety of different situations both structured and unstructured;
  o experience learning which matches their individual needs (academic, emotional, social and cultural);
  o have lifelong learning skills and attitudes integrated into learning activities (modelled and used);
  o have an opportunity to be involved as partners in learning within the wider community (class, school, local, national, global);
  o have the broadest range of their achievements valued and recognised; and
  o have their range of achievements assessed in a constructive way

- The new Children and Young People's Plan was developed following extensive needs analysis and consultation processes with children and young people, parents, and a wide range of stakeholders. More than 170 children, young people and families were involved in the engagement exercise to inform and develop the outcomes for the final plan, "Making a positive difference" 2011/14.

- The Council's priorities for education are clearly communicated by Corporate Directors and Heads of Service at Council Management and Leadership Team meetings. There is no Directorate in the council that does not provide some level of support to education provision. The on-going priority that has been given to identifying and meeting learners'

needs has contributed to the continued improvement in standards of attainment.

- The NEETs Strategy has reduced the numbers of people who are NEET albeit from a high baseline in 2008. There has been full engagement of stakeholders in developing strategies resulting in a reduction from 7.2% to 2.7% in 2012. Implementation plans are monitored by LSB, Scrutiny, Cabinet members and the Council Management Team. Reaching the best outcomes in Wales in 2012 is not enough. Whilst seeking to maintain our present position on young people 16-18, the programme has moved onwards to securing more opportunities for employment and training for 16 to 25 year olds to ensure successful progression.

- The transformation programme for 14-19 education has been actively developed in partnership with schools and Deeside College. Partnership arrangements secure compliance with the requirements of the Learning and Skills Measure. The arrangements (praised by Estyn in 2011) result in widening options available to learners and the consistent application of rigorous quality assurance processes. The work continues with development of consolidated hub provision alongside the Dee estuary, to better organise provision around learners' needs.

- The Council prioritises its Welsh in Education Strategic Plan, with effective shared leadership (with partners) of the Welsh Education Strategic Forum. The Authority is building on demand surveys with plans to create appropriate additional provision where there is unmet need. Opportunities to improve service access through restructuring or partnership working continue to be taken (for example through the development of the regional school improvement service and through partnership early years and youth service provision.

Quality Indicator: 3.1.3 Leadership - Elected members and other supervisory boards

- Elected members have a good track record of prioritising improving learner opportunities and outcomes. In recent times, they have shown increasing willingness to take key decisions to secure and safeguard opportunities and outcomes for the future. The Local Service Board is increasingly ambitious in its programme in support of local learners and communities.

- Flintshire County Council's vision is based on extensive knowledge of national and local priorities and performance data. Members engage in these priorities in regular seminars and in annual Cabinet and Scrutiny programmes for the discussion of policy and performance. Members scrutinise standards of attainment and school performance.

- The Scrutiny work programme provides robust challenge and support for the improvement of learner outcomes. The Cabinet Member attends each meeting to address questions and explain policy decisions. On-going monitoring of standards and provision, together with scrutiny of 14-19 and school modernisation programmes are examples of how Scrutiny has helped to develop and enhance the implementation of council priorities.

- Evaluation of the delivery of the previous Flintshire Children and Young People's Plan and the development of the new plan have been fully jointly scrutinised by both Lifelong Learning and Social Care & Health Scrutiny Committees.

- A standing group involving both the Chair and Vice Chair of Scrutiny and the Cabinet Member oversees work to support individual schools facing difficulty. They monitor the usage of the Authority's statutory school improvement powers. They are particularly effective in working alongside governing bodies to help them recognise both the need to change and to support them through improvement journeys. This group builds on the

earlier work undertaken by the Chair of Scrutiny and Cabinet Member, but allows for wider engagement of elected members.

- All elected members are engaged in workshops to challenge officers in the development of performance targets and in monitoring performance outcomes. Scrutiny reviews progress on individual targets and key indicators on a quarterly basis.
- The Local Service Board has embraced the principles of Results Based Accountability, developing a Community Strategy Delivery Plan and detailing the performance indicators that will be the measure of success for the partnership. It regularly monitors the work of key projects, e.g. Education, Employment and Training for Young People and School Modernisation.

Quality Indicator: 3.2.1 Improving Quality - Self-evaluation, including listening to learners and others

- Flintshire has an established cycle of rigorous self-evaluation and feedback from learners and stakeholders. It uses this to inform its forward planning.
- Rigorous quarterly and end of year service delivery reviews take place across the Council. The latter involve service teams in evaluating their performance against their team plan targets. Managers work to challenge and moderate each other's team evaluation judgements across Lifelong Learning and wider Council services.
- The Lifelong Learning self-evaluation is shared with Headteachers, Governing Bodies, Children & Young People's Partnership partners including voluntary sector representatives, and representative groups of learners and parents. Their evaluative comments and priorities influence the development of self-evaluation recording and service planning. Examples include the Children and Young People's Partnership and Health and Wellbeing Partnership and the relevant sub groups and networks. e.g. the Families First leads delivery board.
- The Chief Executive, Director of Lifelong Learning and senior Directorate Managers meet regularly with stakeholders. They meet on a scheduled basis with Headteacher Federations, school governors, trade union representatives and wider groups of partners. They meet with the Flintshire Youth Council and with school councils and groups of learners during their programme of visits. Many successful strategies have developed from these meetings. Examples include the Wellbeing strategy and the participation programme for engagement.
- The Local Authority also undertook a perception survey of schools in July 2011 with positive outcomes. The areas surveyed were support for school improvement, support for additional learning needs, social inclusion and wellbeing, access and school places and leadership.
- The Commissioner for Inclusion consults with parents, young people, Headteachers and ANCOs in the development of the inclusion strategy and evaluation of previous strategic developments.
- Flintshire County Council is proactive in the way it approaches underperformance in schools. This has led to significant improvements in schools and in key performance indicators. The Cabinet Member, Chair of Scrutiny and Member Working Group rigorously review all school inspection reports. They also scrutinise and actively monitor improvement plans and other actions in relation to schools causing concern to the Authority. This involves working closely with school leadership teams and governing bodies.
- Scrutiny challenges the Cabinet Member and senior officers on standards of attainment and school performance. Systematic monitoring by scrutiny has focused attention on continuous improvement.

- The Children and Young People's Partnership encourages a wide range of learners, stakeholders and partners to provide evaluative feedback through a range of mechanisms including consultation workshops, events and surveys and by utilising social media. The high level of engagement in the development of the current Children and Young People's Plan and the emerging Families First programme are examples of this. Other examples of learners influencing strategic developments include:
  - Respect fest/ Respecting Others;
  - Speak Out and Youth Conference Reports / development of social media use for virtual youth conferences in 2012;
  - Young Flintshire participation levels;
  - 21st Century Schools;
  - Child Poverty Strategy;
  - BIG Picture;
  - Families First;
  - National Outcomes and disability scoping with parents of disabled children;
  - Young at Heart (intergenerational project); and
  - participation in recruitment and in consultation for Team around the Family posts, participation posts and 3rd sector posts.

Quality Indicator: 3.2.2 – Improving Quality – Planning improvement

- Data informs decision making, target setting and self-evaluation. Planning is increasingly carefully matched to resources through the Medium Term Financial Planning process.
- There have been significant improvements in the Authority's performance management arrangements. Increased consistency across the Council has enabled easier mobilisation of capacity and challenge across the organisation.
- The revised performance management framework established by the Children and Young People's Partnership is comprehensive and fully involves all partners in the process through Core Groups and the overarching Partnership Board.
- Lifelong Learning's performance management arrangements work well with those of the Children and Young People's Partnership. These allow officers, members and partner representatives to reflect on performance on a quarterly basis and to discuss areas for improvement with Heads of Service. Teams work well to evaluate performance and ensure that service developments are owned by all members of staff. Exception reports evidence how the performance management process follows up on priorities and targets that are at risk of falling behind. The drive to improve performance and outcomes for learners is evident in all service areas and has led to improvements in many different areas, e.g. literacy and numeracy at each key stage, increased provision for excluded pupils and pupils at risk of exclusion.
- Central education services have had to face budget and staff reductions. Service strategy focuses on dedicating resources to schools for raising standards of literacy and numeracy and reducing the impact of deprivation and other factors on achievement and attainment. In particular, further work on raising standards of achievement, attainment and attendance of FSM pupils and vulnerable groups is being set in place and complemented by increasing our work to support the more able and talented.
- A systematic approach has been taken to ensuring that action and impact is secured against all recommendations made in Local Authority Estyn inspection reports. For example, revised support, monitoring and intervention frameworks have been introduced

by School Improvement and Inclusion services, improvements have also been made in analysis of data for vulnerable groups to target support to secure improvements in outcomes.

Quality Indicator: 3.2.3 Improving Quality - Involvement in professional learning communities (PLCs)

- Flintshire County Council piloted the development of professional learning communities on behalf of Wales and the Welsh Government. All schools are involved in at least one active community, with some schools actively engaged in several relevant communities. Local Authority officers are also actively involved with action research and action learning sets through joint leadership programmes with Deeside College. Where PLCs are working effectively they are grounded in seeking improved outcomes for learners using a focused collaborative research-based enquiry approach.
- Although the model is school led, the local authority in conjunction with Higher Education Institutions, has led in developing and facilitating a network between schools within Flintshire and beyond. The work is being recognised as leading practice nationally. The lead officer has been seconded to develop Local Authority and school practice nationally.
- The evaluation of Flintshire Schools' involvement in PLC work demonstrates excellent impact on standards in a significant number of schools as referenced in recent Estyn school inspection reports. External evaluation by the London Institute of Education assesses PLC work as sector leading practice.
- School professional development action plans, in support of the application of the School Effectiveness Grant (SEG) appropriately address planned improvement and identified outcomes, in key areas of literacy, numeracy and reducing the impact of economic disadvantage
- Flintshire County Council staff are extensively engaged in collaborative working to promote education improvement both within the Authority and in conjunction with other local Councils and external agencies. Cross Local Authority networking at a number of levels together with strong representation at national level has ensured that officers have maintained and further developed their levels of expertise and professional knowledge which in turn has allowed for the continuing development of improved standards in schools.

Quality Indicator: 3.3.1 Partnership Working – Strategic Partnerships

- Strategic partnerships are secure, inclusive and supported by a wide range of partners to contribute to sustained improvements in outcomes for young people in Flintshire.
- The Children and Young People's Plan has good links with the main strategic partnerships through the LSB and the Community Strategy, including the LSCB, Health Social Care and Wellbeing Partnership, Community Safety Partnership and the 14-19 Learning Partnership. There is a systematic and comprehensive approach to the identification and development of partnership planning evidenced through development documentation.
- The CYP Plan has a clearly articulated vision, reflecting Council and community strategic plans, for improving outcomes by pooling resources. The 2008/11 plan raised learners' attainment across all key stages and led to improved attendance. It supported improvement across groups of vulnerable learners, e.g. LAC and EAL.
- Children and young people's planning in Flintshire is implemented effectively through

focused operational team plans for each service area and each aim of the Children and Young People's Plan. The plans follow an agreed template and are linked to SMART targets for teams and partners that have directly led to improved learner outcomes (see 3.2.2).

- There is a strong partnership between the education service and Flintshire schools. Schools are clear about the challenge and support categories into which they fit. The overwhelming majority of schools buy into the Council's SLAs. Partnership continues to be the foundation for the improvements in pupil attainment and wellbeing outlined in 1.1 and 1.2.

- The Work Based Learning Provider Network and Post 16 NEET group effectively reduced the numbers of young people not in education, employment or training in Flintshire from 7.2% in 2007 to 2.7% in 2012, which is the best outcome in Wales.

- The development of the 14–19 Learning Partnership to co-ordinate and strategically plan and manage all post 14 learning provision in the County has led to improvements in attainment at key stage 4, especially for vulnerable groups of young people and those who prefer to learn outside the school environment.

- Providers worked hard to ensure that a collaborative and compliant post 16 option menu and timetable across all County providers is operating from September 2011. Quality assurance and value added monitoring procedures have been set in place by the partnership group. This has increased the number of options available to students, and increased retention rates.

- Flintshire School Improvement officers work closely with all Local Authority Officers in North Wales to raise standards in identified areas of weakness. There are measurable outcomes linked to this work.

- Flintshire has played an active role in the development of the North Wales Consortium and School Improvement Service. There is a clear commitment to work that adds value, ensures common approaches, raises pupils' achievement and improves services to learners with ALN.

Quality Indicator: 3.3.2 Partnership Working - Effectiveness of joint planning, resourcing and quality assurance

- Flintshire has maintained and enhanced the working arrangements that led Estyn in 2011 to conclude that the Authority had good partnership arrangements in place to deliver its education services. It works effectively with the health board, youth justice system, youth service, community safety groups, Local Safeguarding Children Board (LSCB), 14-19 network and the third sector.

- The Children and Young People's Partnership structure is well established with a strong performance management framework in place and with well evidenced improvements secured for children and young people. The greater maturity of this RBA based framework reflects collective Focus on the recommendation at the last inspection.

- The Performance Management Framework is based on detailed data analysis to evaluate the effectiveness of joint planning. Plans are monitored in the core aim group meetings and reported to the Coordinating Group chaired by the Corporate Director. This process has allowed the Partnership to concentrate on areas for improvement, e.g. commissioning of integrated family support arrangements and school modernisation.

- Evaluations of the first Children and Young People's Plan 2008-11 demonstrate significant improvements for children and young people. Examples include:
  - the participation and engagement of children and young people and families for the

Facilities First Commissions;
- o the development of the Team Around the Family (TAF) approach/service;
- o the development of the A2A Card;
- o The development of the Flintshire Parenting Strategy e.g. engagement in the National Occupational Standards (NOS).

- The Children and Young People's Partnership manages the Families First grant and this funds a range of projects. Each project under Cymorth and Families First has been subject to a detailed SLA and quarterly performance and budget reviews. As of 1st October 2012, the new portfolio of Families First commissioned projects has been live.
- The Flintshire LSB has commissioned a review of all Partnership work and the structures that support it to ensure a consistent focus on priorities, the measurement of their effectiveness and reduction of duplication.

Quality indicator: 3.4.1 Resource Management – Management of Resources

- There is adequate and improving performance management and financial management of Council resources and grants, which ensures value for money and allocation of resources to its key priorities. The mapping of all resources across the partnership is an area for development for the CYPP.
- The Council has a good corporate planning framework which describes how the organisation's resources are used within a framework of organisational values, roles and responsibilities.
- The Council has robust systems for the allocation, monitoring and control of finance. These systems involve Elected Members at an early stage of planning the Medium Term Financial Strategy. The strategy is considered by the Cabinet, Corporate Resources Overview and Scrutiny Committee and service scrutiny committees.
- The Medium Term Financial Strategy (MTFS) is a critical part of the Council's overall Governance plan. It sets out the financing resourcing strategy by which the Council will deliver its vision and strategic objectives over the medium term. The strategy enables the Council to plan ahead by identifying where new investment is required, where activity will increase or decrease and which new policies or targets will affect the organisation.
- The Council has given key commitments in relation to education funding. They include protecting spend per pupil, increasing delegation (from 74.2% in 2010/11 to 80.1% in 2012) and completing a review of education funding methodology.
- The core principles embodied in the strategy are: -
- o the full integration of financial planning with strategic and service planning, and decision making for Council Fund Services on a medium to long term basis;
- o engagement with key stakeholders in the financial planning process;
- o management of spending within available resources; and
- o recognition of individual and collective responsibilities for financial management and values.
- A detailed analysis of budget pressures and savings is set against the Corporate Directorate priorities. The allocations of capital resources are considered by the Corporate Asset Management Group in accordance with a scored list of priority projects. Heads of service are challenged individually with regard to identified pressures.
- Following a wider finance review, which ensured that capacity is in place to deliver a full review programme, the Authority has also commissioned a review of Education Funding,

focused on extending delegation to schools.

- Directorate plans (including Lifelong Learning) have been produced for 2012/13 which are underpinned by individual service plans for each area, led by the relevant Head of Service. Updates on the financial forecasts are provided to members through the County Council's Executive and Lifelong Learning Overview and Scrutiny Committee.

- All financial expenditure is monitored closely, including grants, and carefully related to planning priorities. Teams have robust monitoring methods to ensure resources are used effectively and efficiently to improve learner outcomes, e.g. the successful literacy and numeracy intervention and secondary school attendance strategies. This is carried out in two fora: the monthly budget monitoring and the All Our Business performance management group. The Education Service also provides regular analyses of key risk areas that could adversely affect financial performance to the Council Management Team.

- All schools under the Financial Services Service Level Agreement have access to individual high quality advice and support on the financial management of their school budgets. It has also recently launched a development focused Bursars & Business Managers Group.

- The Council has introduced revised arrangements for the management of school balances following an inspection recommendation in 2011. A new policy has been developed following extensive consultation with Heads Federations, Schools, School Budget Forum, and Trade Unions. The level of school balances has reduced from £3,124k in 2011/12 to £2,928k in 2012/13.

- The CYPP directly manages the £1.7m Families First grant funding a range of wellbeing projects for children, young people and families. Detailed, outcome focused SLAs underpin the work of each project and performance is monitored against these outcomes on a quarterly basis. Finances of each project are monitored quarterly and the SLA specifies that the Partnership can re-allocate resource where it is not being utilised or where the requirements of the SLA are not being met. Each project is aligned to a Core Aim of the CYPP and is supported by the Partnership Lead for each Core Aim.

- There is a 100% buy-back for the provision of non-statutory personnel services to schools through Service Level Agreements. Casework is well-supported and advice is technically reliable. Audit Commission Schools' Surveys 2007 and 2009 place the quality of professional personnel advice and casework in the first quartile for all participating councils in Wales. Highly positive responses were also secured in the 2011 local survey.

- Building on developing good practice in job role and organisational design, it will be important to complete implementation of single status to secure organisational resilience, sustainability and morale.

- In the Wales Audit Commission Survey 2009 the Council's support to schools for both ICT Technical Support and ICT Curriculum support were deemed to be between 'good and very good'. The ICT service delivers a 'one stop shop' for support services for ICT covering MIS, Curriculum, Technical and administrative support. Proposed regional and national ICT support services assume a similar managed service approach to deliver best value for money.

- Within the Medium Term Financial Strategy and Asset Management Plan, the Authority maintains up to date information on sufficiency and suitability of buildings for learners. This information is used to develop both school organisation and investment programmes. The medium term financial Strategy and service plans provide a reference for prioritising capital investment and improvement in learning environments. Lifelong Learning projects form 41% of the County Council's capital programme in 2012/13. Following new schools in Connahs Quay and Shotton, the Council is committed to a further programme of £64m investment through the 21st Century Schools programme.

Quality Indicator: 3.4.2 Resource Management – Value for Money

- There is adequate and improving work in relation to value for money. The Authority is committed to a targeted programme of improvement and efficiency through the Flintshire Futures Programme. Flintshire Futures is our own framework for organisational change. The framework aims not only to establish best value for money, but to make the organisation more lean, modern and efficient, whilst aiming for the highest possible standards of public service. Project and programme disciplines are applied to each review. We use benchmarking information to assess service provision in relation to other Authorities. We learn from good practice in other authorities and sectors e.g. the Out of County Placements review and the Regional School Improvement Service project.

- An enabler in the programme is the introduction of lean systems. Key staff have received training in the process to ensure best value. The scope of the lean systems is its application to Local Authority provided services and identification of value and waste.

- The County Council has recently reviewed arrangements with regard to Out of County Placements to maximise value for money with successful outcomes and improved practice (with £500k in efficiencies secured over the last two years). The Authority is currently reviewing arrangements on development of ALN resources to extend delegation and maximise the opportunity for young people to be supported in local schools and communities through early intervention.

- Facilities Management services are subject to independent review by APSE (Association for Public Service Excellence). The focus of this review is the cost effectiveness of all facilities management services currently provided by the Council.

- A programme of reviewing the Flintshire Funding Formula, agreed with the Flintshire Schools' Forum, is on-going, for implementation of revised arrangements from 2013/14. These moves are designed to improve efficiency of funding delivery to maximise funding for schools to utilise on educational delivery to improve learner outcomes.

- Flintshire spends an above the Wales average amount on centrally funded school services. This reflects the priority for investment in Inclusion Service provision as agreed by schools. The level of service delegation has traditionally been agreed by the School Budget Forum.

- The Authority and the School Budget Forum successfully met the challenge to extend delegation to levels aspired to nationally by the WLGA and central government. The effectiveness of provision is measured against costs, which has led to strategies to reduce central costs in key areas of central provision such as provision of transport, ICT services and School Improvement Services. Efficiencies in these areas are being sought by regional collaboration, involving neighbouring Authorities.

- As a whole, the Flintshire education system is effective in securing good outcomes for learners and value for money. Outcomes on key indicators at Key Stage 3 and 4 are consistently amongst the highest in Wales compared with a gross schools budgeted expenditure of £5,280 per pupil and the Wales average of £5,520. Nevertheless, we also recognise that there is further to go to secure similar outcomes and value for money in the primary sector.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 20 NOVEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **REVIEW OF THE COUNCIL'S WASTE COLLECTION SERVICE**

1.00   **PURPOSE OF REPORT**

1.01   To update Cabinet on the progress made within the waste collection service, six months after the service review.

2.00   **BACKGROUND**

2.01   In June 2010 the Council adopted its Municipal Waste Strategy. The Strategy contains a number of key actions which were needed to meet the challenging recycling targets set out in the all Wales National Waste Strategy 'Towards Zero Waste'.

2.02   On the 15th March 2011, the Executive approved the Councils Household Waste Collection Policy which introduced the new collection service consisting of the following elements:

- A weekly collection of recyclables
- A weekly collection of food waste
- A fortnightly collection of general domestic waste
    Alternating with:
- A fortnightly collection of green/garden waste

The new collection service was designed to increase participation in recycling, reduce the reliance on landfill and enable the Council to meet the tough recycling targets set by Welsh Government which are as follows:

By   2012/13 = 52% of all waste produced should be recycled
2015/16 = 58% of all waste produced should be recycled
2019/20 = 64% of all waste produced should be recycled
2024/25 = 70% of all waste produced should be recycled

2.03   The "rollout" of the new service was achieved by a series of pilot schemes and eventually by a County wide "rollout" to all residents, which commenced on the 7th November 2011.

2.04   Following concerns about the service, a Resolution was carried at full Council on 31st January 2011, which resulted in a full review of the service. The review was completed and the results subsequently presented to the Council's Executive and the Environment Overview and Scrutiny in March 2012. The report recommended that an update on progress should be presented to Members after a further period of six months.

2.05   This report has two main objectives:-

1.   To provide Cabinet with an update on the progress made against each of the service Action Plans which were developed during the waste services review

2.   To provide Cabinet with an overview of the current position in regards to service performance in Waste Management.

3.00   **CONSIDERATIONS**

3.01   **Progress against Action Plans**

Following the review, four Service Action Plans were developed. The Action Plans made specific recommendations, together with containing delivery targets for the following service areas.

- Communications
- Vehicles/Containers
- Operational
- Policy

Appendix 1 shows the current RAG status in terms of the Actions within each of the Plans.

3.02   All of the Actions contained within the four Action Plans have been completed or are 'on track' to be completed within the required timescales – with the following exceptions:-

- C4 – Amber - New stickers advising residents why waste has not been collected requires further development – New target date December 2012

- C12 – Red – Notification to inform callers to the Contact Centre of their position in the queue (to be answered) still to be introduced – New target January 2013 subject to on going discussions with software supplier

- V2 – Red – Trials of alternate containers for storing recycled material. - New target January 2013 – weighted bags (for paper have been introduced and further trials of alternate containers are to be introduced once satisfactory alternatives are identified.

3.03 **Current Service Performance**

In common with most waste collection service providers across the Country, missed collections remain the biggest area of concern. The number of missed collections within the service has consistently fallen since the launch of the new service and now average 120 – 130 missed collections for every 100,000 collections made each week. The electronic notification system for Assisted Collections has been trialled and will undoubtedly improve the service and reduce missed collections for residents on the Assisted Collection Scheme. The rollout of the system to all vehicles is expected to be completed by the December 2012 target.

3.04 Call volumes to the service, via the Contact Centre have fallen to the pre-service change call rate level. (**Appendix 2**)

3.05 The changes made to the collection service placed the emphasis on recycling rather than disposal and residents have embraced the new arrangements, recycling their waste in greater quantities than ever before. The 2012-13 First Quarter recycling rate for the County showed an increase from 50% in 2011-12 to almost 60 % and the Council were second in Wales in terms of the amount of waste recycled.

3.06 In addition to the recommendations within the Action Plans, the following changes have also been made to the new service.

- The service has been rolled out to all Flats in the County
- A 'Scatter' round has been introduced to properties with difficult access points
- Saturday collections have been piloted

3.07 Side waste will continue to be collected by the collection crews, however this will be reviewed in line with the Councils Waste Collection Policy in the coming months. Any changes made to the current working practise will be notified to Members in advance of any change

3.08 A research project commissioned by the WLGA Waste Improvement Programme and Welsh Government into Civic Amenity/Household Waste Recycling Centre provision in Wales has been received in September 2012. In order that the findings of the commission can be included in the Council's Household Recycling Centre (HRC) strategy the existing provision will remain. The Council HRC provision will be reviewed to coincide with the commissioning of the new Sandycroft facility which is expected to open in May 2013.

3.09 Any extension to the Saturday collection service will be notified in advance to Members

3.10   **Feedback on the service**

Feedback on the new service was received from the following sources:-

1.   Customers were asked for their opinion of the service at events held across the County during the summer months.

2.   Member feedback on the new service was received as part of the Streetscene service review

3.11   **Summary**

Changes of this magnitude are never easy to introduce. However it would appear that the service has now stabilised the staff and workforce are making great efforts to ensure that the service operates at the level residents and Members would expect of it.

4.00   <u>**RECOMMENDATIONS**</u>

4.01   That Cabinet note the report and the progress made within the service since the service review in March 2012

4.02   That Cabinet approve that the current arrangements at the Council's HRC sites remains at the current level, subject to a further report, once the impact of opening the proposed new Sandycroft HRC site and the information from the WG research project can be assessed.

5.00   <u>**FINANCIAL IMPLICATIONS**</u>

5.01   The Managed Weekly Collections service is anticipated to deliver a further £245k of efficiencies in 2012/13. This is in addition to the £200k that was estimated for 2011/12

6.00   <u>**ANTI POVERTY IMPACT**</u>

No impact

7.00   <u>**ENVIRONMENTAL IMPACT**</u>

No impact

8.00   <u>**EQUALITIES IMPACT**</u>

No impact

9.00   <u>**PERSONNEL IMPLICATIONS**</u>

No impact

10.00 CONSULTATION REQUIRED

None

11.00 CONSULTATION UNDERTAKEN
From Members (Through the Deputy Leader and Cabinet Member for Environment)
Residents (Through surveys

12.00 APPENDICES
Appendix 1 – RAG Status of Action Plan
Appendix 2 – Call Volumes to Contact Centre

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: S Jones
Telephone: 01352 704700
Email: Stephen.o.jones@flintshire.gov.uk

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Environment Department – Streetscene

Improvement Action Plan – New waste collection service

Communications

Ref	Issue	Member Suggestion	Action	Timescale RAG Status	Responsible Officer
C1	In consistent messages by officers - ensuring that whatever advice/information is given by a contact centre officer, the same is given by supervisors, by operatives, by managers etc.	Improve daily communication between managers, supervisors and crews to ensure that whatever advice/information is given by a contact centre officer, the same is given by supervisors, by operatives, by managers etc. Continue to receive feedback and then full analysis of that feedback (Hilary)	Weekly update for all staff through periods of change

Existing Member contact arrangements to remain | Immediate

G | Kevin Gardiner H Mitchell |
| C2 | Clear and consistent information in all communications | Formal check process for all external communications – includes independent customer | Agreed | Immediate

G | Kevin Gardiner H Mitchell |
| C3 | Information to members must be timely. For example any changes to services around Christmas should be communicated to Members at least a month, possibly more, in advance so that it gives them opportunity to include the messages in their own newsletters. | Produce annual operational plan with key dates i.e. Christmas calendar's to be sent out on December 1st – 8th.

Process to be approved through Executive as part of service review. | Agreed | 1st July

G | Gabrielle Povey |

C4	Residents unsure why waste is still in their bin	Non collection of waste (as a result of Policy) needs to be communicated to the household so they understand why their waste is not being collected. Stickers to be posted on bins	Review of communications process and stickering arrangement	July 2012 A	Gabrielle Povey
C5	Collections at flats and Housing estates unclear	Produce estate specific collection leaflets, particularly around social housing estates, flats etc. Provide landlords with information leaflets on collections that can be handed out to new tenants.	Agreed	July 2012 G	S Jones
C6	New residents unsure of collection arrangements	Consider the opportunity to create a new Flintshire resident pack. Triggered by people registering at a new property for Council Tax a welcome pack to be dispatched that would not necessarily only include information on Waste Collection but on a whole range of council services.	Agreed	April 2013 G	Gabrielle Povey
C7	Members need to contact service	Introduce a direct email (just for member use) say waste@flintshire which would go direct to Hilary and her team (for when she is absent)	Agreed	Immediate G	Hilary Williams

C8	Members unaware when collections will be made due to vehicle breakdowns and other issues with the service	Develop a text services for Members advising when there are problems, such as a broken down vehicle which is delaying collections in their area. They will then be able to answer any resident queries. Use of automated telephone message to impart information eg change to service because of bad weather, collection running late similar to utility companies model (eg power cuts)	Staff to phone Members if problems arise pushing collections beyond 5pm Consider suitability of CRM this service	Immediate G July 2012 G	Kevin Edwards D Naylor
C9	Resident unsure on changes to collection arrangements	More use of social media – twitter – delays as mentioned above could be 'tweeted'. Acknowledgement that the service as a twitter site but that it isn't yet activated.	All ready in place	December 2011 G	Gabrielle Povey
C10	Bins left blocking the footway	Better information to residents on where to put their containers in terms of driveways, access, kerbside and pavements rather than cartilage. Where new local arrangements are agreed ensure that this is communicated to the operatives	Information provided as part of yearly calendar replacement	December 2012 G	Gabrielle Povey
C11	Non English speaking residents unable to understand service	Clear communications must be sent out to foreign communities – Trevor Jones from the PPP unit has worked a lot with the Polish communities and may be of some help	Review information as part of communication plan	December 2012 G	Gabrielle Povey
C12	Callers don't know how long until an officer will answer in busy periods	When calls are in a queue can the system tell them where in the queue they are – e.g. you are now the 10th call in the queue.	Consider suitability of CRM this service	July 2012 R	Denise Naylor

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Environment Department – Streetscene

Improvement Action Plan – New waste collection service

Vehicle/Containers

Ref	Issue	Member Suggestion	Action	Timescale RAG Status	Responsible Officer
V1	Containers blowing away.	Interim arrangements to stop blue bags blowing away eg put blue bag in the weighted white sacks, turn blue boxes upside down and put recycling bags underneath, put the blue bags in the handles of the wheelie bin	Implement suggestion Toolbox talks to start immediatly	Immediate G	Kevin Edwards
		Introduce weighted bags for all future replacements	Implement suggestion – 3 month delivery	June 2012 G	Gabrielle Povey
V2	Containers are unsuitable	Trial new containers Stacked recycling bins Smaller wheelie bins for single occupants New blue bag with velcro fastening for paper	Identify suitable area and trial new containers	1st July R	Gabrielle Povey
V3	Bins blown into road with potential to damage vehicles	Reflective strips should be attached to dark bins – if they're blown into the road then they're a traffic hazard and difficult to see Replacement bins to get strips Provides strips to residents to fix to thir bins	Proposal to be discussed with insurance company – not progressed	July 2013	Kevin Gardiner H Mitchell

V4	Vortex problem – when the trucks are filled, sometimes turbulence inside will blow the rubbish back out onto the street	Investigate and produce revised working arrangement to avoid	Agreed	July 2012 G	Kevin Edwards
V5	Vehicles too big for some roads	Ensure vehicles are fit for purpose – bigger vehicles make for shorter collection times, but may be unsuitable for narrow streets and lanes		G	
		Full review of fleet suitability	Agreed	Dec 2012	Kevin Gardiner/ H Mitchell
V6	Reliance on paper system for assisted collections	Introduce assisted collection addresses onto the tracking system	Agreed	December 2012 G	Kevin Gardiner H Mitchell

Environment Department – Streetscene

Action Plan – New waste collection service

Operational/Training Plan

Ref	Issue	Member Suggestion	Action	Timescale RAG Status	Responsible Officer
O1	Lack of knowledge of rounds	Reinforce buddy working groups to more effectively share knowledge throughout the workforce	Buddy groups introduced	July 2012	K Edwards
		Operatives should know more than one round, so that during times of sickness/annual leave operatives can cover rounds	Training on additional rounds	July 2012 G	K Edwards
	Drivers unable to find properties for repeated missed collections	Maps of previously missed collections should be given to drivers to help find the more obscure addresses	Provide maps for repeated missed collections	Immediate G	K Edwards
O3	Food waste removed from containers and stacked or carried on the street	Food waste must be disposed of correctly – currently several bins are emptied onto the street in a heap before then being lifted onto the wagon. This is obviously unhygienic and unpleasant for residents	Tool box talks and continued training	Immediate G	K Edwards

O4	Avoid wherever possible changes to the services (Christmas) so as not to confuse people	General agreement that recycling must be collected over the Christmas period but that brown bin collections should be suspended to allow resource to be directed into residual and recycling collections.	Review Christmas arrangements	July 2012 G	Kevin Gardiner H Mitchell
O5	Repeated missed collections per property	Record the number of times that property has been missed on works ticket.	Number recorded on second and subsequent missed collections	Immediate G	Hilary Willaims
O6	Workforce not engaging with the new collection arrangements	1. Employee Workshops to be held that discuss general County wide issues eg service standards, baseline perfomance standards	Agreed	July 2012 G	K Edwards
		2. Tool Box talks/Area Teams to impart relevant area based information, to be reactive to problems and proactive in solutions, deviation from baseline standards where problems identified.	Agreed	On going	K Edwards
		3. Training should be given to operatives on the policy/procedures.	Agreed	July 2012	K Edwards
		4. Have individual team (round) targets, to promote friendly competition, eg. Least number of missed collections per round in a month.	Possible future development		S Jones

O7	Workforce not returning bins correctly and leaving lids open	Stress importance of closing lids on wheelie bins and food waste bin at tool box talks	Tool box talks and continued training	Immediate G	K Edwards
O8	Members unsure on the performance of the service	Regular quarterly performance reports to the relevant scrutiny committee to monitor improvements on missed collections.	Missed collection information will be included in the Streetscene standards and will be reported from Q1	1st July 2012 G	S Jones
O9	Side waste collections	Clear instructions to staff, operational teams, Members and the public need to be provided once the decision to collect has been made. This decision needs then to be consistently applied	Notify all staff and operational teams once decision is made Inform Members and public	Once agreed G	K Gardiner H Mitchell

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Environment Department – Streetscene

Improvement Action Plan – New waste collection service

Policy

Ref	Issue	Member suggestion	Action	Timescale Rag Status	Responsible Officer
P1	Lack of clarity on policy and standard by Members	Revisit Policy to reassess baseline standards	Review policy and communications in update report to Scrutiny	Sept 2012 G	S Jones
P2	Missed collections are not always the fault of the Council – what should happen then	Identify and record the reason for the missed collection so that the remedy can be targeted properly, and record the remedy, e.g. it may not always be the fault of the operatives, there will be occasions when resident forget to put their bins out for collection	Identify process for missed collections when not the responsibility of crew. This will be achieved by electronic system on vehicle	1st Dec 2012 G	S Jones
P3	Introducing 6 day working	Consider Saturday collections for flats and rural areas	Agreed	1st Oct 2012 G	S Jones
P4	Introduce flats to new arrangement	The policy for flats needs to be developed and then clear consistent and timely communications with crews, residents and members.	Agreed	Action plan - 19th March 2012 Delivery July 2012 G	S Jones S Jones

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Contact Centre Calls
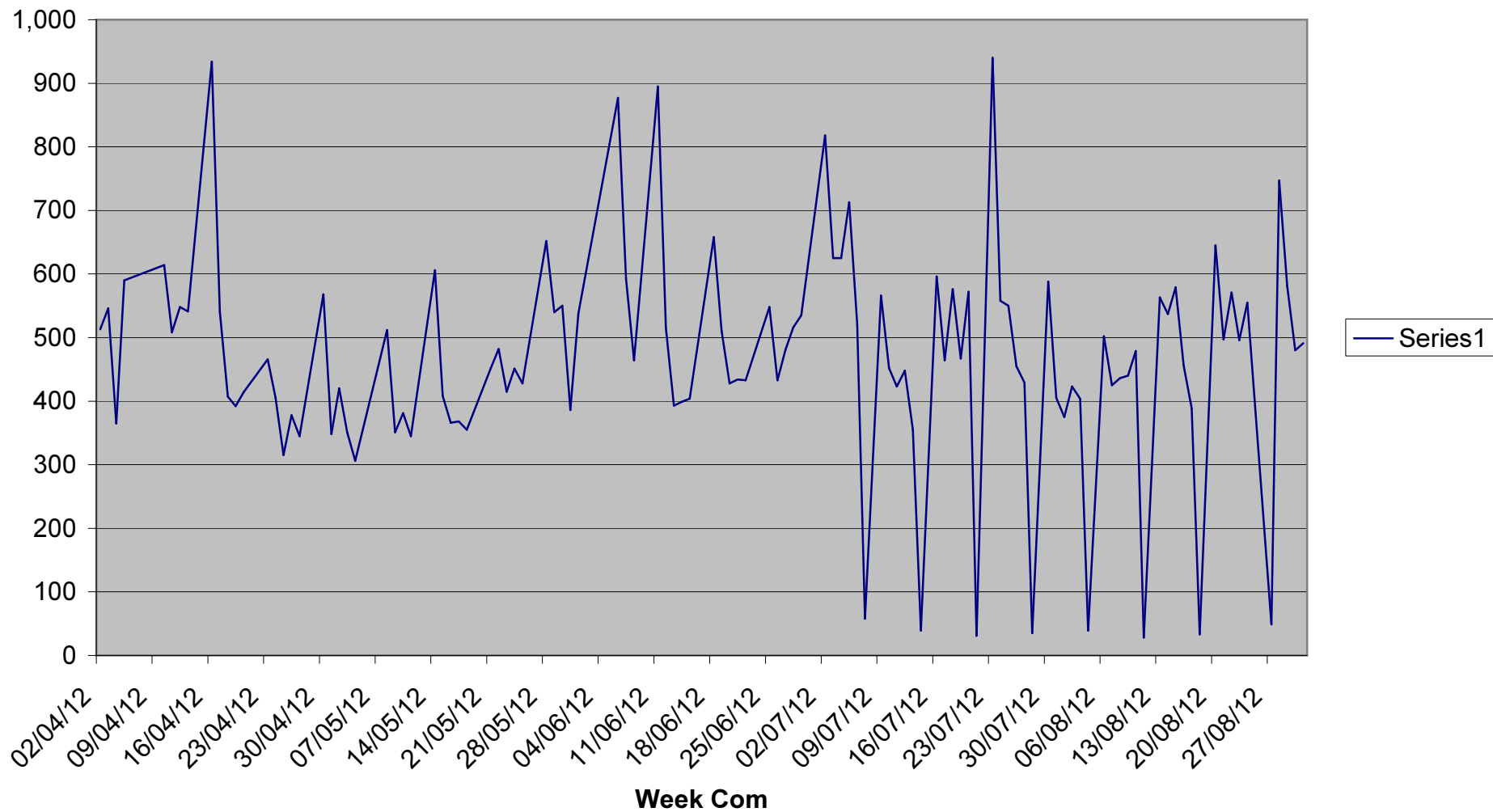
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **STREETSCENE REVIEW**

1.00   **PURPOSE OF REPORT**

To update Cabinet on the outcome of the review of the Streetscene service six months after its launch in March 2012

2.00   **BACKGROUND**

2.01   In October 2008, the Executive endorsed proposals for Phase II organisational change and re-design of a number of services, based on a recommendation from the Chief Executive. These included integrating services to form a single and consolidated Streetscene operation based in the Environment Directorate.

2.02   On 18th January 2011, the Executive approved the outline changes and granted delegated authority to Chief Executive, the Director of Environment and Head of Organisational Development & HR in consultation with the associated Executive Members, to consider any representations made and agree and implement finalised structures.

2.03   Following a period of consultation with Members, Trades Unions and staff, the new Streetscene service was launched on 5th March 2012.

2.04   In order to assess the progress made by the service in the period since the launch, feedback and comments on the new service were requested from the following sources

- Members of the public (Through satisfaction surveys)
- Council Members (Through the Deputy Leader and Cabinet Member for Environment)
- All Streetscene staff
- Trades Unions
- Town and Community Councils (From Senior Managers' visits)

3.00   CONSIDERATIONS

3.01   The feedback received on the service was as follows:

From Members – 23 replies were received with a total of 89 comments
- 17 were complimentary about the service
- 29 suggested areas where improvements could be made
- 5 were not connected with service
- 38 referred to waste (Included in the waste review report on the agenda)

3.02   From workforce and staff (via Newsletter and through Trades Unions – anonymous comments were accepted) – 6 replies were received from approximately 450 staff

3.03   From Trades Unions – 2 replies received.

3.04   Customer surveys were undertaken at various fetes and public events over the summer period.

3.05   The comments generally related to four main areas and a series of Action Plans were developed for each (**Appendix 1**). These detail operational changes or amendments to working practises which were identified from the feedback and seen as benefiting the service. In future the Action Plans will be monitored though service Performance Management reports and will also assist in the development of the Streetscene Service Plan for 2013-14.

3.06   The Action Plans refer to the following specific areas of the service:

Action Plan 1 – Staffing Structure
Action Plan 2 – Operational
Action Plan 3 – Office and Depot Arrangements
Action Plan 4 – Contact Centre
Positive and future direction

3.07   A number of positives were also highlighted by staff and Members during the review and they are shown, together with staff ideas for future opportunities within the service

3.08   The original project had four main objectives:

- Improving Customer Access to the Service
- Raising Public Awareness of the Service
- Operational Changes to deliver a more joined up Service
- Depot Rationalisation

A summary of progress on each objective is as follows:

3.09   **Improving Customer Access to the Service**

Originally individual Streetscene services were accessed by a variety of different published telephone numbers, with a lack of clarity on which was the correct number to call and no accurate statistical records available for call numbers, number of calls lost etc.

All Streetscene services are now accessed by a single, local telephone number or via a dedicated webpage. The Council's own Contact Centre deals with all calls relating to all of the Streetscene services, with a longer term intention that the Contact Centre is extended to deal with a broader range of Council services

There have been a number of issues with staff leaving the Contact Centre service since the launch in March 2012 which has resulted in insufficient staff numbers available at peak times and on specific days. This situation has been improved by introducing flexible, part time posts to replace full time employees leaving the service. Time specific call volumes and response times are now available for managers which allows them to plan and provide adequate resources to deal with periods of high demand for the service.

The performance of the Contact Centre was the subject of the majority of negative comments from Members following the consultation process and there have clearly been periods since the launch when answer times have been excessive. The majority of Member concerns related to the time taken to answer calls rather than the concept or operation of the new service. The current position is much improved and as further staff training is delivered, the service performance targets set for the Contact Centre by Members will be achieved.

3.10   **Raising Public Awareness of the Service**

The launch of the new service was well covered in local press and the public survey shows that there is growing public awareness of the service and how it can be accessed. Call volumes into the contact centre remain strong with calls to the original contact numbers reducing.

3.11   **Operational Changes to deliver a joined up Service**

The new generic operational Streetscene employee contracts deliver a flexible, multi-skilled workforce, capable and able of working across the full service area, delivering far greater coordination and efficiency. The arrangement will lower the requirement to employ agency staff as well as broadening the job satisfaction and content of the operational staff within the service.

New working patterns have now been introduced across the service and these will have long term benefits for the Council by increasing fleet utilisation and reducing operating costs.

Saturday operations, including Saturday waste collections, have been piloted without significant concerns for residents or staff.

3.12   **Depot Rationalisation**

A single integrated operational site is currently being developed in Alltami with a planned, satellite winter maintenance and traffic management sub-depot in Halkyn. Operations in Queensferry have ended and all Fleet Maintenance/Repair work now takes place at a single workshop in Alltami.

3.13   **Standards**

Members set challenging targets for Streetscene covering every aspect of the new service and performance against these standards has already been reported to the Environment and Overview Scrutiny Committee in September. The report indicated that the standards had generally been achieved and that all would be achieved, once operations had stabilised over the coming months

Considering the changes made in the service over the last 18 months, the level of response from staff and Members would indicate that the service is now bedding down after its introduction.

Further work will be undertaken over the forthcoming months to embed the "Pride of Patch" culture across the workforce and to ensure we have a consistent approach to service delivery throughout the county.

3.14   The Service Standards for Streetscene which have been in operation since the launch are shown on **Appendix 2** and **Appendix 3** and are now presented for Cabinet approval

3.15   It is suggested that a further report on the Streetscene is brought to Cabinet during the 2013-14 financial year.

4.00   <u>RECOMMENDATIONS</u>

4.01   That Cabinet approve the contents of the Action Plans for the service **(Appendix 1)**

4.02   That Cabinet approves the Councils Grass Cutting Policy **(Appendix 2)**

4.03   That Cabinet approves the Streetscene Standards **(Appendix 3)**

4.04   That a further report on the progress of the service is presented to Cabinet during 2013-14

5.00   <u>FINANCIAL IMPLICATIONS</u>

5.01 The Council's savings target for Streetscene in the 2011-12 financial year was £0.250m and £0.500m per annum thereafter

6.00 **ANTI POVERTY IMPACT**

None as a direct result of this report.

7.00 **ENVIRONMENTAL IMPACT**

Streetscene Services have a positive impact upon the Environment of Flintshire.

8.00 **EQUALITIES IMPACT**

None as a direct result of this report.

9.00 **PERSONNEL IMPLICATIONS**

None as a direct result of this report.

10.00 **CONSULTATION REQUIRED**

None as a direct result of this report.

11.00 **CONSULTATION UNDERTAKEN**
- All Members
- Streetscene staff
- Members of the public
- Town and Community Councils

12.00 **APPENDICES**
Appendix 1 – Action Plans
Appendix 2 – Proposed Grass cutting Policy
Appendix 3 – Streetscene Standards

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Streetscene Service Review

Action Plan 1 – Staffing Structure (September 2012)

Area of Concern	Comment / Action needed within the service	Process Change	RAG Status	Responsible Officer	Date
Communication not relevant to all staff and not consistently received by everyone.	**Newsletter to cover all employee issues and to be produced monthly** **Newsletters to be sent to staff by email and to operational staff by post**		G	Steve Jones	Ongoing
Lack of available staff within the technical teams Low morale in the technical teams because promised training plans have not been delivered – staff are still working in historical areas	**A technical officer profile is to be produced ASAP** and the officers matched against it. This will allow a training plan for each to be developed following appraisals with all staff. – Nov 2012 The training plan for technical officers is essential to provide the competencies to carry out all of the duties required of the post. It is felt that with a fully skilled technical team there would be sufficient resource to cope with the complete range of duties required by the service. The appraisal will highlight any competency issues with the staff which will be dealt by following the agreed process		G	**David James**	**01/12/12**
Inconsistent performance of Supervisors Supervisors losing wintime hours during a standard week	**A Supervisor profile is to be produced ASAP and the officers matched against it.** This will allow a training plan for each to be developed following appraisals with all staff. – Nov 2012	1. **Review the Streetscene Area's based on workload** 2. **Changes to Structure to reassign the Team leader role in Logistics**	G	**Steve Jones**	**Complete**
Imbalance workload in Streetscene areas	The appraisal will highlight any competency issues with the staff which will be dealt by following the agreed process		G	Steve Jones	01/12/12
Team Leaders taking on the duties of the supervisors to compensate for skill shortfalls	Streetscene Areas to be reviewed taking into consideration workloads generated in each area.		G	Alan Pugh	01/01/13
Poor planning of daily work schedules	**Team Leaders to receive coaching and training during appraisals**		G	**Steve Jones**	**November 2012**

Issue	Action		Status	Owner	Date
	Introduce a central planning arrangement within the service		G	Barry Wilkinson	01/12/12
	Refine the buddy arrangement for supervisors with working hours defined – one working an early and one a late shift.		G	Alex Williams/ Derrick Charlton	01/12/12
	Identify good practise and move staff with a proven history of delivering various elements to assist those having difficulty in delivering the service		G	Steve Jones	01/12/12
Insufficient supervisors in waste	This particularly problematic whilst the service is split between Alltami and Standard. Once the depot move has been completed the number of supervisors is thought to be sufficient.	3. Temporary appointment of waste supervisor – 12 months	G	Harvey Mitchell	01/12/12
	In the intervening period an additional supervisor in waste management should be engaged through the 'temporary supervisor' route		G	Harvey Mitchell	01/12/12
Lack of control of County wide functions e.g. gully emptying, large sweeping etc	The coordination of these activities should move to a central 'core' team within the trunk road group. This will allow the area teams to work on local issues using their dedicated local resource The coordination of these activities should be carried out by an additional supervisor. The arrangement to be trialled over a 12 month period.	4. Additional supervisor to be included in the structure for a 12 month trial period.	G	Alan Pugh	01/01/13
Energy managers work has more synergy with waste service than strategy	Alter reporting arrangement to suit		G	Steve Jones	01/12/12
Lack of cover for Mayrise and HAMP officers	Mayrise and HAMP to report through the Team Leader Technical, Finance and Admim officers		G	Steve Jones	01/12/12
Weighbridge Officers (3 No) not included in operational staff assimilation process	Weighbridge officers posts to be designated Admin in order to provide flexibility – will require post redesign		G	Steve Jones	01/12/12

Action Plan 2   Operations (September 2012)

Area of Concern	Comment / Action needed within the service	Process Change	RAG Status	Responsible Officer	Date
Insufficient full time staff – high reliance on volunteers to work the overtime periods at weekends High overtime levels in the service because of essential weekend and evening services High Agency numbers because of high sickness levels and lack of movement between services	**Business cases for full time staff contracted to work weekends to reduced the reliance on Agency and overtime** **Review rotas to ensure the required number of staff are available each day.** Introduce centralised scheduling function	**5. Ensure there are sufficient staff contracted to work all of the hours required by the service.** **6. Amend staffing structure**	A	**S Jones**	**01/04/13**
Staff not moving across services	This will commence as the training plans are finalised **The introduction of the centralised scheduling function will allow this to happen**		G	B Wilkinson	01/04/2013
Require flexibility to vary start finish times within some service areas	**Contract allows start/finish variations. - Confirm with Trades Unions**		G	S Jones	01/04/2013
Short term leave notice causes issues	**Agree new leave arrangements with Trades Unions**		G	S Jones	01/04/2013
Not all areas of open space under the control of the service and staff not able to deal with service requests	The maintenance of all publicly accessible open space should fall in Streetscene	**7. Review the scope of the service –Report due to Environment Overview and Scrutiny December 2012**	G	**S Jones**	01/04/2013
Need for a single store	Stores review in progress. - New arrangement to controlled by resource Team Leader	**8. Introduce new stores arrangements**	G	B Wilkinson	**01/06/2013**

Action Plan 3 - Office and Depot Arrangements (September 2012)

Area of Concern	Comment / Action needed within the service	Process Change	RAG Status	Responsible Officer	Date
Too hot/air quality in the new office, lights too bright, no blinds and Data Centre alarm continually going off regularly	**Discuss environmental issues with project manager for new office development**		G	D James	01/04/2013
New office environment not suitable for confidential phone calls and meetings with customers	**Situation will improve once Alltami is finished and there are 5 meeting rooms rather than 1 allowing space for phone calls to be made away from the office**		G	D James	01/04/2013

Action Plan 4 - Contact Centre (September 2012)

Area of Concern	Comment / Action needed within the service	Process Change	RAG Status	Responsible Officer	Date
Slow response time to answer calls at contact centre High number of lost calls – resulting in follow up calls, which adds to the number of calls received. High number of Agency staff in centre Little flexibility to engage other staff to assist in busy times. Callers unsure the position in queue leading to call holding levels at unsustainable levels	**Ensure all of the contracts for staff in centre include a requirement for flexible working. This will include the contractual requirement to work Saturdays and Bank Holiday if required in future** **Provide increased resources for busy periods**	**9. Relocate the contact centre to Alltami depot (first floor) – integrate the operations with the Streetscene administration team** **10 Include a recorded message indicating position of the caller in queue to be answered**	A	D Naylor	01/04/2013
Business maps not finalised	Complete business maps and FAQ's		A	D James	01/04/2013
Weekend and Bank Holiday service provided by Care Connect	Continue to monitor weekend and bank holiday call volumes		G	D Naylor	On- going

Streetscene Service Review

Positives (September 2012)

Streetscene Standards are being achieved or will be achievable	**11. Review Service standards on annual basis as part of performance monitoring**
Grass cutting policy needs approval by Cabinet	**12. Present Council Grass cutting policy to Cabinet for approval**
Overnight working arrangements – proving effective	Needs further fine tuning to ensure the service gains full benefit from the arrangement. Opportunity for extending to other service areas and regionally
Street Lighting – despite Member concerns the new shifts are working well, all of the posts are filled, the staff are concentrating on fault repairs and are working in areas to build up local knowledge and accountability	
Fleet workshop rota working well – has facillitated the move to single workshop and the closure of Queensferry depot	

Future development (September 2012)

Regional working	**13. That opportunities for regional working are explored.**
Fleet Service review	**14. That the outcome of the fleet review is accommodated within the revised structure**

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Flintshire County Council

Grass Cutting Policy

1.00 BACKGROUND

1.01 The County has a legal responsibility for the highway network in terms of keeping the routes available and safe for the passage of the highway user. It undertakes this duty in its role as the Highway Authority.

1.02 It is the duty of all Highway Authorities to reasonably maintain and repair the highway and to keep the surface of the road free from that which might otherwise obstruct it or prevent its safe use.

2.00 CONSIDERATIONS

2.01 The "Well Maintained Highway - Code of Practice for Highway Maintenance Management (July 2005)", sets out recommendations and good practice for the cutting of grassed areas that adjoin the highway for grassed verges and soft estate areas (amenity grass).

2.02 The Code of Practice recommends that Authorities should develop local standards based on fitness for purpose to provide the level of service required and assessment of the risk of this being compromised by failure.

2.03 The Code also recommends that Authorities should cut the grass as follows on rural roads:

   (a) on identified visibility areas

   (b) to provide a pedestrian refuge by cutting 1 swathe width (approx 1 metre) from the edge of carriageway

   (c) areas of highway verge should be cut back to boundary every three years unless a positive decision is taken to allow it to vegetate.

2.04 The code recommends that in urban areas, grass cutting practice needs to involve a different balance of highway safety, serviceability and sustainability.

2.05 The code states that using standards for rural roads would deliver safe standards from a visibility perspective, but length of grass, possible concealed debris, and the potential for grass cuttings to block gullies, suggests there is a need for a higher frequency of cutting in urban areas. The frequency of cutting needs to balance these priorities in contributing to overall townscape management, taking into account the needs of users and the Community.

2.06 On urban roads, litter picking is carried out before each cut to reduce the risk of debris becoming potential missiles thrown into the path of oncoming traffic, or being left as unsightly shredded litter. On rural roads the grass cutting is undertaken by contractors who are responsible for ensuring that no litter is left after the grass has been cut. This will generally be achieved by undertaking a pre-cut litter pick, but, if necessary, the contractor is required to collect any shredded litter immediately after cutting.

3 GRASS CUTTING FREQUENCIES

3.01 Areas of grass will be classified into one of the following categories

   1. Roadside verges

   2. Amenity Areas & grassed areas within the 30mph Highway boundary

   3. Public footpath standard

   4. High Profile areas – adjacent to Civic Buildings etc.

3.02 The following grass cutting frequencies will apply:

   1. Roadside verges Cut by tractor flail to a height of approx 50mm –

Frequency:

Visibility splays at junctions
   4 cuts per year in -
         April
         June
         August
         September/October
Remaining Verges
   2 swathe widths on all principal roads
   1 swathe width on all unclassified roads
   2 cuts per year in -
         June
         September/October

Full width verge cutting for weed and self sown sapling control on all classifications of rural roads once every 3 years in September/October

Additional cuts may be carried out on Health and Safety grounds in specific locations if required

   2. Amenity Areas & grassed areas within the 30mph highway boundary

Minimum of 13 cuts per year as required

   3. Public footpaths

A maximum of 4 cuts per year as required

   4. High Profile areas

A maximum of 30 cuts per year as required

3.03 Removal of grass cuttings will only take place on bowling greens and high profile areas if required.

4.00 HEDGES.

The majority of highway hedges are the responsibility of the adjacent land owner. Where the hedge has grown to an extent that it is causing an obstruction to the highway user, notice will be served on the land owner to cut the hedge accordingly. Highway hedges owned by the Council will be cut once a year after the nesting season has passed. All other hedges owned by the Council will be cut as required.

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PROPOSED STREETSCENE STANDARDS

	Measure Type	Description	Target
1	**Abandoned Cars**	Time taken to inspect and respond to abandoned vehicles from the highway	2 days
2	**Recycling Parks and Bring Sites**	Length of time taken to respond to requests about Recycling Parks (neighbourhood or household recycling centres), or let the customer know what has happened	24 hours
3	**Waste Missed Bins**	Time taken to collect bin missed due to the fault of the Service	24 hours
4	**Waste Bulky Items**	Time taken to collect bulky items (following customer request)	6 working days
5	**Waste Assisted Collection**	Time taken to process applications for assisted bin collections (from receipt of application).	10 working days
	Waste Requests for new receptacles	Time taken to deliver new bins, recycling sacks/boxes	
6		Black/Blue Bin	6 working days
7		Box, Lid	6 working days
8		Brown Bin	6 working days
9		Blue Bag	6 working days
10	**Missed Collections**	Number of bins missed per 100,000 collections	80
11	**Children's Play areas**	Time taken to respond (i.e. complete job or contact customer) to service requests about enclosed play areas or fixed play provision	same working day
12	**Dead Animals**	Time taken to remove dead animals from highway or other Council land (excluding trunk roads)	24 hours
13	**Dog Fouling Children's play areas**	Time taken to remove dog fouling at enclosed play areas, or areas of fixed play provision where children are present	6 working hours
14	**Dog bins**	Frequency of inspection/emptying of dog bins	2 working days
15	**Fly posting / Graffiti**	Time taken to remove graffiti from council owned property (including Housing)	48 hours
16	**Offensive /Hate Graffiti**	Time taken to remove hate graffiti from time of reporting	6 hours
17	**Fly tipping**	Time taken to remove fly tipping from council owned land (including Housing land)	24 hours
18	**Grass Cutting & Hedges**	Compliance with standards for grass cutting	As Policy
19	**Gully Emptying**	Frequency of gully cleaning	One per annum
20	**Gully Emptying**	Frequency of gully and soakaway cleaning in known flooding areas	2 per annum and on receipt of severe weather warning
21	**Public Conveniences**	Time take to attend and clean a reported dirty/damaged toilet	24 hours

	Measure Type	Description	Target
22	Reactive Highway	Time taken to inspect non- emergency highways requests	1 working day
23	Sharps	Time taken to remove sharp objects/needles from Council land (including Housing land)	2 hours
24	Street Cleansing	Footways - Frequency of sweeping Town and shopping areas	Daily
25	Street Cleansing	Footways - Frequency of sweeping All other locations	1 per annum
26	Street Cleansing	Mechanical Sweeping A Roads and Urban B class Roads	4 per nnum
27	Street Cleansing	Mechanical Sweeping other B class Roads	1 per annum
28	Street Cleansing	Mechanical Sweeping All other Roads	1 per annum
29	Street Cleansing	Inspect and empty liter bins (as required)	2 working days - Rural 1 working day - Urban
30	Street Furniture	Response time to make safe a reported dangerous item of street furniture	2 hours
31	Street Furniture	Inspection Reponses time to customers regarding repairs to Street Furniture	6 working days
32	Street lighting	Time taken to repair street lighting where it is the Council's responsibility	3.5 working days
33	Street Name Signs	Time taken to replace a missing street name plate (if replacement is required)	8 weeks
34	Contact Centre	Percentage of calls Answered in under 15 Seconds	75%
35	Contact Centre	Percentage of Calls dealt with at first point of contact	80%
36	Contact Centre	Percentage of 'lost' calls	5%
37	Bus Shelters	Time taken to respond following a requests/complaints about bus shelters	5 working days
38	Bus Shelters	Compliance with standards for cleaning bus shelters - 3 times/year urban 2 times/year rural	100%
39	Environmental Visual Audits (EVA)	EVA's protocol in place in Council Wards	100%
40	Environmental Visual Audits (EVA)	Ward Priority Agreed	70%
41	Member Satisfaction	Percentage of Members rating performance of Streetcene Service in ward as accepta	100%
42	Cleanliness	Maintaining the Cleanliness index above average in Wales	100%
43	Noise Nuisance - Domestic PP	Time taken to despatch an acknowledgement letter and noise logging form	5 working days
44	Smoke Nuisance - Domestic PP	Time taken to visit a report of domestic smoke nuisance	5 working days
45	Pest Control PP	Time taken to attend Nuisance Pests, e.g. Wasps	3 working days

	Measure Type	Description	Target
46	**Pest Control PP**	Time taken to attend Public Health pests. e.g. rats	same working day

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **REVIEW OF PUBLIC CONVENIENCES**

1.00   **PURPOSE OF REPORT**

1.01   To seek Cabinet Approval for the revised delivery arrangements for the Council's Public Convenience Service

2.00   **BACKGROUND**

2.01   Flintshire County Council provides or financially supports Public Convenience facilities at the following locations:

- Alexandra Street, Shotton
- Drovers Lane, Caerwys
- Duke St, Flint
- Wepre Drive, Connah's Quay
- New St, Mold
- Bus Station, Mold
- Tower Gardens, Holywell
- Somerfield, Holywell
- Station Rd, Queensferry
- Station Road, Talacre
- The Close, Cilcain
- Daniel Owen, Mold - Part Contribution

2.02   The Council has no statutory requirement to provide a Public Convenience service and does not have a formal Policy to determine the location or type of facilities provided. Hence inconsistency has developed both in the location of the facilities and quality of the service provided across the County.

2.03   Some of the locations have been linked to anti-social behaviour, with reports received of substance misuse and vandalism taking place at the facilities. Whilst the majority of the information is anecdotal, there are records of complaints being received by the Council concerning specific sites. The site in Alexandra Street, Shotton has been closed since June 2012, due to specific complaints of anti-social behaviour taking place at

the Public Convenience facility..

2.04 The Public Convenience service is managed within Streetscene with a budget allocation of £173,187 in 2012 -13. Repairs and maintenance at all of the facilities are currently being carried out by private contractors. The existing contract for maintenance expires in March 2013.

2.05 The Council is developing a programme of one stop shop, Flintshire Connects Centres across the County and also manages numerous other Council buildings in close proximity to existing stand alone Public Convenience facilities. The new Flintshire Connects Centres and the other facilities i.e. Leisure Centres could offer toilet facilities both for their own use and for use as wider Public Conveniences.

2.06 The Welsh Government currently offers a grant to businesses of up to £500 in return for the business opening their facilities to use by the public.

3.00 <u>**CONSIDERATIONS**</u>

3.01 It is important that the Public Convenience service complements wider strategic Council objectives such as the promotion of Tourism and Town Centre marketing and the proposed new service provision will do this by ensuring well maintained facilities are provided in key locations across the County

3.02 Utilising Flintshire Connects Centres, other Council buildings and (where appropriate) privately owned facilities will both rationalise and improve accessibility to the service, providing the following advantages over the current service:

- Potentially longer opening hours which are more targeted to local need
- Reduced instances of anti-social behaviour and vandalism at the new sites as staff will be available during opening hours to monitor user behaviour more closely.

3.03 Options for the revised Public Convenience service provision at each location would be as follows-

- Linking to facilities in existing Council buildings e.g. Flintshire Connects 'One stop shop', Leisure Centres etc. This option will be considered on a case by case basis as some facilities will not able to provide a combined facility

- Stand Alone Council facilities with rationalisation of other facilities in the area

- Utilising private facilities made available for public use. Business will be entitled to a contribution from the Welsh

Government Fund set up for this purpose e.g. In Public Houses and Shops

- Town and Community Council management of the facilities

3.04   It is recognised that clear and consistent signage for the facilities should be provided once the location and the type of facility has been identified. The signs would be situated on Street furniture e.g. Street Lighting columns and would indicate the location of the nearest facility. The signs would be small (A3 Size), of consistent and recognisable design County wide and would show the location in diagrammatical form.

3.05   The management of the Public Convenience service will remain the responsibility of Streetscene, who will also monitor the facilities to ensure they meet the required standard. In the case of private facilities, once the requirements have been identified, the local Town and Community Council will be contacted to assist in identifying suitable businesses willing to partake in the scheme.

3.06   Current sites which are under utilised and recommended for closure would be offered to the local Town and Community Councils to take on responsibility for future maintenance. The offer would be without financial support for the facility and in the event of this being rejected, the facility will close.

3.07   Whilst there is uncertainty on the future of this Welsh Government grant it is recommended that the cost of providing the funding should continue from existing Council Public Convenience budgets in future, should the grant funding come to an end. This would apply only where sites are identified as being required.

3.08   Most of the facilities have little or no value in terms of asset release once they are closed and replaced by alternative facilities. Each site will require an individual assessment and action plans developed to either dispose of the asset or demolish the facility completely.

3.09   Consideration has been given to introducing a charge for using the facilities but concluded that such a charge would be more expensive to introduce and manage than would be raised by the charge, thus creating a further budget pressure on the Council. Charging would also increase the threat of vandalism at the facilities. Likewise the introduction of a 'Superloo' system was considered, but the cost was found to be prohibitive.

3.10   The future provision at each of the existing locations has been considered using the preferred delivery option in 3.03 of this report. The outcome is shown in **Appendix 1.**

4.00   RECOMMENDATIONS

4.01   That Cabinet approves the future delivery option for each of the Public Convenience Facilities shown in **Appendix 1**

5.00   FINANCIAL IMPLICATIONS

5.01   The budgets and the true costs for the service delivery are shown on - **Appendix 2.**

5.02   The proposals will deliver the proposed £50k savings for the service identified in the 2013-14 budget proposals

6.00   ANTI POVERTY IMPACT

6.01   No impact

7.00   ENVIRONMENTAL IMPACT

7.01   No impact

8.00   EQUALITIES IMPACT

8.01   A desktop EIA has been completed which indicated the proposals do not unfairly impact on any particular group

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

10.01   With T&CC regarding taking over maintenance and of the sites proposed for closure

11.00   CONSULTATION UNDERTAKEN

11.01   With Cabinet Member

12.00   APPENDICES

12.01   Appendix 1 – Proposals for Future delivery
Appendix 2 – Budget information

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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**CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL**

Environment Directorate – Streetscene.   Proposals for Public Convenience Service

Location	Existing Type of Facility	Proposal	Timescale	Reason for Decision
Queensferry	Stand alone	Closure of existing facility once alternative Council owned facility can be identified and brought into use	TBC	Town Centre facility in key location
Shotton	Stand alone	Existing facility to remain closed. Local business to be offered support to open facilities in the interim period before alternate Council owned facility can be identified and brought into use	Immediate	Low level of complaints since closure.
Connah's Quay	Stand alone	Closure of existing facility once alternative Council owned facility can be identified and brought into use	TBC	Usage level indicates demand at the site
Flint	Stand alone	Closure of existing facility once alternative Council owned facility can be identified and brought into use	TBC	Usage level indicates demand at the site
Holywell (Somerfield)	Stand alone	To remain open		Usage level indicates demand at the site
Holywell (Tower Gardens)	Stand alone	Closure	Immediate	Low utilisation level with alternate site within close walking distance
Talacre	Stand alone	To remain open		Usage level indicates demand at the site
Caerwys	Stand alone	Closure – Offer facility to Community Council (without financial support)	Immediate	Low utilisation level and not a Town Centre Location
Cilcain	Within Community Centre	Closure – Offer facility to Community Council (without financial support)	Immediate	Low utilisation level and not a Town Centre Location.
Mold (Bus station)	Stand alone	To remain open		Usage level indicates demand at this site
Mold New Street (Somerfield)	Stand alone	To remain open		Usage level indicates demand at this site
Mold Daniel Owen Centre - Facility is operated and managed by the Centre - with a part subsidy from the Council	Within existing Council owned Building	Remove contribution once alternative Council owned facility can be identified and brought into use	TBC	Alternative facility plus two stand alone facilities will be available in the Town.

Environment Budget Statement 2012/13
Cost Centre Summary

Cost Centre TBT		
Public Conveniences		

Cost Centre	DESCRIPTION	2012/13 ANNUAL BUDGET
		£
111	General	2,952.00
122	Caerwys	9,318.00
123	Cilcain	7,730.00
124	Connah's Quay	8,807.00
125	Flint	9,720.00
127	Holywell Somerfield	22,481.00
128	Holywell Coleshill Street	86.00
129	Holywell Tower Gardens	19,328.00
131	Mold Bus Station	19,302.00
132	Mold Daniel Owen	12,581.00
133	Mold New Street	21,551.00
134	Queensferry	10,895.00
135	Saltney	9,507.00
136	Shotton	8,637.00
137	Talacre	10,292.00
	Total	**173,187.00**

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **FLYING START STRATEGIC PLAN 2013 - 2015**

1.00   **PURPOSE OF REPORT**

1.01   To seek Cabinet's approval for the proposed expansion of the Flying Start Programme in Flintshire.

2.00   **BACKGROUND**

2.01   The Welsh Assembly Government aspires to the eradication of child poverty by 2020. This aspiration is a fundamental element of its Social Justice Policy and also part of its key priorities in the implementation of the United Nations Convention on the Rights of the Child.

2.02   Both the National and Local plans which aim to tackle child poverty have the following strategic objectives:

- To reduce the number of families living in workless households.
- To improve the skills of parents/carers and young people living in low income households so they can secure well paid employment
- To reduce the inequalities which exist in health, education and economic outcomes of children and families by improving the outcomes of the poorest.

2.03   We know that differences for children, as a result of poverty, begin to show themselves at a very early age. Differences in cognitive ability as a result of parental background show themselves from as early as three years of age. It also shows that gaps in attainment open early, and continue to widen as children get older.

2.04   The following priorities have been identified as the main focus for reducing inequalities:

- The early years are fundamental to children's development
- We need to address the needs of families as well as the needs of the child
- That building resilience is critical because prevention is more effective than cure

2.05   Flying Start is targeted at 0-3 year olds in the most disadvantaged communities in Wales. It aims to create positive outcomes in the medium and long term. It is a prescriptive programme providing access to free part-time quality childcare, an enhanced Health Visiting service, access to Parenting Programmes and Language and Play sessions, to offer preventative interventions that influence child outcomes.   These are a "universal" set of entitlements which all children and their families within designated deprived areas can access without associated means testing or stigma. International evidence is that intensive intervention in the early years can make a real difference to outcomes in the longer term.

2.06   Nationally the expansion of Flying Start is one of the top 'Five for a Fairer Future' manifesto commitments to be delivered over the next four years. The manifesto commitment states that the Welsh Government will:
"Double the number of those gaining from Flying Start to 36,000 children in Wales."
Locally the Flying Start Programme is cited in the Leadership's Programme for Change. It contributes to Priority 4: Our Children and Young People.
On October 4th 2012 the Social and Health Scrutiny Committee considered the proposals for the expansion of Flying Start in Flintshire and confirmed their support.

2.07   The basis for targeting this expansion has been agreed by Ministers and is to be linked to concentrations of 0-3 year olds living in income benefit households. This means that the expanded programme must be targeted in those areas with the highest proportion of 0-3 year olds living in income benefit households.   Welsh Government has issued the data to provide the basis for selecting these new areas for expansion.

3.00   CONSIDERATIONS

3.01   In Flintshire Flying Start is currently delivered in four target areas to a capped number of children of 743:

LSOA	School Catchment
Higher Shotton & Aston	Queensferry Primary & St Ethelwolds
Connah's Quay Central	Bryn Deva Primary
Flint	Gwynedd Primary
Greenfield	Maes Glas Primary

3.02   The Flying Start Plan 2012-2015 proposes that the expansion focuses on the following areas:

Cap = 1078 (2013-2014) Expansion of 335 children		Cap = 1274 (2014-2015) Expansion of 196 children	
AREA	0-3 YEAR OLDS	AREA	0-3 YEAR OLDS
Holywell Central	107	Queensferry	90
Sealand 2	92	Mancot 2	75
Mold West 1	69		
Buckley Bistre West	40		

3			
Total	308		165

The proposed areas for expansion in Flintshire are listed in the table above. The areas are within the areas identified as having the highest concentration of 0-3 year olds living in income benefit households. However further work needs to be done to define the exact numbers of 0-3 year olds living in the identified areas.

4.00   RECOMMENDATIONS

4.01   That Cabinet adopt the proposals for the expansion of the Flying Start Programme in Flintshire.

5.00   FINANCIAL IMPLICATIONS

5.01   There are no immediate financial implications for Flintshire County Council as the Flying Start Programme is funded by a Welsh Government Specific Grant. The grant is administered by the Local Authority as the accountable body.

6.00   ANTI POVERTY IMPACT

6.01   The aim of the Flying Start Programme is to mitigate against the effects of poverty on the outcomes for children. The Flying Start Project is a key feature of the Welsh Assembly Government's Child Poverty Strategy, Childcare Strategy and also a contributor to the long term development of children with a view to enabling them to become effective citizens in their adult life. There is emerging consensus, and evidence from the first wave of Flying Start, that the best way of supporting families, particularly those families in poverty, is through an integrated, whole family approach.

7.00   ENVIRONMENTAL IMPACT

7.01   No impact resulting from the implementation of the revenue plan.

8.00   EQUALITIES IMPACT

8.01   The Flying Start Programme aims to reduce inequalities as defined in the Child Poverty Strategy 2011. It is a programme of universal and targeted services which are delivered in targeted geographical areas. As the provision is universal at the initial point of delivery it is equitable for all families in the targeted area.

9.00   PERSONNEL IMPLICATIONS

9.01   The expansion of the Flying Start Programme will require the development of a number of new posts to deliver the services in the additional areas. Details of such posts are documented in the proposed team structure in the Flying Start Plan 2012-2015.

10.00   CONSULTATION REQUIRED

10.01   There is no specific requirement to undertake consultation.

11.00   CONSULTATION UNDERTAKEN

11.01   The draft Flying Start Plan has been developed in consultation with key stakeholders:
- Flying Start Team
- Staff from BCUHB
- Childcare providers
- Language and Play staff.
- Families in the proposed expansion areas will also be engaged in the development of the Flying Start provision in their area.

12.00   APPENDICES

12.01   Flying Start Strategic Plan 2012-2015.

12.02   Copies of the Annexes to the Flying Start Strategic Plan 2012-2015 have been placed in the Members Library and are available on the Council's website

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

1. Flying Start Guidance 2012
2. Shared Planning for Better Outcomes
3. Duty to Cooperate

Contact Officer: Gill Harrison

Telephone:01352 704057

Email: gill_harrison@flintshire.gov.uk

Flying Start – 3 Year Strategic Planning Template

Annexes

A Expansion Targeting

Please include an annex that clearly shows those LSOAs currently reached by Flying Start and those that will be reached through expansion in 2012/13, 2013/14 and 2014/15. Make sure that you include number of children being targeted in each LSOA. Where there are areas within an LSOA that are being excluded from the programme you must provide a rationale. Use the Income Benefit data provided by the Welsh Government to populate the form provided.

B Flying Start Team
Please include an annex showing your plans for the recruitment of Flying Start Team members across all entitlements. Make sure that you include details on numbers wte, pay grades and funding splits with other programmes where appropriate. The annex should cover current provision through to 2014/15. Use the form provided.

C Flying Start Budget
Please submit the planned Flying Start expenditure using the form provided

D Needs Assessment
Please provide a copy of the Needs Assessment on which your plan is based.

E Team Structure
Please submit a diagram showing your Flying Start team structure

1. Numbers

Please confirm the actual population of children under 4 living in your target areas as at: • 1st April 2012 (pre-expansion); and • 31st March 2013 (following the first year of expansion)	
Cap 1st April 2012:743	Cap 31st March 2013:743
Actual No. Children 1st April 2012:748	Predicted actual No. Children 31st March 2013 748 + 308 = 1056

Please set out your plan for achieving the annual target cap numbers building on the current number of children in your areas. Include a graph or table, supported by a narrative, to show how numbers will grow year on year against the target caps.

Cap = 743 (2012-2013) Expansion of 39 children		Cap = 1078 (2013-2014) Expansion of 335 children		Cap = 1274 (2014-2015) Expansion of 196 children	
AREA	0-3 YEAR OLDS	AREA	0-3 YEAR OLDS	AREA	0-3 YEAR OLDS
Higher Shotton	132	Holywell Central	107	Queensferry	90
Connah's Quay	127	Sealand 2	92	Mancot 2	75
Flint	315	Mold West 1	69		
Greenfield	174	Buckley Bistre West 3	40		
	748	Total	308		165

The proposed areas for expansion in Flintshire are listed in the table above. The areas are within the top ten areas identified as having the highest concentration of 0-3 year olds living in income benefit households. During 2012-2013 expansion is in existing Flying Start areas. New areas will be brought on line from 2013-2014.

2. Health Visiting & Midwifery

For each section, refer to the Flying Start Strategic Guidance and tell us how you intend to deliver the Health Visiting entitlement in 2012/13, 2013/14 and 2014/15.

Please confirm the average caseload ratio of Health Visitors during 2012/13, 2013/14 and 2014/15. This figure should reflect the number of children eligible for services and the number of Health Visitors recruited each year.

Include details on Health Visitor workforce planning including the periods when recruitment will commence.

Local Authority	Flintshire	
Total No. Health Visitors	6.65wte	
Cap Number for 2012-13	743	

Health Visitor Details	Hours worked	FTE / WTE	Approximate caseload	% Flying Start funded	% LHB funded	In post or in the process of being recruited
No 1	37.5	1	112	100%		In Post
No 2	37.5	1	115	100%		In Post

No 4	30	0.8	87	100%		In Post
No 5	30	0.8	87	100%		In Post
No 6	37.5	1	110	100%		In Post
No 7	7.5	0.2	22	100%		Recruiting
No 8	22.5	0.6	68	100%		In Post
No 9	20.5	0.45	59	100%		In Post
N0 10		0.55				Recruiting
		6.75	748 total			
			Average caseload= 110.07			

Local Authority	Flintshire
Total No. Health Visitors	9.75wte An increase of 3wte.
Cap Number for 2013-14	1078
Average caseload 2013-2014	107.9

Local Authority	Flintshire
Total No. Health Visitors	11.75wte An increase of 1 wte.
Cap Number for 2014-15	1274
Average caseload 2014-2015	108.4

Clearly define local arrangements for ensuring smooth transition of 4 year olds between Flying Start health visitors and the school nurse.
On entry to full time school the child's health record is handed over from the Health Visitor to the relevant School Nurse. This is done via a handover meeting. Any additional needs or concerns relating to individual children are discussed. Both the school nurse and the health visitor sign to say that the records have been transferred.

How will you ensure that Flying Start health visitors are co-located within the Flying Start team and supported as appropriate by administrative and management staff?
FLINTSHIRE FLYING START SERVICE **WHERE WE WANT TO BE BY 31st MARCH 2013** 1. **South Flintshire Cluster** **Aston Centre, Shotton**

Target Area	On Stream	Workbase
Higher Shotton	Current	Aston Centre
Sealand	13/14	Aston Centre
Mancot	14/15	Aston Centre

2.   Westwood Centre, Buckley

Target Area	On Stream	Workbase
Connah's Quay	Current	Westwood Centre
Buckley Bistre West	13/14	Westwood Centre
Mold West 1	13/14	Westwood Centre

1.   North Flintshire Cluster
Flint Centre

Target Area	On Stream	Workbase
Flint	Current	Flying Start Centre, Flint

2.   Greenfield Business Centre and Youth Centre

Target Area	On Stream	Workbase
Greenfield	Current	Greenfield Business Centre
Holywell	13/14	Greenfield Business Centre

The figure above shows the current multi-disciplinary workbases and also the workbases which will come on stream for the expansion of the programme in 2013-2014. A detailed breakdown of the functions,staff and team locations is given in Annexe E.

Set out the line management and reporting arrangements for Health Visitors, including any local arrangements in respect of clinical or operational supervision.

Health Visitors are employed by Betsi Cadwaladr University Health Board and therefore bound by all of the policies and procedures of their employer and relevant professional body.
Even though the health visitors are employed by the health board they are located within the local authority multi-disciplinary team .
The Flying Start Health Manager is responsible for both the clinical, safeguarding and operational supervision of the health visitors and parenting workers. Additional safeguarding supervision is provided by the Safeguarding Specialist Nurse within the Health Board.This supervision is offered as group supervision or on an individual case by case basis.

Outline your plans for ensuring a Flying Start specific, non case holding, Health Visiting Manager is employed and reports to the Flying Start management team.

Flying Start Health Manager Role.
In Flintshire the Specialist Health Practitioner Role evolved from the role of the Sure Start Health Visitor. The role has been located in the local authority

since 2001 and has been a developmental and managerial role since its inception.During the initial stages of the development of Flying Start this role took on the managerial responsibility for the Flying Start health team and parenting workers.The employee in the role is employed by the Betsi Cadwaladr University Health Board and located within the local authority multi-agency base for Flying Start. The role is responsible for :
Ensuring the delivery of the health element of Flying Start
Management, supervision and development of Health Visitors
Management, supervision and development of Parenting Workers
Performance Management of the health element of Flying Start.
In addition there will alos be the development of two locality team leaders. These roles will be health visitors with a reduced caseload who then mirror the role and responsibilities of the Flying Start Health Manager.

GOVERNANCE FOR OPERATIONAL MANAGEMENT

COLIN EVERETT
CHIEF EXECUTIVE
FLINTSHIRE
COUNTY COUNCIL

NEIL AYLING
DIRECTOR OF
COMMUNITY
SERVICES

CAROL SALMON
HEAD OF SOCIAL
SERVICES FOR
CHILDREN

GILL HARRISON
CHILDREN'S
PARTNERSHIP
COORDINATOR

MERYL
ELMUSRATI
FLYING START
COORDINATOR

HELEN ELLIS
SPECIALIST
HEALTH
PRACTITIONER
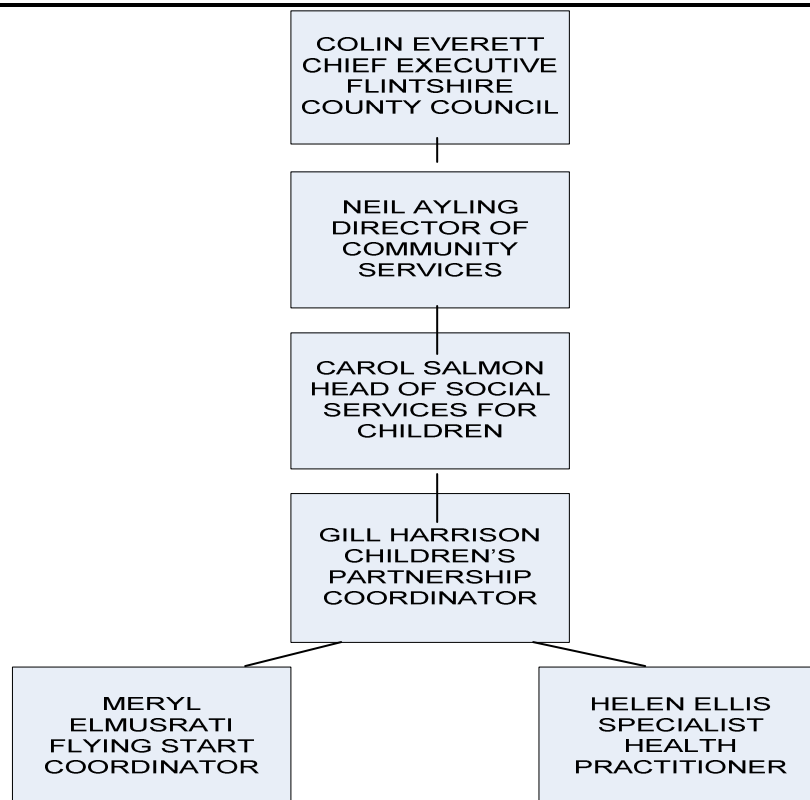
Set out your arrangements for the ways in which Health Visitors will support the family in the home.

There is a clear agreed pathway for the delivery of Health Visiting services to families in their own home. This is the minimum number of contacts that will take place. Additional contacts will be agreed following identification of need:
Pathway:
Pre Birth: Minimum of two contacts
10-14 days Post Natal (earlier if Breastfeeding or agreed antenatal):
Primary Birth Visit followed by weekly visits for 8 weeks.
4 months: Weaning Visit
8 months SOG's

| 16 months: Contact to review imms status, mobility, parenting, behaviour |
| 2 years SOG's |
| 3 year SOG's |

Set out how Flying Start health visitors will work closely with generic midwives.
Birth visits
In addition to receiving both pregnancy and birth notification documentation locally there are strong links with generic midwives. Information is shared face to face or over the telephone where there are concerns or when additional support is identified Joint visits are arranged as needed. Midwives complete a Health Visitor transfer form at their final visit. There are also strong links between the Midwifery Team Leaders and the Flying Start Health Manager in order to ensure that both services are regularly informed of any planned changes to current service provision. The Breastfeeding Development Worker sits within the Flying Start Team and in part is responsible for developing strong links with generic services.

What is your strategy for working with the most vulnerable groups?
At each contact Health Visitors make an assessment of need for each individual family using the Family Assessment Tool. Medium and High need families will be provided with additional input from the Flying Start multi-agency, multi-skilled team and will be supported to access other services that will meet identified needs. Individual Family development plans are produced in conjunction with parents and other agencies detailing interventions and proposed outcomes. The plan is updated monthly at Flying Start Multi-agency Locality Team Review Meetings.

Set out your arrangements for working with your Local Health Board to deliver Flying Start, including arrangements for the LHB to sign of relevant sections of the plan.

The Local Health Board is represented by the Senior Manager for Community Services. The person in this role is the link for ensuring that the Flintshire Flying Start Plan is taken through the appropriate channels in Betsi Cadwaladr University Health Board.The clinical programme group which Flying Start links to is the Children and Young People CPG. There is a senior manager from this CPG represented on the Flintshire Children and Young People's Partnership.

Flying Start Management Group		
Chair: Gill Harrison Children's Partnership Coordinator		
Members	Role	Organisation
Sue Aston	Senior Manager for Community Services	BCUHB
Helen Ellis	Specialist Health Practitioner	BCUHB
Michelle Wright	Performance Officer	BCUHB
Meryl Elmusrati	Flying Start Coordinator	FCC

Sam Greatbanks	Sure Start Coordinator	FCC
Vacancy	Performance Officer	FCC
Kerry Davies	Administrator	FCC
Sarah McCulloch	Team Leader, Language and Play	FCC

3. Other Health Activity

For each section, refer to the Flying Start Strategic Guidance and tell us about any additional Health staff that will complement the core Health Visitor entitlement in 2012/13, 2013/14 and 2014/15.

Which additional Health staff do you plan to recruit? When? What additionality will they bring to the services for Flying Start families?

n/a

Please link your recruitment plans in this area to your needs assessment.

n/a

4. Childcare

For each section, refer to the Flying Start Strategic Guidance and tell us how you intend to deliver the full Childcare entitlement to all 2-3 year olds in 2012/13, 2013/14 and 2014/15.

Please make reference to your local authority's Childcare Sufficiency Assessment where appropriate

Please tell us how many childcare places are required to ensure that all eligible 2-3 year olds are receive their 2 ½ hours a day, 5 days a week, 39 weeks a year entitlement. You should include details on the numbers required for each financial year, the settings (existing and new), and relate to your Strategic Outline Proposal application for capital funding where appropriate.

Existing approved FS providers and all (potential) settings in the expansion areas are detailed in Appendix F.
To date we have had expressions of interest from:
Buttercups Day Nursery,
 Stepping Stones Day Nursery,
Sunray Day Nursery,
Oaktree Day Nursery,
Kingfisher House Day Nursery
Podlings
First Steps
Playmates
Tanya Tew (Registered Childminder) Tanya's Little Tikes
 All nurseries and playgroups who have expressed interest to date are Early Entitlement providers.

The main pressures identified in the Capital SOP relate to provision in the following areas:

Connah's Quay area where there is a need to increase childcare places and also to provide a team base.
Aston Centre could be expanded with some capital investment to provide additional childcare in the Shotton area.

Outline the proportions of places in settings in terms of whether they will be Local Authority, Voluntary, Private or Childminders.

Existing Flying Start areas
Flintshire Flying start childcare entitlement is delivered via a mixed economy of provision. We currently have 31 approved childcare settings constituted of:
9 day nurseries
8 playgroups
12 registered childminders who are members of the Flintshire quality assured childminding network
2 Cylch Meithrin

We do not currently run Local Authority provision, however we may consider this option for future expansion but only if the existing providers do not meet the requirements for Flying Start.

Expansion areas
We propose to mirror current arrangements and will deliver the entitlement via a mixed economy of provision in the expansion areas.

Set out your proposals for delivering at least 15 sessions of family provision for those that require childcare during the school holidays.

The Flying Start Strategic Guidance states *"Flexibility may be required for working parents when allocating childcare".* The annual review of our childcare entitlement documentation will commence in September 2012. We will introduce new data gathering into our Play Sessions form FS (C) from January 2013, to ascertain parents/carers need for provision during school holidays and whether they are working parents/carers.

From the data we will be able to gauge the level, the quantity and the geographical areas where such provision will be required from April 2013, enabling us to ensure there are sufficient childcare providers to deliver the entitlement.

For parents/carers who do not wish their child to attend childcare during the school holidays, we will develop and extend our current programme to provide a suite of activities which meet the needs of families. Consultation with families about the sorts of additional activity they would wish to be included in the programme will take place during the transition year, in readiness for roll out from April 2013.

We will provide 15 sessions via our drop in groups and in partnership with other agencies e.g. linking into Communities First initiatives, the Library Service, local fun days and the Voluntary Sector. The programme will be rolled out to the proposed expansion areas.

Families will be able to 'dip in and out' of the programme and would be able to access sessions in any of the Flintshire Flying Start geographical areas. They would not be restricted to attending sessions only in the locality where they reside.

How will you link the childcare offer to foundation phase entry into schools to ensure a seamless transition between the two offers with no gaps in provision?

1. Children are offered their FS childcare entitlement from the term after their second birthday. They currently roll seamlessly into their Early Entitlement offer, often taking up the two offers in the same childcare setting.
2. The Early Entitlement Provider Partnership Meeting – a termly strategic multi-agency planning group, chaired by the Head of Foundation Phase, provides a forum for sharing information about Flying Start funded children, the Flying Start project, planning for the development of joint training to childcare setting staff, aligning documentation and developing shared models of practice. The Flying Start Co-ordinator reports on progress to the group.
3. The Flying Start Advisory Teachers represent Flying Start at a termly Early Entitlement operational planning meeting with the Early Entitlement Teachers. Most of the existing childcare settings offer both Flying Start and Early Entitlement provision.
4. Settings who have expressed interest to become providers in the expansion areas all offer Early Entitlement provision.
5. RBA Reaching Potential – The Early Entitlement Team Teacher Co-ordinator participates in the FS RBA planning and development group where local Indicators, procedures and documentation are being worked through which reflect the child's transition from home to Flying Start to Early Entitlement to Foundation Phase.

Set out your arrangements for managing childcare places with a view to maximising uptake by the child, as well as ensuring value for money in terms of reallocation.

Health Visitor's role – to provide information to parents/carers at contact visits.
Family support worker role –
• to support parents/carers to visit Flying Start approved childcare settings to assist choosing the most appropriate setting to meet the child's needs.

- to provide information to parents/carers at drop-in and other support groups

Information events for parents – **4 events** are organised and hosted by the Flying Start Advisory Teachers **each term,** in all of the existing Flying Start areas. Information about Flintshire Flying Start services, the Flying Start approved childcare settings, the Family Information Service and other agencies is provided to parents/carers, along with free resources for the children.

Monitoring of uptake –

- Parents/carers who are unable to attend the parent events are followed up by the Childcare Team, either by phone or by a home visit, to ascertain if there are barriers to be overcome for them to take up the childcare offer.

- Childcare settings submit a monthly monitoring return which identifies which children have actually commenced in the setting after the parent has requested take up of the entitlement.

Withdrawal of provision if not required – This is ascertained in advance at the three points of entry (January, April or September) through a question posed in our Play Sessions take up form FS (C), which parents/carers complete during the term before the child reaches their second birthday, at the parent events, through receipt of the form by post or they can be assisted to complete the form at a home visit.

How will you ensure sufficiency and quality of settings and the workforce, including appropriate levels of training and qualification (level 3 NVQ/QCF for support workers and level 4 NVQ (or the new Level 5 QCF equivalent for leaders)? All Flying Start settings must be registered by CSSIW and local authorities must inform the Flying Start team where this is not the case or ceases to be so.

Annex SQR– details the picture in the current and proposed expansion areas.

Existing Flying Start Areas

We currently have 31 approved Flying Start Childcare providers.

Qualification levels

- 3 recently approved Flying Start childcare providers (1 private day nursery and 2 playgroups) if wishing to remain on the Flying Start Approved Childcare provider list, will be supported by the Flying Start Advisory Teachers, to enable their leader to gain level 4 NVQ/ level 5 QCF equivalent from September 2012.

- Registered Childminders on the Flintshire Childminding Network, who work alone and who are approved to provide Flying Start childcare will continue to require only qualification to level 3 NVQ, as they are not in a leadership/supervisory role. (However, many are in the process of working towards level 4NVQ or have achieved the Early Childhood Degree)

- 1 approved Flying Start setting which is co-run by 2 Registered childminders, has one module remaining to complete level 4. Both childminders will then be qualified to level 4NVQ.

Quality award status

Our approval criteria allows settings up to 12 months to gain their award. Of

the 31 Approved Flying Start childcare providers 4 settings are yet to gain their Quality award) of which -
2 private day nurseries are working towards their quality award
2 recently approved playgroups are yet to register to commence their award. This is monitored through the Annual Review/Re-approval process undertaken by the Flying Start childcare team.

Expansion Areas

We have completed a scoping exercise of all provision (quality award status and qualification levels) in the proposed expansion areas. Letters requesting expressions of interest to become Approved Flying Start Providers have been sent to all settings.

Settings expressing interest who do not currently have staff qualified to level 4 will be required to work towards this prior to January 2013.

QA awards in New Areas

All FS approved childcare providers are reviewed annually by the FS Childcare team, against a set of robust criteria/standards, based on Welsh Government FS Guidance. These include the requirement for settings to be registered by CSSIW. Standards/criteria are reviewed annually, prior to the review process, to ensure they remain current and are fit for purpose. Childcare settings who meet the criteria/standards are re-approved and issued with a dated and signed certificate. The FS Advisory Teachers continually monitor the childcare settings adherence to the criteria/standards throughout the period of their approval.

To ensure sufficiency in the proposed expansion areas, expressions of interest letters have been sent to all Childcare providers in those areas Settings expressing interest to be considered as Approved Flying Start Providers which do not currently have staff qualified to level 4 will be required to work towards this.

An analysis of qualifications and quality award status of all Childcare providers has been carried out in the expansion areas. Settings who go forward for approval will be supported from September 2012 to gain the necessary level of qualification and quality award in preparation for them becoming FS approved childcare providers from April 2013.

Outline your proposals for using the Flying Start link teacher to ensure quality and aid transition

Additional criteria/standards in our annual review/re-approval require childcare settings wishing to become (or maintain their status as) FS approved settings to:
• agree to the Advisory Teacher spending 20% of their work time modelling good practice in the setting and through continuous monitoring of adherence to criteria/standards
• attend mandatory training (5 sessions minimum) delivered by the FS Advisory Teachers.

11

- participate in ITERS (Infant/Toddler Environment Rating Scale) and FCCERS (Family Childcare Environment Rating Scale) assessments carried out by the FS Advisory Teachers, at least annually.
- comply with the completion and return of quality monitoring documentation

The FS Advisory Teachers aid children's transition from home to the childcare setting
- by liaising with the locality based FS Health Visitors and Family Workers,
- by delivering 4 information sessions each term, to the parents of each cohort of children in the term before they reach two years
  and
- from childcare setting to Early Entitlement through regular discussion/joint planning with the EE teacher team.
- by participating in the development of local RBA Reaching Potential Indicators.

How will you meet the needs/preference of parents for Welsh medium and/or bilingual childcare?

- We have 2 Welsh medium settings in the existing Flying Start areas.
- 1 Welsh medium setting in the expansion areas has requested to discuss extending their current provision to be able to deliver 5 sessions each week. (They currently offer 4)
- Parents/carers are provided with bilingual information and documentation about the childcare offer. They are encouraged and supported at the Parent/carers events to take up the offer in the setting of their choice.

Set out your arrangements in relation to the needs of children who require special care. (This could be due to additional needs/disability etc)

- **Individual Development Profile (IDP)**
In response to the Welsh Government's decision to withdraw the Foundation Phase Child Development Assessment Profile (CDAP), we intend to take part in the IDP project. The Flying Start Advisory Teachers will introduce the IDP to all approved childcare settings for trialling with children receiving their FS childcare entitlement and with children receiving support on our Additional Funded Childcare Scheme.
- **Additional Funded Childcare (AFC) Scheme**.
Our AFC scheme has developed and evolved since its introduction 3 years ago. Responding to early identified need, usually by the FS Health Visitors and particularly for babies and children too young to take up their FS childcare entitlement, we developed a referral pathway to support families, by providing early and extended access to childcare.

We recognise the need for good quality home-based care, especially for

young babies and therefore brought on board registered, quality assured childminders, who were active members of the Flintshire Childminding Network. They participated in Flying Start core and specific case related training, e.g. epilepsy training, British Sign Language.

Children's placements are reviewed, in liaison with their parents/carers in the family home, on a 6 weekly basis. The scheme has continued to develop and has grown in response to increasing need.

The childcare settings delivering the scheme and in particular the childminders, also provide support to the parents/carers. Often the intensive work they are undertaking with the children and the relationships they build, assists in an informal way in developing parenting skills.

We anticipate that the AFC scheme will expand further when we commence delivery in the proposed expansion areas. To ensure sufficiency of placements for children requiring additional support, we will bring on board additional Flintshire Childminding Network childminders, based in the expansion areas on an incremental basis.

- Children in the Flying Start areas with a disability requiring the provision of services, as defined in The Children Act 2004, are referred for assessment by the Community Paediatricians.

- The Flying Start childcare team liaise regularly with Flintshire's Early Inclusion Officer to support children with additional needs to access their Flying Start childcare entitlement in the most appropriate setting.

5. Parenting Programmes & Support

For each section, refer to the Flying Start Strategic Guidance and tell us how you intend to deliver the Parenting element in 2012/13, 2013/14 and 2014/15.

Set out your plans for delivering the Parenting entitlement using a co-located, dedicated Flying Start parenting team.

The variety of parenting opportunities available through the Flying Start provision enables parents to access those that are most appropriate and relevant for their stage of parenting. All localities have team members trained to facilitate courses and provide home based one to one. This has promoted good uptake by parents, as they already know the facilitator and have developed positive working relationships. Parents commonly report the following outcomes from accessing parenting:
1. Increase in personal confidence
2. Feel more able to make choices and decisions that are right for their family unit.
3. Are more able to give and receive compliments
4. Better understand their children's needs

5. Report better family relationships

The entitlement will from September 2012, be planned and structured to enable all parents to access parenting at appropriate intervals beginning during the antenatal period right through to school readiness when the child reaches three and a half.

Access to crèche provision and venues that can provide two suitable rooms is sometimes a barrier to being able to provide courses within the family's own community.

Outline the programmes you will be delivering under the following three themes:
- Perinatal and support in the early years;
- Early intervention approaches to supporting vulnerable parents; and
- Programmes to support parents in positive parenting.

What are the intended outcomes?

Universal Programme:
Ante Natal Parenting
Incredible Years Infant Programme
Baby Massage
Incredible Years Toddler Programme
Family Links Nurturing Programme,
STEP's
Incredible Years School Readiness Programme

Which programmes will form part of the universal formal parenting offer and which will be delivered where assessment evidences additional need? How will you identify families who should receive targeted support?

There is no targeted approach in relation to Parenting Programmes within Flying Start.

How will you ensure that every family with a Flying Start child is offered formal parenting support at least on an annual basis (in groups or one to one in the home with a mix of formal and informal support depending on need)?

For each of the Flying Start areas there is a 'curriculum' of parenting opportunities that will be available at the appropriate stages of the child's early years. For example Ante Natal parenting groups will run twice a year enabling every expectant parent to attend during some period of their pregnancy. IY toddler programmes will run once a year enabling parents of age appropriate. One to one parenting in the home is available when the need is identified. Within each locality there are team members that are trained facilitators for the range of programmes on offer.

Outline the Parenting team structure and reporting arrangements to the Flying Start management team. SLAs should be attached.
n/a

How will you increase both retention and completion rates of programmes?
Courses are delivered in the parent's local community. Before any parent attends a parenting course one of the group facilitators will offer two home visits. This provides an opportunity to thoroughly explain what the course involves and the commitment needed by all parties. In addition these opportunities help to reduce anxiety, build confidence and build relationships. Between each session there will be telephone contact and then if needed a home visit that will support the sessions learning. After completion of the course contact is maintained at a frequency dependant on need.

6. Early Language Development

Set out your plans for delivering the Early Language Development entitlement.
• Continue to run the six week (Language and Play) programme which focuses on the key elements of talking, listening, reading, singing and playing with your child, all of which are paramount within the development of the child's language skills. Variations will include a pure baby programme and a toddler programme in which babies will be welcome for those parents that have mixed ages. • Deliver one to one home referral programmes which will be a major part of this entitlement ensuring that families who cannot attend group sessions for various reasons can still benefit from this intervention. • The use of specific tailor made resources which have been developed by the team in order for colleagues within the wider team who may deliver one to one sessions, other services and Flying Start Childcare settings to use in order to get the key messages out to more Flying Start families who may not attend group sessions if child is in childcare, e.g. Chatter Sacks and Busy Bags. • Regular workshops to keep workforce up to date on Early Language Development information and resources in order to support families effectively. This can include add on workshops for the Flying Start Childcare settings staff in line with training already received by the Flying Start Advisory teachers. • Effective multi agency working will result in families being signposted and supported to attend groups by relevant team members. This will also result in the correct amount of appropriate programmes being run in each Flying Start area, e.g. baby, toddler or more one to one sessions being needed dependant on the number of children in those areas and ages and the need of the families. • Continuous monitoring and evaluation of the programmes to enable assessment on the quality and impact of the programmes on families. The parenting wheel evaluation will be an effective tool in order to support this.

How will you ensure that every family in a Flying Start area has ongoing access to appropriate language and play support?

- Support families by having ongoing rolling programmes in which they can attend in each area. This can include ongoing baby and toddler programmes.
- Having a multi skilled workforce in which colleagues are trained to deliver the programme will ensure that more families will be reached including one to one sessions within the home environment.
- Highlighting the importance of Early Language Development within all elements of Flying Start including the Childcare settings enabling effective signposting to take place.

How will you develop a targeted approach, based on assessment and referral to support children's development where there is evidence of additional need?

- Identify key target criteria, in conjunction with other strands of Flying Start and WAG strategic policies.
- Development of specific programmes addressing needs of target criteria, including any unique resources or delivery required to convey programme to parents and children in a suitable manner. This would include children with both learning or physical disabilities, with a range of activities and resources developed.
- The above could be expanded to also address additional needs of the parents, again including physical disabilities, allowing for greater parental contribution.
- Working with partners to highlight benefits of our programme, to children with differing needs and language problems, to aid in there assessment and referral.
- Define measurements of success in meeting key targets and a means to monitor those measurements. Different measurements may be required for each programme which is developed for a specific target area. It is important to remember that each target area will have its own unique challenges.

How will you support the development of those children identified as having an additional need?

- Overlap with above in terms of bespoke programmes and resources for children with additional needs – both in terms of learning difficulties and physical disabilities as well as additional needs in the form of extra support in the light of a family who's needs e.g. postnatal depression may be resulting in a child's early language skills not being addressed.
- Working alongside health / social workers and charity organisations related to identified children, to aid in development of specific programmes.
- Providing sessions in home and in educational / health environments.
- Potential for further training for team members to understand strategies for working with additional needs children.
- Effective partnership working with the Early support team including

signposting to their services
•   Additional needs may also include language barriers so effective partnership with EAL (English as an additional Language) services would be paramount here. A service that Language and Play as it stands now currently loans resources to.

Are there plans to, or do you already, recruit speech and language therapists? If so, please provide evidence of local need and impact on outcomes.
n/a

Outline the Early Language Development team structure and reporting arrangements to the Flying Start management team.
See Appendix E.
How will you increase both retention and completion rates of Language Development programmes?
•   Taster sessions offered. This could be within multi agency group session, e.g. Family worker, Health visitor etc….engage parents and encourage to attend programmes with support offered if needed to attend the first session/s.   •   Programmes to be flexible and offer incentives for attendance, possibly cost effective product related to the programme to be given on completion of all sessions, e.g. book or puppet?   •   Making sure that parents know what's on offer every week before hand.   •   Accreditation of the programme if this was a possibility for parents who may wish to gain a qualification?   •   Celebration event for parents (involving the parents with decision making) at the end of a three month programme for those who attend two various programmes, e.g. traditional and then themed   six weeks in continuous provision groups – could include certificate presentation

7. Outreach

Please confirm your proposals for the delivery of outreach during 2012/13, including the referral mechanism that will be used and the numbers involved. These proposals must link with the Families First programme.   (The level of funding available to support them is 2.5% of the uplifted portion of the budget only)
This equates to just £2,000 for Flintshire therefore the funding will be utilised to provide a service to one family that moves out of the area partway through their entitlement.

How will you offer all 4 of the core entitlements to children identified through outreach?
The Team Around the Family system will facilitate this process.

8. Key Principles

Refer to the Flying Start Strategic Guidance and tell us how you will deliver the key principles of the programme in 2012/13, 2013/14 and 2014/15.

Multi Agency Working and Co-location
Evidence how you will establish multi agency, co-located Flying Start teams in your target areas.

FLINTSHIRE FLYING START SERVICE
WHERE WE WANT TO BE BY 31st MARCH 2013

1.   South Flintshire Cluster
Aston Centre, Shotton

Target Area	On Stream	Workbase
Higher Shotton	Current	Aston Centre
Sealand	13/14	Aston Centre
Mancot	14/15	Aston Centre

2.   Westwood Centre, Buckley

Target Area	On Stream	Workbase
Connah's Quay	Current	Westwood Centre
Buckley Bistre West	13/14	Westwood Centre
Mold West 1	13/14	Westwood Centre

1.   North Flintshire Cluster
Flint Centre

Target Area	On Stream	Workbase
Flint	Current	Flying Start Centre, Flint

2.   Greenfield Business Centre and Youth Centre

Target Area	On Stream	Workbase
Greenfield	Current	Greenfield Business Centre
Holywell	13/14	Greenfield Business Centre

Early Identification, **Effective Assessment and Referral**
How will you develop systems to ensure early identification, effective assessment and referral?
Please include how you will:
• consider issues of engagement with families; and
• ensure the promotion of, and referral to, all elements within the programme and other agencies where appropriate i.e. Families First, Communities First and IFSS.

Ante natal and Health Visitor assessment.
Individual Development plans as referred to in the Childcare Section.

Joint Assessment Family Framework which is being developed for use across North Wales for Families First.

We work in partnership with other agencies to identify, engage and work with hard to reach groups, for example through:

- ONE COMMUNITY is a lottery funded project run by Barnardos across Flintshire, which aims to promote community cohesion. Flying Start supports the project through liaison with the project workers who facilitate joint services for minority ethnic individuals and groups and by providing practical support such as making Flying Start venues available for meetings, events, training etc.
- COMMUNITY PARENTS assist families across Flintshire by providing support to hard to reach/engage families in their homes, through a team of staff and volunteers. Flying Start part funds this service in the Flying Start areas.
- Travellers - Romany Gypsies and Irish Travellers are recognised racial groups under the Race Relations (Amendment) Act. We work in partnership with statutory and voluntary services to ensure that children and families are identified, supported to attend and made welcome to access Flying Start services, e.g. drop in, baby groups, Chatter Box etc.

Transition
Please clearly identify what arrangements are in place locally to ensure smooth transition across and between the range of services and programmes with which Flying Start families may/will engage.

Make reference to how you are working with other agencies to support these identified transitions.

Families First – Flying Start staff have been involved in developing the new referral pathway to Team around the Family, for families identified as needing additional support. Transition arrangements will be developed further in the new Flying Start Expansion areas.
Communities First – Flying Start staff are members of the local Communities First local Partnership boards. Working together ensures seamless transition for families.
Local Voluntary Agencies – The Sure Start Co-ordinator attends the Early Years and Families Sub Group to represent Flying Start.This is a multi-agency group and Officers from the Childcare Umbrella Membership organisations attend. Transition for children is a standing agenda item.
Early Entitlement Provider Partnership – As detailed in the Childcare section, the Flying Start Co-ordinator is a member of this group and the Advisory Teachers also attend the Practitioner meeting where transition arrangements are implemented.
FS Approved Childcare Settings – staff attend mandatory training to ensure

effective transition arrangements are in place to support children progressing into and out of childcare.

Information Sharing
How will you ensure that the local authority and Flying Start practitioners will work together to provide the necessary support, advice and training to ensure the Wales Accord for the Sharing of Information (WASPI) Framework is followed?

The Wales Accord on the Sharing of Personal Information (WASPI) provides a framework for service-providing organisations directly concerned with the health, education, safety, crime prevention and social well being of people to share personal information. Flintshire County Council has signed up to the WASPI. Flintshire Flying Start, as a member of the North Wales Regional Flying Start group, is in the process of developing generic Information Sharing Protocols (ISP's) with partner and other agencies such as Betsi Cadwaladr University Health Board (BCUHB), the police, voluntary agencies.
At project level, we will be commencing a process of developing ISP's with practitioners, e.g. to deliver the Childcare entitlement we will be engaging with Flintshire County Council ISP advisory staff and the practitioners in our approved childcare settings to develop an ISP which can be shared across the childcare sector.

Governance
Please provide details of your governance arrangements; identifying links to other programmes, the lead person and partnership arrangements for the overall direction and management of the Flying Start programme. This information should be represented using a diagram.

GOVERNANCE FOR MULTI-AGENCY STRATEGIC PLANNING IN FLINTSHIRE

Flintshire Local Service Board Chair: Colin Everett Chief Executive F.C.C.		
Members	**Role**	**Organisation**
Colin Everett	Chief Executive	Flintshire County Council
Cllr. Aaron Shotton	Leader of the Council	Flintshire County Council
Carl Longland	Director of Environment	Flintshire County Council
Neil Ayling	Director of Community Services	Flintshire County Council
Ian Budd	Director of Lifelong Learning	Flintshire County Council
Sioned Rees (Jan Jones - Deputy)	Head of Entrepreneurship & Business Information	Welsh Government
Kieran Duff	Chief Officer	Flintshire Local Voluntary Council (FLVC)
Jill Galvani	Executive Director of Nursing, Midwifery and Patient Services	Betsi Cadwaladr University Health Board
David Jones	Principal	Deeside College
Jeremy Vaughan	Superintendent	North Wales Police
Paul Whybro	County Fire Safety Manager	North Wales Fire & Rescue Service
Jackie James	Principal Health Development Specialist	Flintshire Public Health Team - Public Health Wales
David Powell	Environment Manager - North East Wales	Environment Agency Wales
Judith R Williams	Assistant Chief Officer / Head of Local Delivery Unit (LDU) - Flintshire & Wrexham	Wales Probation
Dr Peter Heard	Executive Director of the Graduate School	Glyndwr University

Children and Young People's Partnership		
Chair: Ian Budd Lead Director Children and Young People		
Members	**Role**	**Organisation**
Colin Everett	Chief Executive	Flintshire County Council
Ian Budd	Director of Lifelong Learning	Flintshire County Council
Carol Salmon	Head of Children's Services	Flintshire County Council
Gill Harrison	**Children** and Young People's Partnership Coordinator	Flintshire County Council
Ann S Roberts	Children and **Young People's** Coordinator	Flintshire County Council
Jeanette Rock	Head of the Inclusion Service	Flintshire County Council
Yvonne Tonks	Principal Partnerships Officer	Flintshire County Council
Christine Jones	Executive Member Social Services	Flintshire County Council
Chris Bithell	Executive Member Lifelong Learning	Flintshire County Council
Rob Edwards	County Youth & Community Chief Officer	Flintshire County Council
Ray Dickson	Service Manager for CIDS Management Team	Flintshire County Council
David Humphreys	Housing Strategy Manager	Flintshire County Council
Cilla Robinson	Child, Family & Community Directorate General Manager	BCUHB
Phil Childs	Commissioning Manager	BCUHB
Keith McDonogh	Lead Independent Member for Children and Young People	BCUHB
Mandy Casey	Assistant Director of Planning	BCUHB
Chris Thomas	Director 14-19 Network	Deeside College
Kieran Duff	Chief Officer	Flintshire Local Voluntary Council
Jackie James	Public Health Specialist, National Public Health Service	National Public Health Service
Vacancy	Partnerships Manager	North Wales Police

Flying Start Management Group		
Chair: Gill Harrison Children's Partnership Coordinator		
Members	**Role**	**Organisation**
Sue Aston	Senior Manager for Health Visiting and School Nursing	BCUHB
Helen Ellis	Flying Start Health Manager	BCUHB
Michelle Wright	Performance Officer	BCUHB
Meryl Elmusrati	Flying Start Coordinator	FCC
Sam Greatbanks	Sure Start Coordinator	FCC
Vacancy	Performance Officer	FCC
Kerry Davies	Administrator	FCC

GOVERNANCE FOR OPERATIONAL MANAGEMENT

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┌─────────────────────┐
│   COLIN EVERETT      │
│  CHIEF EXECUTIVE     │
│    FLINTSHIRE        │
│  COUNTY COUNCIL      │
└─────────────────────┘
           │
┌─────────────────────┐
│    NEIL AYLING       │
│   DIRECTOR OF        │
│    COMMUNITY         │
│     SERVICES         │
└─────────────────────┘
           │
┌─────────────────────┐
│   CAROL SALMON       │
│  HEAD OF SOCIAL      │
│   SERVICES FOR       │
│    CHILDREN          │
└─────────────────────┘
           │
┌─────────────────────┐
│   GILL HARRISON      │
│    CHILDREN'S        │
│   PARTNERSHIP        │
│   COORDINATOR        │
└─────────────────────┘
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┌─────────────────┐              ┌─────────────────┐
│     MERYL       │              │   HELEN ELLIS   │
│   ELMUSRATI     │              │   SPECIALIST    │
│  FLYING START   │              │    HEALTH       │
│  COORDINATOR    │              │  PRACTITIONER   │
└─────────────────┘              └─────────────────┘
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PERFORMANCE MONITORING ARRANGEMENTS

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┌───────────────────────────┐
│  Flintshire County Council │
└───────────────────────────┘
              │
              ▼
┌───────────────────────────┐
│  Social and Health Scrutiny│
│          Group             │
└───────────────────────────┘
              │
              ▼
┌───────────────────────────┐
│     Community Services     │
│ Quarterly Performance Review│
└───────────────────────────┘
              │
              ▼
┌───────────────────────────┐
│    Children's Services     │
│ Quarterly Performance Review│
└───────────────────────────┘
              │
              ▼
┌───────────────────────────┐
│ Flying Start Management Group│
│ Monthly Review of Performance│
└───────────────────────────┘
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┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
│ Health Visitor│  │  Parenting   │  │Family Support│  │ Language and │  │Childcare Data│
│     Data     │  │ Programmes   │  │     Data     │  │  Play Data   │  │              │
│              │  │    Data      │  │              │  │              │  │              │
└──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘
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Evaluation
Tell us about any local evaluation activity you are currently undertaking or planning to undertake. Any new activity requires approval from Welsh Government prior to commissioning.
None at present.

Safeguarding
All staff working in Flying Start must be trained and working together in the context of the Children Act 2004 and are bound by its provisions. Please evidence that this is the case
- The National Service Framework for Children, Young People & Maternity Services (2005) sets out the quality of services that children, young people and their families have a right to expect and receive in Wales. Flintshire Flying Start is committed to joint working and training between all organisations that deliver services to children and young people. Implementation of progress is monitored through the Children and Young Peoples partnership completion of the Self Assessment Auditing Tool (SAAT) to which Flying Start contributes.   - Local Safeguarding Children Board (LSCB) - The Flintshire and Wrexham Local Safeguarding Children Boards merged from the 1st April 2011. Through a co-ordinated partnership approach we work together to safeguard, protect and promote the welfare of children and young people. Training to safeguard children in Flintshire and Wrexham is coordinated by the FWLSCB Training Sub-Group. This is made up of representatives from the main statutory agencies concerned with child protection as well as from the independent sector.   - Service Level Agreements (SLA's) – we will ensure that the mandatory requirement of the Children Act 2004, to be trained and working together is an intrinsic element of all SLA's we develop.   - All Flintshire Flying Start staff team members have access to and are required to undertake safeguarding training. Additionally, safeguarding group (and individual, as and when required) supervision meetings, run by the Safeguarding Specialist Nurse from BCUHB, are attended by the team.   - Childcare Setting approval process – All staff in Flying Start approved childcare settings are required to attend Child Protection training, as a minimum, as a condition of their annual review, approval and reapproval.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **HEAD OF FINANCE, CHIEF EXECUTIVE, DIRECTOR OF ENVIRONMENT**

SUBJECT: **CAPITAL STRATEGY AND CAPITAL PROGRAMME 2013/14 TO 2022/23**

1.00   PURPOSE OF REPORT

1.01   The purpose of the report is to –

(a)   Propose the allocation of funding to the core capital programme in 2013/14 (with indicative allocations for future years).

(b)   Set out the work that has been undertaken (and continues), to develop a Council Fund Capital Strategy and 10 year Capital Programme for the Council.

2.00   BACKGROUND

2.01   The Council plans on a 4 year capital programme timescale. In June 2011, the Council formally adopted its Medium Term Financial Strategy (MTFS). Two of the key objectives of the MTFS are to ensure that revenue and capital resources are used to achieve the Council's priorities and objectives, and to fully integrate revenue and capital expenditure plans. The co-planning of revenue and capital budgets is essential, for example, to meet the repayment of unsupported borrowing to support the core capital programme for investment in infrastructure.

2.02   One of the Council's 10 priorities is to 'Be a modern, efficient and cost effective public organisation through our four resource strategies - MTFS, People, Asset Management and ICT'.   The Asset Management Strategy is key to determining which assets the Council wishes to hold in its portfolio for future service delivery. From this, plans can be drawn up as to where capital investment is required (in new or upgraded facilities), and where there are opportunities to release resources through asset disposals. Asset decisions are based on priority to support services, asset condition and deterioration, asset growth to suit service purpose and health and safety and other requirements.

2.03   This report covers the Council Fund only. The Housing Revenue Account (HRA) capital programme will be considered alongside the HRA revenue budget proposals for 2013/14. This will be reported to Cabinet and Scrutiny in January 2013 prior to the final proposals being recommended by Cabinet to County Council in February 2013.

2.04   The Local Government Final Settlement is due to be announced on 11th December 2012, and an update will be provided on the detail at the meeting.

3.00   CAPITAL STRATEGY

3.01   The aim of the Capital Strategy is to have in place a 10 year affordable, prioritised programme of all capital needs.

3.02   Due to the impacts on public expenditure constraint of National UK Government economy management decisions, the Council's core capital programme is constrained and is coming under severe pressure to maintain our assets portfolio from schools to roads. Welsh Government specific funding sources for capital investment in particular services are limited and are being directed to a small number of policy priorities.

3.03   This position means that the Council will:-

- Need to be more strategic and decisive over the asset portfolio it needs to retain to support service priorities and the portfolio it can release.

- Need to be more creative about partnering, e.g. Flintshire Connects, Community Asset Transfer.

- Be more creative over capital access options and models (e.g. directing its own investment, asset backed vehicles.)

- Rely on more unsupported borrowing to fund priorities, e.g. schools.

3.04   The challenges and opportunities were explored at a recent Member Workshop which was well attended. The work programmes of Cabinet and Overview and Scrutiny, and the MTFS, will need to reflect these actions.

3.05   A significant impact will be the School Modernisation Programme as part of the Capital Strategy and Capital programme 2012/13 to 2021/22. Funding support of 50% towards estimated costs of £64.2m will come from Welsh Government through 21st Century Schools finance for the preferred options in the three schools area reviews.

3.06 There will be significant pressure on the block allocations for core services in the 'static' programme. Careful decision making on allocations across and within these blocks is required to best match resources to priorities. Council officials, both client and contractor, must ensure that value for money is obtained in service design specifications and contract tendering.

4.00 LOCAL GOVERNMENT BORROWING INITIATIVE (LGBI)

4.01 A further £4m is to be made available across Wales by Welsh Government in 2013/14 under the Local Government Borrowing Initiative (on top of the £4m provided in 2012/13) to support the borrowing charges (revenue) of highways capital works. This equates to £2.7m for Flintshire in both 2013/14 and 2014/15. Proposals on how this funding will be utilised in 2012/13 are included in a separate report on this agenda.

4.02 In addition to the above, Welsh Government has recently announced an extension of the LGBI to include schools; this will bring forward funding (between 2014/15 and 2016/17) of £200m across Wales, in relation to their share of the 21st Century Schools Programme.

5.00 CAPITAL FUNDING AVAILABLE

5.01 Capital funding comes from a variety of sources –

General -
- Unhypothecated Supported Borrowing (USB)
- General Capital Grant (GCG)
- Capital Receipts

Specific -
- Specific Capital Grants
- Unsupported (Prudential) Borrowing
- Capital Expenditure financed from Revenue Account (CERA)

5.01.1 USB and GCG are as advised by Welsh Government through the Finance Settlement, and are available for the Council to determine their use. Specific Grants are also received from Welsh Government (and other funding bodies), but allocated for specific purposes as defined by the relevant funding body.

5.01.2 Capital Receipts are the proceeds from asset disposals - land and buildings, and again are available for the Council to determine their use.

5.01.3 Unsupported (Prudential) Borrowing is that borrowing which, as the name implies, is not supported by Welsh Government - borrowing costs (principal and interest) have to be met by the Council from the revenue budget.

5.01.4 Capital Expenditure financed from Revenue Account (CERA) is capital expenditure paid for by way of a direct charge to the service revenue account.

5.02 The total projected funding available over the 10 year period 2013/14 to 2022/23, by way of the above general sources, amounts to £108.516m as detailed in Appendix 1 (attached); the proposed Core Programme Scheme expenditure (as referred to in Section 6.01 below) amounts to £91.961m (as included in Appendix 1), which produces an available total of £16.555m to fund other programme schemes over the period.

5.02.1 In view of the projected shortfall in 2014/15 (£0.140m), which follows a 2013/14 available funding figure of just £0.250m, it may be prudent to consider a consolidated two year programme (2013/14/15). On this basis a cumulative total of £0.110m would be available to provide some headroom for variances.

5.03 It can be seen that, taking account of the funding information provided in 5.02 above, there is currently no general funding available to support new capital investment outside of the core programme schemes (see Section 6.00 below) during the consolidated two year programme period (2013/14/15), without the introduction of new and creative ways of delivering capital investment (as described in Section 3.00).

6.00 CORE CAPITAL SCHEMES

6.01 'Core' schemes are those that require capital works on an on-going basis in order to ensure life and use enhancement; such schemes include Energy Efficiency Measures, Highways Infrastructure Works, and School Building Works. The proposed Core schemes (as outlined at the Capital Workshop on 22nd November 2012), are detailed in Appendix 2 as attached.

6.02 The Appendix 2 information reflects a reviewed position (from that incorporated in the Capital Strategy and Capital Programme 2012/13 to 2021/22) in terms of the listed values, which takes account of the revised available funding projections as referred to in Section 5.02 above. Also included within the Appendix 2 totals are those new schemes approved in 2012/13, funded from the headroom available at the time; these schemes drop out of the analysis in entirety, by the end of 2015/16. The impact on the available funding resources of financing these schemes is recorded in Appendix 1.

6.03 A request was received at the Capital Workshop (22nd November 2012) for a reconciliation between the Appendix 2 figures and the indicative Core Programme Schemes list that formed part of the aforementioned Capital Strategy and Capital Programme 2012/13 to 2021/22; this reconciliation is included as Appendix 3. The adjusted

figures reflect those changes referred to in Section 6.02 above, and as noted in the key to Appendix 3; in most cases the 'trimmed' 2013/14 programme scheme budgets are reinstated across the subsequent 9 years (2014/15 to 2022/23).

7.00 CONSULTATION

7.01 A meeting of the Corporate Resources Overview and Scrutiny Committee has been scheduled for 31st January 2013, at which the capital programme proposals as set out in this paper will be considered. The scrutiny meeting will be open to all Members of the Council. Final capital proposals for 2013/14 will be considered by Cabinet in February prior to a recommendation to Council on 1st March 2013.

7.02 A public consultation survey which covers aspects of the Council's Revenue and Capital Budget Strategies is due to open between 21st December 2012 and 20th January 2013.

8.00 RECOMMENDATIONS

8.01 Members are recommended to:

(a) Note the work which has been undertaken (and continues) to develop a Council Fund Capital Strategy and 10 year capital programme.

(b) Approve the allocation of funding to the core capital programme in 2013/14 as shown in Appendix 2 (and note the indicative allocations for future years), subject to input by Overview & Scrutiny.

9.00 FINANCIAL IMPLICATIONS

9.01 As set out in the report.

10.00 ANTI-POVERTY IMPACT

10.01 Individual Capital Programme Schemes may have specific anti-poverty impacts.

11.00 ENVIRONMENTAL IMPACT

11.01 Individual Capital Programme Schemes may have specific environmental impacts.

12.00 EQUALITIES IMPACT

12.01 Individual Capital Programme Schemes may have specific equality impacts.

13.00   PERSONNEL IMPLICATIONS

13.01   None directly as a result of this report.

14.00   CONSULTATION REQUIRED

14.01   All Members and Overview & Scrutiny.

15.00   CONSULTATION UNDERTAKEN

15.01   An initial workshop on capital was held on 22nd November 2012 for all Members. A public consultation survey is due to open between 21st December 2012 and 20th January 2013.

16.00   APPENDICES

16.01   Appendix 1 –   Available Funding

           Appendix 2 –   Core Capital Programme Schemes

           Appendix 3 -   Core Programme Schemes (Reconciliation to 2012/13 Budget Figures)

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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

ESTIMATED AVAILABLE FUNDING 2013/14 - 2022/23

		2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Financing (Excluding Specific Grants)												
Unhypothecated Supported Borrowing (USB)	*	4.270	4.270	4.270	4.270	4.270	4.270	4.270	4.270	4.270	4.270	42.700
General Capital Grant (GCG)	#	2.598	2.598	2.598	2.598	2.598	2.598	2.598	2.598	2.598	2.598	25.980
Capital Receipts		3.910	3.475	5.537	4.555	1.320	4.344	4.200	4.200	4.200	4.095	39.836
Total		**10.778**	**10.343**	**12.405**	**11.423**	**8.188**	**11.212**	**11.068**	**11.068**	**11.068**	**10.963**	**108.516**
Expenditure												
Core Capital Programme Schemes - Appendix 1		10.528	10.483	8.895	8.865	8.865	8.865	8.865	8.865	8.865	8.865	91.961
Total		**10.528**	**10.483**	**8.895**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**91.961**
AVAILABLE/(SHORTFALL)		**0.250**	**(0.140)**	**3.510**	**2.558**	**(0.677)**	**2.347**	**2.203**	**2.203**	**2.203**	**2.098**	**16.555**
Cumulative		0.250	0.110	3.620	6.178	5.501	7.848	10.051	12.254	14.457	16.555	

* WG funding assumptions - USB

2013/14   per Provisional Settlement
2014/15   ref (2013/14) Provisional Settlement
2015/16 → as 2014/15

2012/13 =	USB	£5.141m

\# WG funding assumptions - GCG

2013/14   per Provisional Settlement
2014/15   ref (2013/14) Provisional Settlement
2015/16 → as 2014/15

2012/13 =	GCG	£2.603m

CORE CAPITAL PROGRAMME SCHEMES

	2013/14 Estimate £m	2014/15 Indicative £m	2015/16 Indicative £m	2016/17 Indicative £m	2017/18 Indicative £m	2018/19 Indicative £m	2019/20 Indicative £m	2020/21 Indicative £m	2021/22 Indicative £m	2022/23 Indicative £m	TOTAL £m
SUMMARY											
COUNCIL FUND											
COMMUNITY SERVICES	2.750	2.675	2.675	2.675	2.675	2.675	2.675	2.675	2.675	2.675	26.825
ENVIRONMENT	3.280	3.370	3.020	3.020	3.020	3.020	3.020	3.020	3.020	3.020	30.810
LIFELONG LEARNING	2.760	2.720	2.720	2.720	2.720	2.720	2.720	2.720	2.720	2.720	27.240
CORPORATE SERVICES	1.738	1.718	0.480	0.450	0.450	0.450	0.450	0.450	0.450	0.450	7.086
TOTAL - COUNCIL FUND	**10.528**	**10.483**	**8.895**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**91.961**

	2013/14 Estimate £m	2014/15 Indicative £m	2015/16 Indicative £m	2016/17 Indicative £m	2017/18 Indicative £m	2018/19 Indicative £m	2019/20 Indicative £m	2020/21 Indicative £m	2021/22 Indicative £m	2022/23 Indicative £m	TOTAL £m
FINANCING											
Unhypothecated Supported Borrowing (USB)	4.270	4.270	4.270	4.270	4.270	4.270	4.270	4.270	4.270	4.270	42.700
General Capital Grant	2.598	2.598	2.598	2.598	2.598	2.598	2.598	2.598	2.598	2.598	25.980
Capital Receipts	3.910	3.475	5.537	4.555	1.320	4.344	4.200	4.200	4.200	4.095	39.836
Specific Capital Grants	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Unsupported (Prudential) Borrowing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
(Unallocated - Headroom) / Under Financing	(0.250)	0.140	(3.510)	(2.558)	0.677	(2.347)	(2.203)	(2.203)	(2.203)	(2.098)	(16.555)
TOTAL - FINANCING	**10.528**	**10.483**	**8.895**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**91.961**

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CORE CAPITAL PROGRAMME SCHEMES

		2013/14 Estimate £m	2014/15 Indicative £m	2015/16 Indicative £m	2016/17 Indicative £m	2017/18 Indicative £m	2018/19 Indicative £m	2019/20 Indicative £m	2020/21 Indicative £m	2021/22 Indicative £m	2022/23 Indicative £m	TOTAL £m
COMMUNITY SERVICES												
Grants												
Various	Private Sector Renewal and Improvements	2.500	2.450	2.450	2.450	2.450	2.450	2.450	2.450	2.450	2.450	24.550
Shotton	Housing Renewal Area Support	0.250	0.225	0.225	0.225	0.225	0.225	0.225	0.225	0.225	0.225	2.275
	TOTAL - COMMUNITY SERVICES	**2.750**	**2.675**	**2.675**	**2.675**	**2.675**	**2.675**	**2.675**	**2.675**	**2.675**	**2.675**	**26.825**
ENVIRONMENT												
Administrative Buildings												
Various	Disability Discrimination Act (DDA) Works	0.180	0.175	0.175	0.175	0.175	0.175	0.175	0.175	0.175	0.175	1.755
Various	Energy Efficiency Measures	0.275	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	2.975
Various	Renewable Energy Installations	0.350	0.350									0.700
Various	Asbestos Removal	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
Various	Legionella Monitoring	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
Various	Upgrading Fire and Intruder Alarms	0.060	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.555
Various	Fire Safety Order Works	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	1.000
Various	Corporate Property Maintenance	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	5.000
Engineering												
Various	Land Drainage Works - General	0.080	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.755
Various	Coast Protection Works - General	0.120	0.110	0.110	0.110	0.110	0.110	0.110	0.110	0.110	0.110	1.110
Highways												
Various	Highways Infrastructure	0.600	0.750	0.750	0.750	0.750	0.750	0.750	0.750	0.750	0.750	7.350
Various	Bridge Assessments and Replacement	0.160	0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.510
Various	Street Lighting Replacement	0.200	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	1.820
Various	Structural Maintenance	0.200	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	1.820
Regeneration												
Flint	Townscape Heritage Initiative	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	1.150
Various	Town Centre Regeneration	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	1.900
	TOTAL - ENVIRONMENT	**3.280**	**3.370**	**3.020**	**3.020**	**3.020**	**3.020**	**3.020**	**3.020**	**3.020**	**3.020**	**30.810**

CORE CAPITAL PROGRAMME SCHEMES

		2013/14 Estimate £m	2014/15 Indicative £m	2015/16 Indicative £m	2016/17 Indicative £m	2017/18 Indicative £m	2018/19 Indicative £m	2019/20 Indicative £m	2020/21 Indicative £m	2021/22 Indicative £m	2022/23 Indicative £m	TOTAL £m
LIFELONG LEARNING												
Education - General												
Various	School Buildings Repairs and Maintenance	2.350	2.325	2.325	2.325	2.325	2.325	2.325	2.325	2.325	2.325	23.275
Various	Disability Discrimination Act - Individual Pupils	0.275	0.270	0.270	0.270	0.270	0.270	0.270	0.270	0.270	0.270	2.705
Various	Furniture and Equipment	0.060	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.555
Primary Schools												
Various	Learning Environments (Foundation Phase)	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
TOTAL - LIFELONG LEARNING		**2.760**	**2.720**	**2.720**	**2.720**	**2.720**	**2.720**	**2.720**	**2.720**	**2.720**	**2.720**	**27.240**
CORPORATE SERVICES												
ICT and Customer Services												
General	ICT Infrastructure	0.200	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	2.450
General	Agile Working Investment	0.150	0.100									0.250
General	EDRMS Implementation	0.125	0.105	0.030								0.260
General	ICT Infrastructure	0.210	0.210									0.420
General	Microsoft Enterprise Agreement	0.353	0.353									0.706
Flintshire Connects												
Various	Flintshire Connects	0.500	0.500									1.000
Corporate Finance												
General	Minor Capital Works - Health & Safety	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.750
General	Corporate Provision - Feasibility Studies	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	1.000
Clwyd Theatr Cymru												
General	Provision	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.250
TOTAL - CORPORATE SERVICES		**1.738**	**1.718**	**0.480**	**0.450**	**0.450**	**0.450**	**0.450**	**0.450**	**0.450**	**0.450**	**7.086**
TOTAL - COUNCIL FUND		**10.528**	**10.483**	**8.895**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**8.865**	**91.961**

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CORE PROGRAMME SCHEMES 2013/14 - SUMMARY
(RECONCILIATION TO 2012/13 BUDGET FIGURES)

	2013/14 Indicative *	2013/14 Estimate	Variance
	£m	£m	£m
SUMMARY			
COUNCIL FUND			
COMMUNITY SERVICES	2.950	2.750	(0.200)
ENVIRONMENT	3.155	3.280	0.125
LIFELONG LEARNING	2.965	2.760	(0.205)
CORPORATE SERVICES	0.930	1.738	0.808
TOTAL - COUNCIL FUND	**10.000**	**10.528**	**0.528**

	2013/14 Indicative *	2013/14 Estimate	Variance
FINANCING			
Unhypothecated Supported Borrowing (USB)	4.254	4.270	0.016
General Capital Grant	2.605	2.598	(0.007)
Capital Receipts	5.360	3.910	(1.450)
Specific Capital Grants	0.000	0.000	0.000
Unsupported (Prudential) Borrowing	0.000	0.000	0.000
TOTAL - FINANCING	**12.219**	**10.778**	**(1.441)**

	2013/14 Indicative *	2013/14 Estimate	Variance
AVAILABLE HEADROOM	**(2.219)**	**(0.250)**	**1.969**

Analysis (from above)	£m
Increased Net Budget	0.528
Reduced Funding	1.441
Reduced Headroom	**1.969**

* as per 2012/13 Budget

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CORE PROGRAMME SCHEMES 2013/14 - 2022/23 (RECONCILIATION TO 2012/13 BUDGET FIGURES)

		KEY (See below)	BUDGET	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
COMMUNITY SERVICES														
Grants														
Various	Private Sector Renewal and Improvements	1	12/13	2.700	2.425	2.425	2.425	2.425	2.425	2.425	2.425	2.425	2.425	24.525
			13/14	2.500	2.450	2.450	2.450	2.450	2.450	2.450	2.450	2.450	2.450	24.550
			Variance	(0.200)	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Shotton	Housing Renewal Area Support		12/13	0.250	0.225	0.225	0.225	0.225	0.225	0.225	0.225	0.225	0.225	2.275
			13/14	0.250	0.225	0.225	0.225	0.225	0.225	0.225	0.225	0.225	0.225	2.275
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL - COMMUNITY SERVICES			12/13	2.950	2.650	2.650	2.650	2.650	2.650	2.650	2.650	2.650	2.650	26.800
			13/14	2.750	2.675	2.675	2.675	2.675	2.675	2.675	2.675	2.675	2.675	26.825
			Variance	**(0.200)**	**0.025**	**0.025**	**0.025**	**0.025**	**0.025**	**0.025**	**0.025**	**0.025**	**0.025**	**0.025**

CORE PROGRAMME SCHEMES 2013/14 - 2022/23 (RECONCILIATION TO 2012/13 BUDGET FIGURES)

		KEY (See below)	BUDGET	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
ENVIRONMENT														
Administrative Buildings														
Various	Disability Discrimination Act (DDA) Works		12/13	0.180	0.175	0.175	0.175	0.175	0.175	0.175	0.175	0.175	0.175	1.755
			13/14	0.180	0.175	0.175	0.175	0.175	0.175	0.175	0.175	0.175	0.175	1.755
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Energy Efficiency Measures	1	12/13	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	3.000
			13/14	0.275	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	2.975
			Variance	(0.025)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(0.025)
Various	Renewable Energy Installations		12/13											0.000
		2	13/14	0.350	0.350									0.700
			Variance	0.350	0.350	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.700
Various	Asbestos Removal		12/13	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
			13/14	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Legionella Monitoring		12/13	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
			13/14	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Upgrading Fire and Intruder Alarms		12/13	0.060	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.555
			13/14	0.060	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.555
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Fire Safety Order Works		12/13	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	1.000
			13/14	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	1.000
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Corporate Property Maintenance		12/13	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	5.000
			13/14	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	5.000
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Engineering														
Various	Land Drainage Works - General		12/13	0.080	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.755
			13/14	0.080	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.755
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Coast Protection Works - General		12/13	0.120	0.110	0.110	0.110	0.110	0.110	0.110	0.110	0.110	0.110	1.110
			13/14	0.120	0.110	0.110	0.110	0.110	0.110	0.110	0.110	0.110	0.110	1.110
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

CORE PROGRAMME SCHEMES 2013/14 - 2022/23 (RECONCILIATION TO 2012/13 BUDGET FIGURES)

		KEY (See below)	BUDGET	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
Highways														
Various	Highways Infrastructure	1	12/13	0.800	0.725	0.725	0.725	0.725	0.725	0.725	0.725	0.725	0.725	7.325
			13/14	0.600	0.750	0.750	0.750	0.750	0.750	0.750	0.750	0.750	0.750	7.350
			Variance	(0.200)	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Various	Bridge Assessments and Replacement		12/13	0.160	0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.510
			13/14	0.160	0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.510
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Street Lighting Replacement		12/13	0.200	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	1.820
			13/14	0.200	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	1.820
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Structural Maintenance		12/13	0.200	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	1.820
			13/14	0.200	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	1.820
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Regeneration														
Flint	Townscape Heritage Initiative		12/13	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	1.150
			13/14	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	0.115	1.150
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Town Centre Regeneration		12/13	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	1.900
			13/14	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	1.900
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL - ENVIRONMENT			12/13	3.155	2.995	2.995	2.995	2.995	2.995	2.995	2.995	2.995	2.995	30.110
			13/14	3.280	3.370	3.020	3.020	3.020	3.020	3.020	3.020	3.020	3.020	30.810
			Variance	0.125	0.375	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.700

CORE PROGRAMME SCHEMES 2013/14 - 2022/23 (RECONCILIATION TO 2012/13 BUDGET FIGURES)

	KEY (See below)	BUDGET	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
LIFELONG LEARNING													
Education - General													
Various	School Buildings Repairs and Maintenance	1	12/13	2.555	2.300	2.300	2.300	2.300	2.300	2.300	2.300	2.300	2.300	23.255
			13/14	2.350	2.325	2.325	2.325	2.325	2.325	2.325	2.325	2.325	2.325	23.275
			Variance	(0.205)	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.020
Various	Disability Discrimination Act - Individual Pupils		12/13	0.275	0.270	0.270	0.270	0.270	0.270	0.270	0.270	0.270	0.270	2.705
			13/14	0.275	0.270	0.270	0.270	0.270	0.270	0.270	0.270	0.270	0.270	2.705
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Various	Furniture and Equipment		12/13	0.060	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.555
			13/14	0.060	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.055	0.555
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Primary Schools													
Various	Learning Environments (Foundation Phase)		12/13	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
			13/14	0.075	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.705
			Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL - LIFELONG LEARNING			12/13	2.965	2.695	2.695	2.695	2.695	2.695	2.695	2.695	2.695	2.695	27.220
			13/14	2.760	2.720	2.720	2.720	2.720	2.720	2.720	2.720	2.720	2.720	27.240
			Variance	(0.205)	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.020

CORE PROGRAMME SCHEMES 2013/14 - 2022/23 (RECONCILIATION TO 2012/13 BUDGET FIGURES)

	KEY (See below)	BUDGET	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
CORPORATE SERVICES													
ICT and Customer Services													
General ICT Infrastructure	1	12/13	0.255	0.230	0.230	0.230	0.230	0.230	0.230	0.230	0.230	0.230	2.325
		13/14	0.200	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	2.450
		Variance	(0.055)	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.125
General Agile Working Investment		12/13											0.000
	2	13/14	0.150	0.100									0.250
		Variance	0.150	0.100	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.250
General EDRMS Implementation		12/13											0.000
	2	13/14	0.125	0.105	0.030								0.260
		Variance	0.125	0.105	0.030	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.260
General ICT Infrastructure		12/13											0.000
	2	13/14	0.210	0.210									0.420
		Variance	0.210	0.210	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.420
General Microsoft Enterprise Agreement		12/13											0.000
	2	13/14	0.353	0.353									0.706
		Variance	0.353	0.353	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.706
Flintshire Connects													
Various Flintshire Connects		12/13											0.000
	2	13/14	0.500	0.500									1.000
		Variance	0.500	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Corporate Finance													
General Minor Capital Works - Health & Safety		12/13	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.750
		13/14	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.750
		Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
General Corporate Provision - Feasibility Studies	1	12/13	0.200	0.200	0.200	0.200	0.200	0.200	0.200	0.200	0.200	0.200	2.000
		13/14	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	1.000
		Variance	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(1.000)
General Housing Stock Options (Subject to Housing Review) *	3	12/13	0.375	0.375	0.375	0.375	0.375	0.375	0.375	0.375	0.375	0.375	3.750
		13/14											
		Variance	(0.375)	(0.375)	(0.375)	(0.375)	(0.375)	(0.375)	(0.375)	(0.375)	(0.375)	(0.375)	(3.750)

CORE PROGRAMME SCHEMES 2013/14 - 2022/23 (RECONCILIATION TO 2012/13 BUDGET FIGURES)

	KEY (See below)	BUDGET	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
CORPORATE SERVICES (Cont.)													
Clwyd Theatr Cymru													
General Provision		12/13	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.250
		13/14	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.250
		Variance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL - CORPORATE SERVICES		12/13	0.930	0.905	0.905	0.905	0.905	0.905	0.905	0.905	0.905	0.905	9.075
		13/14	1.738	1.718	0.480	0.450	0.450	0.450	0.450	0.450	0.450	0.450	7.086
		Variance	0.808	0.813	(0.425)	(0.455)	(0.455)	(0.455)	(0.455)	(0.455)	(0.455)	(0.455)	(1.989)
TOTAL - COUNCIL FUND		12/13	10.000	9.245	9.245	9.245	9.245	9.245	9.245	9.245	9.245	9.245	93.205
		13/14	10.528	10.483	8.895	8.865	8.865	8.865	8.865	8.865	8.865	8.865	91.961
		Variance	0.528	1.238	(0.350)	(0.380)	(0.380)	(0.380)	(0.380)	(0.380)	(0.380)	(0.380)	(1.244)

VARIANCE   Figures in brackets indicate a reduced budget, unbracketed an increased/additional budget.

KEY   1   2013/14 budget reduced in line with reduced funding projections but re-profiled over future years.

       2   New to 2013/14 onwards as a result of schemes approved in 2012/13 (From Headroom).

       3   No longer needed as a result of the Housing Ballot.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **QUARTER 2 PERFORMANCE REPORT**

1.00   PURPOSE OF REPORT

1.01   To receive: -

- the 2012/13 Quarter 2 service performance reports produced at Divisional level for the period July to September 2012;

- the mid year update of the Improvement Plan including the 3 additional priorities of the Administration; and

- the mid year update of the Strategic Assessment of Risks and Challenges (SARC) .

1.02   To note the following: -

- the levels of progress and confidence for the Council's Improvement Priorities;

- the update on the Strategic Assessment of Risks and Challenges (SARC);

- the progress being made against the Improvement Target Action Plans;

- the progress made against the key actions from service plans; and

- the assessment of any regulatory reports.

2.00   BACKGROUND

2.01   The quarterly performance reports seek to provide the 'narrative' explanation of the statistical quarterly performance. These reports are a review of service plans.

3.00   CONSIDERATIONS

3.01   Quarterly performance reports are prepared by the Heads of Service within the three Directorates and by the Corporate Heads of Service.

3.02   Copies of the detailed Quarter 2 (July – September 2012) performance reports and full SARC are available in the Member's Library and on request. Members will receive respective reports when circulated with Overview and Scrutiny Committee agendas.

3.03   Appendix 1a of the report contains an overall RAG status for each of the 10 Council Priorities and identifies the RAG status for the 66 secondary priorities for both 'progress' and 'outcome'. Appendix 1b is the Improvement Plan in full, showing the detail or progress achieved and future actions to be undertaken. In addition information detailing the 3 new secondary leadership priorities has been included for:

- Ref. 6.12: Extend and enhance the type of education, employment and training (EET) opportunities available for young people
- Ref. 6.13: A plan for Social Enterprise and Co-Operatives in Flintshire
- Ref. 9.9: Support for and development of a range of community events from high profile international events to locally organised events.

These are also attached separately as Appendix 1c.

3.04   The secondary priorities have high level actions, milestones and targets which can be monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -

- RED: Limited Progress – delay in scheduled activity; not on track
- AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track
- GREEN: Good Progress – activities completed on schedule, on track

A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each secondary priority. Outcome has been categorised as: -

- RED: Low – lower level of confidence in the achievement of the outcome(s)
- AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)
- GREEN: High – full confidence in the achievement of the outcome(s)

3.05   In summary our overall assessment against the 66 secondary

priorities is: -

PROGRESS
- We are making good (green) progress in 35 (53%) of the priorities.
- We are making satisfactory (amber) progress in 31 (47%) of the priorities.

OUTCOME
- We have a high (green) level of confidence in the achievement of 47 (71%) of our priority outcomes.
- We have a medium (amber) level of confidence in the achievement of 19 (29%) of our priority outcomes.

3.06   **Improvement Targets**
Appendix 2 of the report contains a schedule of all the Improvement Targets which are reported on a quarterly basis.

3.07   Reporting against the Improvement Target Action Plans is also included within the performance reports.

3.08   Analysis of performance against the Improvement Targets is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -

- RED equates to a position or forecast position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.

- AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.

- GREEN equates to a position or forecast position of positive trend on performance, meeting target and achieving action milestones.

3.09   Analysis was undertaken for 22 of the 23 Improvement Targets reported quarterly, which showed the following: -

- 10 (45%) had achieved a green RAG status
- 11 (50%) had an amber RAG status
- 1 (5%) had a red RAG status

3.10   The indicator which showed a red RAG status was (CFH/006) The percentage of undisputed invoices which were paid in 30 days – outturn figure 87.8%, target 95%.

Q2 (78.8%) fell short of target (95%) and downturned on Q1 (86.5%). This was predominantly due to late processing of external files from key suppliers that make up approximately 18% of all invoices paid. As these invoices are processed upon receipt of the electronic file from the suppliers usually 100% of these invoices are paid on time. Unfortunately a technical problem resulted in these invoices being paid after the due date. Actions have been put in place to ensure that this does not re-occur. If these invoices had been paid on time Q2 performance would have been 88.0%. Implementation of the computerised procurement and invoicing systems will further improve performance.

3.11   A further analysis of the Improvement Targets has been undertaken which examines the number of indicators for which performance had improved when compared to the previous quarter and the number that achieved target: -

- 12 (52%) improved on the previous period's performance

- 2 (9%) maintained performance which remained at 100%

- 10 (45%) achieved or exceeded target

3.12   **Strategic Assessment of Risks & Challenges**
Each quarterly performance report contains an update of the relevant strategic risk and challenges.

3.13   Analysis of the quarter 2 SARCs shows: -

- 7 (15%) are high (red)

- 32 (70%) are medium (amber)

- 7 (15%) are low (green)

Currently there are three SARCs which are being reviewed to take account of the impacts from the Welfare Reform Act. For quarter 2 these have not been assessed and therefore are not included in the above analysis: -

- CL04 Affordable Housing

- CD12a Housing Strategy

- CD12d Homelessness

SARC CD03 Transition from UDP to LDP is being reviewed to reflect that we are now clearer (following adoption of the UDP) when work on the LDP can be completed by. Although this has been assessed and assigned a RAG status, a SARC template is currently being developed.

3.14   Further analysis of the risks where the RAG status has not changed since the previous quarter (i.e. increased / decreased / or no change)

can be summarised as follows.

Key

↑ Increasing Risk - mitigating actions have not been completed to timescale and/or the predictive amber/green RAG status has not been achieved by the notified date, or an increased risk as a result of a change in risk circumstance.

↔ No Change – mitigating actions are being progressed but no change has been effected to the overall risk.

↓ Decreasing Risk - mitigating actions have been completed in advance or to timescale and/or the predictive amber/green RAG status has been achieved, or a decreased risk as a result of a change in risk circumstance.

In total 5 (11%) SARC risks increased, 5 (11%) decreased and the remaining 36 (78%) maintained the same level. The risks that increased are as follows: -

- CL07 - Relationship with the Local Health Board and Public and Primary Health

- CD02 Streetscene

- CD03 Transition from UDP to LDP

- CD08 – Connah's Quay, Shotton & Deeside Housing Renewal Area

- CD10c – Play Strategy (identified as a red risk at quarter 2)

3.15   The 7 high (red) risks are: -

- CL07 - Relationship with the Local Health Board and Public and Primary Health

- CD08 – Connah's Quay, Shotton & Deeside Housing Renewal Area

- CD10a – Leisure Revenue Funding

- CD10c – Play Strategy (identified as a red risk at quarter 2)

- CD20 – School Buildings / School Modernisation

- CD38 – Welfare Reform

- CG23 – Data Protection

CL07 – Relationship with the Local Health Board and Public and Primary Health
This SARC has been assessed as 'Red' and the Green Predictive

marked "uncertain" until the outcome of the Betsi Cadwaladr University consultation on the changes to community services is known. The Board is due to receive final proposals in January 2013. The current budget pressures within the Board may have unplanned interim impacts on joint working and funding responsibilities.

CD08 – Connah's Quay, Shotton & Deeside Housing Renewal Area

The specific capital grant for renewal areas is due to end in 2013/14 and the private sector Housing Renewal Capital Programme has been cut but £200,000 for 2013/14. The Housing Service continues to seek opportunities for the introduction of private finance into the scheme. A longer term aspiration is to introduce private finance from lending institutions. However, this relies on using the value of the Council's loan book as security and therefore this is unlikely to be achieved in the near future.

CD10a – Leisure Revenue Funding

There is currently a projected in-year Leisure Services' deficit of £425k. The reasoning for the deficit has been reported in full to both Cabinet and Overview and Scrutiny. An action plan is being developed and implemented to manage the situation and to control the in-year deficit.

CD12c – Play Strategy

The grant funding regime Families First has replaced Cymorth as the vehicle to deliver the Welsh Government's Child Poverty Strategy. Flintshire County Council was successful in bidding to deliver 'Play opportunities for fun and development' and will receive a grant of £80,588 for 2013/14 (a reduction of £52,892 on 2011/12). The reduction in the award will impact on the delivery of the 2013 Summer Play Scheme programme, the 'Buddy Scheme' for children with disabilities, CSSIW registered adventure playgrounds and other all-year round community play work provision. The Council is protecting its core funding for summer play schemes and in partnership with the co-funding town and community councils will still offer an extensive programme.

CD20 – School Buildings / School Modernisation

Despite previous increases in the repair and maintenance budget, a significant backlog will remain for the foreseeable future. Pressure on the repair and maintenance budget will increase with the reduction in spend to the economic climate. Actions to mitigate the risks are progressing, however this is a long term risk and will take many years to address. Initial consultation on school modernisation is complete in accordance with the agreed timeline and further consultations on the preferred options will take place in November.

CD38 – Welfare Reform

Welfare Reform remains a red (high) risk. This reflects emerging

risks. There is a now a full project plan with resourcing in place. A programme board with a wide membership is well established and there is a full and wide ranging action plan in place to advise and support vulnerable groups, to prepare for the impacts on services, and to work with national agencies to influence the planning of the proposed changes.

CG23 – Data Protection
The risk of a breach of the Data Protection Act by the Council is identified as a red risk in SARC as with many public bodies. An action plan to improve management control through role definition and training, and support systems, is in development.

4.00 RECOMMENDATIONS

4.01 That Cabinet consider the following and recommend any specific issues which may require management action and / or referral to the appropriate Overview and Scrutiny Committees for consideration: -

- 2012/13 quarter 2 performance reports,

- Improvement Plan mid year position

- SARC mid year position

4.02 To note the following within the performance reports: -

- the level of confidence that the outcomes of the Council's Improvement Priorities will be achieved and the progress being made towards them;

- the update of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports;

- the progress being made against the Improvement Target Action Plans contained within the performance reports';

- the progress made against the service plan; and

- the assessment of any regulatory reports in relation to the work of the service.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

7.01   There are no specific environmental implications within this report.

8.00   <u>EQUALITIES IMPACT</u>

8.01   There are no specific equality implications within this report.

9.00   <u>PERSONNEL IMPLICATIONS</u>

9.01   There are no specific personnel implications within this report.

10.00   <u>CONSULTATION REQUIRED</u>

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

11.00   <u>CONSULTATION UNDERTAKEN</u>

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

12.00   <u>APPENDICES – (to follow)</u>
Appendix 1a – Overall Assessment of Improvement Priorities
Appendix 1b – Improvement Plan
Appendix 1c – Improvement Priorities 6.12, 6.13, 9.9
Appendix 2 – Schedule of Improvement Target Performance Data
Appendix 3 – Strategic Assessment of Risks & Challenges Summary

**<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS</u>**

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APPENDIX 1a - IMPROVEMENT PRIORITIES Q2 REVIEW 2012/13									
Council Priority	**PROGRESS**	**Secondary Priorities**			**OUTCOME**	**Secondary Priorities**			
		GREEN (GOOD)	AMBER (SATIS-FACTORY)	RED (LIMITED)		GREEN (HIGH)	AMBER (MEDIUM)	RED (LOW)	
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	SATIS-FACTORY	2	4	0	HIGH	4	2	0	
2. To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	GOOD	2	0	0	MEDIUM	1	1	0	
3. To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	SATIS-FACTORY	1	2	0	MEDIUM	1	2	0	
4. To achieve the highest standards of customer services and care through our Customer Service Strategy	GOOD	2	1	0	HIGH	3	0	0	
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	GOOD	7	3	0	HIGH	8	2	0	
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	GOOD	9	4	0	HIGH	9	4	0	
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	GOOD	6	3	0	HIGH	7	2	0	
8. To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social , mixed tenure and private sector housing markets	SATIS-FACTORY	2	4	0	HIGH	4	2	0	
9. To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	SATIS-FACTORY	1	7	0	HIGH	5	3	0	
10. To protect, plan and develop sustainable natural and built environments	SATIS-FACTORY	3	3	0	HIGH	5	1	0	
TOTALS	**PROGRESS**	35	31	0	**OUTCOME**	47	19	0	
%		53%	47%	0%		71%	29%	0%	

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PROGRESS RAG Status		OUTCOME RAG Status Key	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

No.	Council Priority (Primary)	Council Priority (Secondary)	Completion Date	Directorate / Corporate Services	Primary Lead / HoS	Intended Outcomes and Strategic Targets/Key Evidence	PROGRESS RAG Status	OUTCOME RAG Status	Progress to Date and Future Actions
1	To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	1.1 To achieve the change and efficiency objectives of the Flintshire Futures Programme	On-going	Corporate Services	Colin Everett	OUTCOMES: 1. A four year organisational change programme with efficiencies identified and costed with an underpinned resourcing and activity plan 2. The goals of the Medium Term Financial Strategy (MTFS) met by the Flintshire Futures Programme with resources released for re-investment against priorities 3. The impacts for improved customer services met STRATEGIC TARGETS/KEY EVIDENCE: 1. Flintshire Futures Strategy and efficiency outputs (1) (2) 2. Medium Term Financial Plan and annual budgets (2) 3. Performance data against Customer Service Strategy objectives (3)	AMBER	AMBER	PROGRESS TO DATE: 1. Identification and development of projects across Corporate Change, Service Change, Regional Collaboration and Local County Collaboration 2. Refreshed programme management arrangements 3. Project capacity re-aligned where required 4. Five corporate change workstreams reviewed to establish goals, objectives/milestones, hard targets, capacity and capital expenditure requirements. 5. Integration of Flintshire Futures project efficiencies into the Medium Term Financial Plan 6. Benefits realisation approach developed for use with all projects FUTURE ACTIONS: 1. Respond to proposals and efficiency targets for all 5 corporate change workstreams and give urgent attention to higher risk projects under improved governance arrangements 2. Greater urgency and ambition from CMT and senior officers in programme & project management and strategic decision-making under improved governance arrangements 3. Enhance project capacity as required for higher risk projects where a business case justifies investment
		1.2 To adopt an accurate forecasting model for finances and costs for the medium term	Sep-11	Corporate Services	Kerry Feather	OUTCOMES: 1. Medium Term Financial Plan and annual budgets underpinned by consistent and robust forecasting 2. Forecasting and risk management systems aligned STRATEGIC TARGETS/KEY EVIDENCE: 1. Medium Term Financial Plan model (1) 2. Annual budgets (1) 3. In-year financial performance (1) (2) 4. In-year risk management (1) (2)	GREEN	GREEN	PROGRESS TO DATE: 1. A forecasting model was incorporated within the Medium Term Financial Strategy adopted by Council in June 2011 2. The model was fully utilised in the 2012/13 budget process. FUTURE ACTIONS: 1. Continued use of the adopted model to refine and improve forecasting for input and to improve the robustness of the Medium Term Financial Plan.

							PROGRESS / FUTURE ACTIONS
1.3 To reduce asset costs and maximise income and receipts	Dec-16	Corporate Services	Neal Cockerton / Kerry Feather	OUTCOMES: 1. Reduced running costs through rationalisation of property portfolio for reinvestment against priorities 2. Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme. 3. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set. STRATEGIC TARGETS/KEY EVIDENCE: 1. Reduce assets costs e.g. cost per square metre (1) 2. Reduction in total area of office accommodation (1) 3. Capital receipt targets in forward capital programme met (2) 4. EEF/002a - Percentage reduction in carbon dioxide emissions in the non-domestic public building stock (3) 2012-13 Target = 5%	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. Identification of lease releases programme. Ty Messen decanted and staff relocated to Flint. 2. Development of an initial 10 year capital strategy. 3. Mobile and agile working mobilised in some services; releasing space Ongoing programme of activity. 4. Identification of partners for Flintshire Connects hubs. Identified for Holywell. Specific for each hub. FUTURE ACTIONS: 1. Asset rationalisation through lease release and property disposals. 2. Reduce the current level of office accommodation through the increased use of agile and mobile working 3. Develop Flintshire Connects in partnership with other public sector and third sector organisations. 4. Further develop the 10 year Capital Strategy to take full account of asset needs available following opportunities for disposal to maximise capital reserves availability.
1.4 To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income	Mar-13	Corporate Services	Kerry Feather	OUTCOMES: 1. A single integrated fees and charges policy adopted and maintained 2. Income levels raised to targets to support annual budgeting STRATEGIC TARGETS/KEY EVIDENCE: 1. Fees and charges policy and operation (1) 2. Financial performance against targets (2)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. Deloittes have been commissioned to support this work. 2. Opportunities to increase existing or implement new charges have been identified for consideration. 3. Initial member workshop held on 24/11/11. 4. Development of a policy is in its initial stages FUTURE ACTIONS: 1. Discussions with the new Council with a view to having an agreed policy in place by December from which tangible financial benefits will flow into the 2013/14 budget and for future years through the Medium Term Financial Plan.
1.5 To extend agile working within the workforce	Mar-15	Corporate Services	Neal Cockerton / Chris Guest	OUTCOMES: 1. Reduction in office space and associated costs 2. Increased flexibility and work style options for workforce 3. More responsive and customer service in functional areas prioritised STRATEGIC TARGETS/KEY EVIDENCE: 1. Reduction in total area of office accommodation (1) 2. Reduction in office costs (1) (2) 3. Increased numbers of staff working in an agile way (2) 4. Performance against Customer Services Strategy objectives (3)	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. Development of agile working principles 2. New telephony system being rolled out 3. Electronic document management system procured and being piloted FUTURE ACTIONS: 1. Apply agile working principles consistently 2. Early intervention of identified office moves to maximise potential use of agile working 3. Align enabling projects to support agile working e.g. EDRMS, ICT facilities including telephony 4. Develop toolkit to support managers with agile working implementation.
1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay) a priority	Mar-13	Corporate Services	Chris Guest	OUTCOMES: 1. Increased compliance with and efficiency from corporate contracts 2. Process efficiencies from ordering and invoice processing 3. Improved spend control from commitment accounting and budget monitoring prior to placing orders STRATEGIC TARGETS/KEY EVIDENCE: 1. Percentage of service units using the P2P solution (1) (2) (3) 2. Achieve targeted efficiencies through the use of P2P (2) 3. Compliance with financial regulations (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. P2P system procured 2. Project Manager in place 3. Pilot P2P system in Corporate Services FUTURE ACTIONS: 1. Roll-out the P2P system to the other service areas within Corporate Services before end of March 2012. 2. Continue to engage with suppliers in order to obtain increased numbers of electronic catalogues and e-invoices. 3. Review the entire supplier database in order to classify suppliers, in order to obtain better expenditure management information as well as rationalise the number of suppliers used.

2	To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	2.1 To implement the adopted collaborative projects at regional and sub-regional level	On-going	Corporate Services	Colin Everett	OUTCOMES: 1. Agreement of a regional portfolio of collaborative projects to meet Welsh Government, regional and local ambitions for public service reform 2. To implement those projects adopted at final business case stage and achieve the resilience, improvement and efficiency targets set. STRATEGIC TARGETS/KEY EVIDENCE: 1. Records of regional meetings (1) 2. Programme / project plans (1) 3. Implementation of agreements / plans (2) 4. Performance and financial planning and monitoring (2)	GREEN	GREEN	PROGRESS TO DATE: 1. Regional collaboration in key service areas developed and implemented: Social Services commissioning hub and School Improvement 2. Other projects at key procurement milestones e.g. North Wales Residual Waste Treatment and North Wales Food Waste projects 3. Protocol for governance and performance monitoring for collaboration projects agreed. FUTURE ACTIONS: 1. Ensure business cases for key projects are tested and adopted internally in accordance with project timescales 2. Raise member confidence in the transition to collaborative projects through implementation of the governance protocol.
		2.2 To achieve the set efficiency targets from the collaborative projects	On-going	Corporate Services	Colin Everett	OUTCOMES: 1. To achieve the financial efficiencies set for each project 2. To recycle the efficiencies to support council priorities in the Medium Term Financial Plan / annual budgeting STRATEGIC TARGETS/KEY EVIDENCE: 1. Project implementation plans (1) 2. Medium Term Financial Plan (2) 3. Annual budgeting (2)	GREEN	AMBER	PROGRESS TO DATE: 1. Efficiencies been identified 2.Targets built into Medium Term Financial Plan FUTURE ACTIONS: 1. Set and track robust efficiency targets for each key project as part of 2.1 above 2. Build ongoing target profiles into the Medium Term Financial Plan 3. Mature the internal systems for identifying the source of the efficiencies and extracting them
3	To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	3.1 Achieve a legal, acceptable and affordable Single Status Agreement	DATE UNDER REVIEW	Corporate Services	Helen Stappleton	OUTCOMES: 1. To agree a legal, acceptable and affordable Agreement 2. To implement the Agreement without disruption to council services 3. To have fully provided for the financial impacts of the Agreement within assigned resources STRATEGIC TARGETS/KEY EVIDENCE: 1. Record of Agreement development and adoption (1) 2. Service performance records (2) 3. Medium Term Financial Plan / annual budgets (3)	AMBER	AMBER	PROGRESS TO DATE: 1. Single Status Project Board renewed commitment and endorsement of revised project plan (12/11) 2. 9 work streams of phase 1 have been completed 3. Most elements of phase 2 projects are well progressed and near completion 4. All parties / key stakeholders (management / employer, Elected Members and Trade Unions) are clear re their commitments / actions and deliver according to the plan 5. The verification of the Council's rank order has been completed. 6. Data verification exercise for establishing the details of posts within scope and reconciliation of associated budget is largely completed 7. Joint pay modelling and negotiations on Part 3 terms and conditions of employment with Trade Unions is well underway and due to be completed by end of November 2012 FUTURE ACTIONS: 1. Conclude pay modelling and Part 3 negotiations and produce a proposed Collective Agreement for consideration by Elected Members 2. Manage the delivery of the project in accordance with the agreed Project Plan and within agreed timescales 3. Ensure that all parties / key stakeholder (management / employer, Elec 4. Communicate regularly to the workforce to update on progress and to n

		3.2 Negotiate an Equal Pay Settlement	DATE UNDER REVIEW	Corporate Services	Helen Stappleton	OUTCOMES: 1. To settle Equal Pay claims and protect the Council from any future liability 2. To settle within financial provision without destabilising Council budgets STRATEGIC TARGETS/KEY EVIDENCE: 1. Record of Equal Pay Settlement Strategy for the organisation (1) 2. Evidence of 'sign up' to individual compromise agreements, including protection from any future liability (1) 3. Medium Term Financial Plan / Annual Budget (2)	AMBER	AMBER	PROGRESS TO DATE: 1. Options for defining Flintshire's Settlement Strategy are under review 2. Project plan actions defined for Equal Pay, identifying inter-dependencies with the Single Status Project 3. The Council's rank order is completed and has assisted with identifying the Council's Equal Pay risk areas 4. The Council's potential Equal Pay liability has been estimated but is subject to further work and review. FUTURE ACTIONS: 1. Consider outcome of Pay modelling exercise to fully define the Council's proposed Settlement Strategy 2. Hold discussions with Trade Unions on the proposed Settlement Strategy 3. Finalise the project plan for delivering the strategy, identifying the clear independencies with the Single Status project 4. Identify the potential liabilities / associated costs and incorporate into overall Affordability Strategy (for Single Status and Equal Pay) 5. Negotiate and apply an appropriate formula for settling claims and potential future liability that is fair and affordable 6. Define process for making offers to claimants is established
		3.3 To complete the review of human resources policies as a modern employer	On-going	Corporate Services	Helen Stappleton	OUTCOMES: 1. To have adopted a set of human resources policies that are modern and meet the current and future needs of the organisation 2. To have implemented the policies to meet the business needs of the organisation and the objectives of the Customer Services Strategy STRATEGIC TARGETS/KEY EVIDENCE: 1. Number of Human Resources policies reviewed within target timescales (1) 2. Implementation plans (2)	GREEN	GREEN	PROGRESS TO DATE: 1. Existing HR policies and procedures have been reviewed accordingly. 2. An initial review to scope the HR Policies to be reviewed for the next 12 months has been developed to ensure that Agile Working is supported and enabled 3. Reviews of key policies including a revised Comptency Framework and Appraisal system are near completion. FUTURE ACTIONS: 1. Carry out the review and development of the identified HR Policies to meet the future requirements of the organisation 2. Design a programme of implementation for revised policies and procedures as appropriate
4	To achieve the highest standards of customer services and care through our Customer Service Strategy	4.1 To introduce the first phase of the Flintshire Connects (Customer Access Points) programme	Dec-12	Corporate Services	Clare Budden	OUTCOMES: 1. Model blueprint for Flintshire Connect Centres 2. Increased choice of localised access to council services 3. Increased choice of localised access to other public/third sector services STRATEGIC TARGETS/KEY EVIDENCE: 1. Opening of the first Flintshire Connects Centre in Holywell during the Summer of 2012 (1) (2) (3) 2. Increased range of face to face services available on a local basis (2) 3. Partners involved at Flintshire Connects offering public services (3)	GREEN	GREEN	PROGRESS TO DATE: 1. Holywell Connects Centre opened on 1st November 2012 FUTURE ACTIONS: 1. Cabinet to consider proposals for second and third centres in January 2013

		4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	On-going	Corporate Services	Chris Guest	OUTCOMES: 1. Website improved with more customers accessing more services electronically 2. Standardisation of customer contact for key services 3. Increased usage of more efficient and effective customer channels STRATEGIC TARGETS/KEY EVIDENCE: 1. Increased usage of website transactions for prioritised services (1) (3) 2. Standards and consistencies established for prioritised services (1) (2) 3. New content management system procured (1)	GREEN	GREEN	PROGRESS TO DATE: 1. Channel Shift Project underway to focus on moving customers to cheaper ways of contacting the council. 2. Project aligns to the proposals for Flintshire Connects centres which will focus on providing joined up public services within communities. 3. Types of customer contact analysed and two services identified as a priority for making fully transactional via the website: School admissions and Concessionary travel. 4. Robust Equality Impact Assessment completed to identify appropriate customer consultation. 5, Website secured 3 star rating in annual "Better Connected" report, which is an assessment of all Council websites in the, this is an improvement on the 2 star rating last yeat. Planning area of website commended as an example of best practice. 6. CMS procurment underway with Denbighshire and Conwy, estimated date for full CMS implementaion March 2013 FUTURE ACTIONS: 1. Devlop plans for offering alternative choices of accessing council services through mobile technology and social media. 2. Continue to work with department to identify improvements to content a 3. Use customer data from new CRM system to identify priorities for development.
		4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-13	Corporate Services	Chris Guest	OUTCOMES: 1. Improved performance for telephone call handling for all Streetscene services 2. Positive impacts on customer care through new workforce training offer 3. Improved and consistent customer service across all access channels and all services KEY EVIDENCE: 1. Opening of the Customer Contact Centre within targeted timescale (1) (2) (3) 2. Customer service training developed and delivered (2) 3. Performance monitoring reports (1) 4. Implementation of Customer Relationship Management System (3)	AMBER	GREEN	PROGRESS TO DATE: 1. Developed and implemented Flintshire Customer Service Award in Housing and Environment. 2. Streetscene contact centre implemented staff to transfer to Customer Service in June, 2012. 3. CRM system live to record all customer interaction via web, face to face and contact centre. FUTURE ACTIONS: 1. Roll out the Flintshire Customer Service Award across the council 2. Identify and prioritise other services for contact centre operations 3. Review and refresh of corporate customer care standards 4. Complete review of Customer Services Division
5	To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	5.1.1 Develop robust commissioning arrangements for Out of County Placements ensuring stability in resource planning and providing children with the best possible start in life	Dec-12	Community Services	Carol Salmon / Peter Robson/ Jeanette Rock	OUTCOMES: 1. Improved quality and cost effectiveness of children's placements 2. Sustainable financial resource to support children's out of county placements STRATEGIC TARGETS/KEY EVIDENCE: 1. SCC/004 Children looked after - placement stability (1) 2012-13 Target = below 5% 2. SCC/025 Children looked after - statutory visits (1) 2012-13 Target = 93% 2. Reduction in spend per placement sustained or improved (2)	GREEN	GREEN	PROGRESS TO DATE: 1. Improvements made to existing processes and guidance issued regarding the new Options Appraisal forms for all future submissions to the Out of County Placement Panel. 2. A Flintshire Framework of Providers has been established. The Out of County Placement Panel is ensuring that lead practitioners are adhering to the Framework. 3. New regional commissioning hub is learning from the Flintshire experience. 4. SCC/025 Statutory visits for Children Looked After is above target at Q1. 5. £440K saving in an 18 month period ending March 2012. 6. Arosfa residential short break facility has been completed. FUTURE ACTIONS: 1. Develop internal commissioning capacity. 2. Increase pool of foster carers. 3. Improve assessment and monitoring to maximise resources.

	Timescale	Service	Lead	Outcomes / Strategic Targets			Progress / Future Actions
5.2 Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life	Ongoing	Community Services	Carol Salmon/ Jeanette Rock	OUTCOMES: 1. Looked after children are supported by the Council as a whole to achieve the best positive outcomes in life STRATEGIC TARGETS/KEY EVIDENCE: 1. Regular reports to Members will highlight progress towards academic outcomes commensurate with each individual's ability (1) 2. Looked after children performance measures set and monitored (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Corporate Parenting questionnaire completed and analysed 2. Forward Work Plan for Children's Services Forum will be in place after LG elections 2012 3. A2A card for young carers and looked after children launched in June 2012. 4. The Forward Work Plan for the Children's Services Forum has been approved. 5. Privilege card for young carers and looked after children developed for launch in June 2012. 6. Pride of Flintshire Awards in November 2012. FUTURE ACTIONS: 1. Continue to work with Housing colleagues to ensure that the housing needs of care leavers are planned for and realised (see 7.3) 2. Self-assessment of the Children's Services Forum to be undertaken to develop an action plan to increase the awareness of and the effectiveness of the Forum and its work, by November 2012. 3. Implement the action plan for the A2A card. 4. Corporate Parenting analysis ready for discussion at Children's Services Forum on the 28th March 5. Launch privilege card for young carers and looked after children in June 2012, with the assistance of the Children's Commissioner for Wales.
5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Dec-12	Community Services	Carol Salmon / Alwyn Jones	OUTCOMES: 1. Effective safeguarding practice, meeting legal and policy objectives, both preventative and reactive STRATEGIC TARGETS/KEY EVIDENCE: 1. CSSIW inspection (1) 2. LSCB review (1) 3. Governance arrangements for new Board (1) 4. SCC/045 Child protection reviews carried out in timescales (1) 2012-13 Target 97%. 5. POVA - annual report (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Second Safeguarding Manager in Social Services for Children recruited and in post. 2. Implementation of new Safeguarding Unit from 1.12.11 3. Joint Local Safeguarding Children Board (LSCB) with Wrexham established 1.4.11 4. Improved awareness and increased levels of referral for vulnerable adults 5. Agreement to funding to enhance safeguarding of vulnerable adults. 6. SCC/045 Child protection reviews carried out in timescales is on target. 7. Positive inspection report for Children's Services March 2012. FUTURE ACTIONS: 1. Target Inclusion Strategy meetings with Children's Services to regularly focus and review safeguarding arrangements 2. Embed new safeguarding staffing arrangements for protection of vulnerable adults (POVA) by December 2012. 3. Review safeguarding arrangements for children with a disability in Transition.
5.5 Implement the Integrated Family Support Services initiative (also 7)	Jun-13	Community Services	Carol Salmon Neil Ayling Alwyn Jones	OUTCOMES: 1. Improved quality of life and life chances of vulnerable families with substance misuse problems through an integrated multi agency approach STRATEGIC TARGETS/KEY EVIDENCE: 1. Developmental pioneer service reviewed (1) 2. Commissioning strategy implemented (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Training has been provided by WCBC and purchased from WG. 2. Presentation to relevant FCC staff in 2011. 3. All pioneer sites have been reviewed to inform Flintshire proposal. 4. Shadow arrangements with WCBC colleagues on IFSS Team explored. 5.Training has been purchased from the Welsh Government recognised trainers 6. Regional meetings x2 convened by the Heads of Children's Services to develop a regional approach. FUTURE ACTIONS: 1. Agree implementation plan 2. Workshop planned in November 2012 to make recommendations on the regional model.

				OUTCOMES/STRATEGIC TARGETS/KEY EVIDENCE			PROGRESS TO DATE/FUTURE ACTIONS
5.6 Introduce Civil Parking Enforcement (CPE)	Sep-13	Environment	Neal Cockerton	OUTCOMES: 1. Reduction in traffic congestion 2. Positive impact of local town centre economies 3. Reduced journey times within the County STRATEGIC TARGETS/KEY EVIDENCE: 1. Number of enforcement notices for on street parking (1) 2. Punctuality of public transport (1) (2) (3) 3. Number of new business start-ups in Flintshire (2)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. Consultation activity in progress with Mold and Holywell Town & Community Council FUTURE ACTIONS: 1. Formal application for CPE Powers to Welsh Government. 2. Consultation with key stakeholders to be undertaken. 3. Consultation with Members and approval of business plan.
5.7 Introduce Customer Access Points (Flintshire Connects)	Dec-12	Community Services	Clare Budden	OUTCOMES: 1. Model blueprint for Flintshire Connect centres above 2. Increased choice on localised access to council services 3. Increased choice of localised access to other public/third sector services STRATEGIC TARGETS/KEY EVIDENCE: 1. Opening of the first Flintshire Connects Centre in Holywell during the Summer of 2012 (1) (2) (3) 2. Increased range of face to face services available on a local basis (2) 3. Partners involved at Flintshire Connects offering public services (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Developed and implemented Flintshire Customer Service Award in Housing and Environment. 2. Streetscene contact centre implementedtaff to transfer to Customer Service in June, 2012. 3. CRM system live to record all customer interaction vai web, face to face and contact centre. FUTURE ACTIONS: 1. Roll out the Flintshire Customer Service Award across the Council 2. Identify and prioritise other services for contact centre operations 3. Review and refresh of corporate customer care standards 4. Complete review of Customer Services Division
5.8 Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes	Feb-12	Environment	Steve Jones / Chris Guest	OUTCOMES: 1. A modernised set of Streetscene services 2. Improved access to service and improved responsiveness 3. Improved performance for telephone call handling for all Streetscene service-required. STRATEGIC TARGETS/KEY EVIDENCE: 1. Integrated service provision and cross service operation. (1) 2. Streetscene performance standards met (2) 3. Customer Contact Centre targets within streetscene met.	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Assimilation process into new roles within Streetscene structure completed 2. All posts fully staffed by March 2012 3. Implementation of contact centre and CRM for Streetscene services commenced 4 Generic Streetscene operational posts introduced April 1st 5. Formal launch of new service 5 March 2012. 6. New Working patterns introduced for operational staff August 2012 FUTURE ACTIONS: 1. Develop and implement technology solutions to support the contact centre improving how requests for service are recorded and allocated for action
5.9 Implement recommendations of E-coli inquiry	On-going	Environment	Ian Vaughan Evans	OUTCOME: 1. Full compliance with new recommendations by the local business sector STRATEGIC TARGETS/KEY EVIDENCE: 1. PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards (1) 2012-13 Target = 80%	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. All new inspections are undertaken in line with the new E coli guidance issued by the Food Standards Agency. FUTURE ACTIONS: 1. Full implementation of Communication strategy. 2. Formal training for officers on new guidance to be provided by the Food Standards Agency Wales. This training is now underway.
5.10 Delivering sustainable modes of travel schemes (also 10)	Mar-16	Environment	Neal Cockerton	OUTCOMES: 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint STRATEGIC TARGETS/KEY EVIDENCE: 1. THS/007 - The percentage of adults aged 60+ who hold a concessionary travel pass (1) (2) (3) 2012-13 Target = 78% 2. TAITH annual work programme endorsed (1) (2) (3) 3. TAITH annual work programme completed (1) (2) (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Taith programme for 2011/12 successfully complete. The 2012/13 programme has been identiified and developement and delivery work is underway. 2. Employee Travel Survey consultation period ended 3. Cycle to work scheme currently being promoted. FUTURE ACTIONS: 1. Implement work stream flows from Regional Transport Plan to tie in with the TAITH work programme 2. Develop cycle routes, integrated multi modal hubs, creation of new walking routes 3. Develop car share policies and schemes, for council employees this will be informed by the Employee Travel Survey 4. Creation of integrated transportation 5. Promote concessionary travel passes 6. Develop solutions and responses to the revised National Transport Plan

		5.11 Review public conveniences provision	Apr-14	Environment	Steve Jones	OUTCOMES: 1. Siting of public conveniences to meet local and visitor demand 2. Consistent and improved standards of provision STRATEGIC TARGETS/KEY EVIDENCE: 1. Increase in provision through local businesses (1) (2) 2. Meets approved cleanliness standards (2)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. Review established to consider options for future provision and has been considered by Scrutiny and full Equalities Impact Assessment completed FUTURE ACTIONS: 1. Develop the review, following comments from Members at Environment O&S Committee 2. Report to Cabinet December 2012 for phased implementation commencing April 2013
6	To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	6.1 Following adoption of the UDP, pursue development of LDP (also 5, 8 and 10)	Sept. 2017	Environment	Andrew Farrow	OUTCOME: 1. More consistent approach to planning decision making 2. WG approval of LDP delivery timetable 3. Adoption of LDP STRATEGIC TARGETS/KEY EVIDENCE: 1. Number of planning decisions taken against officer recommendation (1) 2. LDP delivery agreement submitted to WG for approval (2) 3. LDP adopted by Full Council (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. UDP adopted 2. Public announcement made of adoption 3. Commencement order gained from WG FUTURE ACTIONS: 1. Begin preparation of evidence base 2. Form Member/Officer Panel 3. Commission evidence base work 4. Establish communications strategy
		6.2 Regenerate Town Centres (also 5, 8 and 10)	TBC	Environment	Dave Heggarty	OUTCOMES: 1. Town centre master plans approved 2. Increased footfall in town centres and consolidated / improved business presence in town centres 3. Improved local town centre environments STRATEGIC TARGETS/KEY EVIDENCE: 1. Capital expenditure against master plan priorities (1) 2. Reduction in the number of void properties (2) (3) 3. Increased footfall (2)	**GREEN**	**AMBER**	PROGRESS TO DATE: 1. Master Plans have been completed for Buckley, Connah's Quay, Flint and Shotton town centres. 2. Buckley Development Brief complete. 3. Flint Market trial has been found sucessful and the market made permanent. 4. £4m secured from European Regional Development Fund for Wrexham/Flintshire to support physical improvements and business grants. 5. Successful events programmes held over two years in Mold and Holywell to bring visitors into the town centres. FUTURE ACTIONS: 1. Continue to develop proposals for the regeneration of Buckley. 2. Develop master plan for key development sites in Mold town centre. 3. Feasibility and detailed costing works for streetscape improvements in the town centres.
		6.3 Support the Deeside Renewal Area Programme (also 5 and 8)	Sep-12	Environment	Neal Cockerton/ Dave Heggarty	OUTCOMES: 1. Increased local employment rates 2. Improved energy efficiency in housing stock STRATEGIC TARGETS/KEY EVIDENCE: 1. Reduction in the number and percentage of residents in the DRA area registered for Job Seekers Allowance (1) 2. Energy consumption of housing stock in DRA area (2) 3. Number of new business start-ups in Flintshire (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Enterprise Zone status confirmed by WG for Northern Gateway Site FUTURE ACTIONS: 1. Development of sustainable modes of travel within the renewal area 2. Deliver and support land transactions 3. Ensure energy efficient policies adopted in any development of the renewal area 4. Take forward the wider Deeside Regeneration Area programme, including the Deeside Neighbourhood Renewal Area (NRA) 5. Coordinate the work of the Town Action Plans / NRA / Communities First. 6. Develop new integrated partnership and governance structure to lead Deeside regeneration.
		6.4 Promote the development of the Deeside Growth Zone	On-going	Environment	Dave Heggarty	OUTCOMES: 1. Incentives package for inward investment agreed with WG 2. Increased number of jobs available in advanced manufacturing 3. New business re-locations / start-ups / growth STRATEGIC TARGETS/KEY EVIDENCE: 1. Inward investment package agreed (1) 2. Number of new advanced manufacturing jobs created (2)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. Successful bid to WG re. Enterprise Zone FUTURE ACTIONS: 2. Further work with our partners to set out a programme to secure investment and jobs in the area.

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6.5 Rationalisation of property and land estate	On-going Dec 2016	Environment	Neal Cockerton	OUTCOMES: 1. Reduced running costs through rationalisation of property portfolio for reinvestment against priorities 2. Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme 3. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set STRATEGIC TARGETS/KEY EVIDENCE: 1. Reduce assets costs e.g. cost per square metre (1) 2. Reduction in total area of office accommodation (1) 3. Capital receipt targets in forward capital programme met (2) 4. EEF/002a - Percentage reduction in carbon dioxide emissions in the non-domestic public building stock (3) 2012-13 Target = 5%	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. Identification of lease releases programme. Ty Messen decanted and staff relocated to Flint. 2. Development of 10 year capital strategy. 3. Mobile and agile working mobilised in some services; releasing space Ongoing programme of activity. 4. Identification of partners for Flintshire Connects hubs. Identified for Holywell. Specific for each hub. FUTURE ACTIONS: 1. Asset rationalisation through lease release and property disposals. 2. Reduce the current level of office accommodation through the increased use of agile and mobile working 3. Develop Flintshire Connects in partnership with other public sector and third sector organisations. 4. The Capital Strategy for the forward 10 year capital programme takes full account of asset needs and opportunities for disposal to maximise capital reserves availability.
6.6 Complete TAITH work programmes (also 10)	April 2013 Ongoing	Environment	Neal Cockerton	OUTCOMES: 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint STRATEGIC TARGETS/KEY EVIDENCE: 1. THS/007 - The percentage of adults aged 60+ who hold a concessionary travel pass (1) (2) (3) 2012-13 Target = 78% 2. TAITH annual work programme endorsed (1) (2) (3) 3. TAITH annual work programme completed (1) (2) (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Taith programme for 2011/12 successfully complete. The 2012/13 programme has been identified and development and delivery work is underway. 2. Employee Travel Survey consultation period ended 3. Cycle to work scheme currently being promoted. FUTURE ACTIONS: 1. Implement work stream flows from Regional Transport Plan to tie in with the TAITH work programme 2. Develop cycle routes, integrated multi modal hubs, creation of new walking routes 3. Develop car share policies and schemes, for council employees this will be informed by the Employee Travel Survey 4. Creation of integrated transportation 5. Promote concessionary travel passes 6. Develop solutions and responses to the revised National Transport Plan
6.7 Development of skills to align with business needs	On-going	Environment	Dave Heggarty / Kevin Grandfield	OUTCOME: 1. Skills 'gap' identified with local business community with a strategy adopted to close the 'gap' 2. More sustainable local employment market created 3. Local business competitiveness sustained STRATEGIC TARGETS/KEY EVIDENCE: 1. Number of new business start-ups in Flintshire (2) (3) 2. Decrease in the number of NEETs in Flintshire (1) (2) 3. Numbers of residents enrolling on further and higher education courses (1) (2) 4. Alignment of education and training programmes to meet skills gap (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Provision of Weekly Job Clubs in all CF areas; supporting around 25 people per week. 2. Staff have developed and focused their skills into supporting the employability agenda for local people. 3. Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met. FUTURE ACTIONS: 1. Continue provision of weekly job clubs by CF area teams 2. Support the employability agenda for local people 3. Further support of residents in job search, CV writing, job applications and training referrals

						PROGRESS TO DATE:
6.8 Encourage and retain business investment in Flintshire	On-going	Environment	Dave Heggarty	OUTCOMES: 1. Increased business investment in Flintshire 2. Increased number of jobs in Flintshire 3. Local business competitiveness sustained STRATEGIC TARGETS/KEY EVIDENCE: 1. Number of new business start-ups (1) (2) 2. Number of jobs in Flintshire (2) 3. Number of business closures (3)	**GREEN** **GREEN**	PROGRESS TO DATE: 1. Buckley development process underway currently 2. Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met 3. Working with businesses to develop infrastructure to meet future demands 4. Introduced Flintshire Open for Business to encourage county based and potential inward investment. FUTURE ACTIONS: 1. Identification of development sites within town centres 2. Further work in partnership with businesses and organisations to up-skill employees and ensure future skills requirements are met 3. Continue work with businesses to develop infrastructure to meet future demands 4. Promote and further improve Flintshire Open for Business to encourage inward investment. 5. Launch grant scheme to tackle vacant High Street properties.
6.9 Implement the Families First initiative (also 5)	Oct-12	Community Services	Carol Salmon Ian Budd	OUTCOMES: 1. Mitigation of the impact of poverty on families in Flintshire 2. Rate of families supported to improve quality of life and life chances 3. Impact on referral rate to other statutory services for support STRATEGIC TARGETS/KEY EVIDENCE: 1. Services reviewed and commissioned (1) (2) 2. Plan approved and budget confirmed (1) (2) 3. Referral rate to other statutory services (3)	**GREEN** **GREEN**	PROGRESS TO DATE - Completed. 1. Plan has been implemented 2. Commissioning Strategy implemented.
6.10 Work on a North Wales approach to develop a shared methodology to determine Care Fees in the future	Mar 2013	Community Services	Alan Butterworth	OUTCOMES: 1. The care home market is sustainable and provides high quality and appropriate care for local people STRATEGIC TARGETS/KEY EVIDENCE: 1. Model for care fees approved across 3 counties and with care providers (1) 2. Decisions taken to financially support new care model in 3 counties (1)	**GREEN** **GREEN**	PROGRESS TO DATE: 1. A sub-regional model has been agreed with WCBC and DCC and with Care Forum Wales. 2. Consultation has taken place with local care home owners. 3. Local data has been collected and validated. 4. Care homes have been informed of the new rates for 12/13, which are within the Directorate's allocated budget. FUTURE ACTIONS: 1. Review & adapt the model 2. Work with the 3 North West counties and BCU to create a pan-North Wales model.

6.11 Develop a strategy to manage the impacts of Welfare Reform	Oct-13	Community Services	Clare Budden / Kerry Feather	OUTCOMES: 1. Adoption and implementation of a comprehensive Welfare Reform Strategy to protect those vulnerable to poverty through welfare reform 2. Adoption and implementation of a homeless prevention plan 3. Rate of vulnerable people prevented from becoming homeless 4. Implementation of new Council Tax Benefit Scheme from April 2013. 5. Effective transition of Housing Benefit administration to DWP. 6. Financial implications fully identified and included in MTFP. STRATEGIC TARGETS/KEY EVIDENCE: 1. Welfare Reform Strategy adopted (1) 2. Welfare rights / benefit advice and achievement statistics (1) 3. Homeless prevention strategy adopted (2) 4. HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (3) 2012-13 Target = 90% 5. Council Tax Benefit Scheme adopted and in operation (4) 6. Sucessful transfer of the administration of Housing Costs to the DWP (5) 7. Medium Term Financial Plan (6)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. WG support funding for additional officer for 18 months to minimise effects of reduction to local housing allowance 2. Increased number of residents supported to access social security benefits 3. Introduction of Flintshire Family Bond scheme 4. Identification of most vulnerable households 5. Additional temporary homelessness accommodation planned 6. Profiling of working age tenants claiming housing benefit who rent from the local authority 7. Briefing sessions to local members, internal and external staff, private landlords 8. Executive endorsement of a Community Leadership risk (01/12) 9. Welfare Reform Programme Board, chaired by the Leader of the Council, has been established to oversee the numerous welfare reform work streams. 10. Communication plan has been developed and is being implemented ensuring engagement with stakeholders raising awareness of the impacts of the social welfare legislative change programme. 11. Continued development of Council Tax Benefit replacement scheme 12. FCC council housing being utilised as temporary homelessness accom 13. Joint work with Wrexham and Denbighshire CC on proposals to mitiga 14. FCC tenants who are under-occupying being contacted and housing s 15. Establishing project plan including project management & resource re FUTURE ACTIONS: 1. Maintain corporate awareness of the potential impacts of future propose 2. Implementation of Council Tax Benefit replacement scheme. 3. Obtain additional temporary homeless accommodation, particularly for s 4. On-going involvement in the Welsh Government's Project to review adv 5. Establish corporate awareness of the potential impacts for the Commun 6. Establish project plan including project management & resource require 7. Identify all of the potential impacts. 8. Engage with professional groups, external partners, stakeholders etc. 9. Implement required actions to develop Welfare Reform Strategy

		6.12 Extend and enhance the type of education, employment and training (EET) opportunities available for young people		Lifelong Learning	Ian Budd	OUTCOMES: 1. A change in the upward trend of increasing unemployment in 16 to 24 year olds. 2. Improved skills base of the workforce to improve employability and earnings prospects. 3. Improved provision of local labour market intelligence to inform planning arrangements at all levels. 4. Local jobs for local people. 5. Raised awareness of employment, education and training opportunities. 6. Improved employer participation in EET schemes. 7. Increased number of people who successfully establish and grow businesses. 8. Shared (multi agency) Employer Pledge STRATEGIC TARGETS/KEY EVIDENCE 1. Review of local performance against national case study (ESVP) 2. Increase in training, apprenticeship and work experience opportunities for young people. 3. Local labour market information. 4. Improvement resulting from implementation of Employer Pledge.	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Review of existing Programmes in Flintshire relating to education, employment and training (EET) opportunities available for young people undertaken. 2. Draft Employer Pledge Model developed. 3. Public and voluntary sector opportunities scoped. 4. Private sector opportunities scoped. 5. Implmentation of Entrepreneur Programme for young people aged 16 to 24 years. FUTURE ACTIONS: 1. Enhancing and expanding existing and new schemes for new people within and post education through apprenticeships, entrepreneurship and work experience. This will include promotion of the Support Programmes 'hub' and linking local labour to local opportunities including Deeside Enterprise Zone (DEZ) 2. Supporting the development of new industry based academy models enabling participants to gain employability skills. 3. Securing better qualifications through supported work experience including vocational placements. 4. Supporting the development of a Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network. 5. Implementation of the Employer Pledge by LSB Partners includiing the development of a Resourcing Strategy. 6. Revisit Business Survey re: attitudes to employing people aged 16 to 24 years.
		6.13 Develop an outline Master Plan for Social Enterprise and Co-Operatives in Flintshire		Community Services	Neil Ayling	OUTCOMES: 1. Increased number of Social Enterprise established in the County 2. Mechanisms in place for the Council to support new social enterprises STRATEGIC TARGETS/KEY EVIDENCE 1. Number of Council services provided by Social Enterprises (1, 2) 2. Social value clauses included in PQQ (2) 3. FCC Start -up grant for SEs fully utilised (1)	**AMBER**	**AMBER**	PROGRESS TO DATE 1. Project Board established 2. Project Brief developed 3. 5 stages of project identified FUTURE ACTIONS 1. Fully develop project plan 2. Implement project plan
7	To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	7.1 Transform Social Services for Adults to promote independence and build community capacity	Mar-13	Community Services	Alwyn Jones	OUTCOMES: 1. Adults in Flintshire diverted from statutory services where appropriate 2. Enhanced provision of local services on a multi-agency basis for complex needs 3. A model for transformed service developed and implemented and service change targets met 4. Services commissioned to meet needs of carers. STRATEGIC TARGETS/KEY EVIDENCE: 1. Model of transformed service agreed by Council and implemented.(1) (2) 2. Range of commissioned services for carers (4) 3. Three locality Social Work & Occupational Therapy teams will be established and will be co-located with health. 4. Co-locate one team into a locality by March 2013, depending on availability of shared premises. (1) (2) (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Strategic needs analysis completed. 2. Detailed workstreams agreed and action plans in progress and on target 3. Phase I restructure approved at Executive in November 2011 and now in place. 4. Phase II development commenced February 2012 5. JEQ process commencing for phase 2 6. Finance and IT involved in redesign of services 7. Carers' Commissioning Strategy 2012-2015 adopted. 8. 3 locality SW and OT teams established within Social Services, October 2012. FUTURE ACTIONS: 1. Assimilation of Phase I posts awaiting outcome of JEQ 2. Implement the themes from the TSSA Action Plan
		7.2 Expand the Council's extra care housing provision (also 8)	Apr-13	Community Services	Alan Butterworth / Clare Budden	OUTCOMES: 1. Increased rate of personalised support for independent living in the community STRATEGIC TARGETS/KEY EVIDENCE: 1. Opening of the new Mold Extra Care Scheme (1) 2. Agreement of a strategy for further extra care/equivalent schemes (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. The Mold Extra Care Scheme has been approved by WG. 2. Initial discussions have taken place with local RSLs about the potential for developing further schemes. FUTURE ACTIONS: 1. Complete strategic needs analysis to determine resource capacity across teams. 2. Complete 2nd extra care scheme 3. Continue discussions for potential further schemes.

7.3 Develop a range of temporary accommodation and independent living options for care leavers (also 8)	Mar-13	Community Services	Carol Salmon	OUTCOMES: 1. Prevent extended stays in existing temporary accommodation including bed and breakfast 2. Care leavers receive a seamless, sensitive, service and are accommodated in safe and appropriate accommodation 3. Care leavers develop the skills to live independently or with minimum support STRATEGIC TARGETS/KEY EVIDENCE: 1. Number of additional accommodation units made available to care leavers (1) (2) (3) 2. Review of Supported Lodging Schemes completed. (1) (2) (3)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Executive agreement for allocation of up to ten units per annum of accommodation from council stock for care leavers 2. Developments agreed through a 2-day Housing and Childrens Services workshop 3.Commission British Association for Adoption and Fostering to carry out review of Supported Lodgings Schemes in Flintshire FUTURE ACTIONS: 1. Ongoing work with housing to expand choices available for care leavers post 18. 2. Utilise report from BAAF to determine future placement options and choices
7.4 Develop new Supporting People services to strengthen homeless prevention (also 8 and 5)	Mar-12	Community Services	Alan Butterworth	OUTCOME: 1. Improved support for young people with complex needs and those with HIV or AIDS STRATEGIC TARGETS/KEY EVIDENCE: 1. Contract monitoring to ensure effective service meets needs of beneficiaries (1)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. New Supporting People Services projects completed: i) Complex Needs Project for young people launched and ii) regional service for people with HIV or AIDS has been commissioned FUTURE ACTIONS: 1. Services launched: no further actions
7.5 Review the Charging Policy for social services and housing related support (as part of the corporate fees and charging project) (also 8)	Dec-12	Community Services	Alan Butterworth	OUTCOME: 1. Maximise income from charging for personal care and housing related support services within a fair and consistent policy that takes account of service users' ability to pay STRATEGIC TARGETS/KEY EVIDENCE: 1. Agreement of Fees and Charges Policy (1)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. Review existing Charging Policy 2. Compare with other local authorities 3. Identify options for change 4. Assess impact of changes on individuals 5. Members considered the proposals, but deferred a decision until 12/13. FUTURE ACTIONS: 1. Re-consideration by members as part of the corporate review of fees and charges
7.6 Modernise the warden service	Mar-12	Community Services	Clare Budden	OUTCOME: 1. Provide services based in the local community in accordance with individual needs 2. Extend services to Flintshire residents living in their own homes STRATEGIC TARGETS/KEY EVIDENCE: 1. Completion and evaluation of pilot (1) (2) 2. Increase in number of local people supported by modernised warden service (1) (2)	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Work is progressing ahead of schedule with modernisation and expansion of the warden service. 2. The consultation phase was a huge success gaining praise from both members and tenants and leading to a Flintshire Excellence Award for best practice consultation. 3. Complete and evaluate six-month pilot as started in November 2011. FUTURE ACTIONS: 1. Introduce a reporting and monitoring database to efficiently reporting against performance and supporting people outcomes by Mar 2013
7.7 To introduce locality working with Betsi Cadwaldr University Health Board in support of enhanced primary health care services and prevention of ill health	Mar-13	Community Services	Alan Butterworth	OUTCOME: 1. A more consistent, coordinated local service for service users in primary health in the 3 county localities 2. Prevention of ill health is progressed across the 3 county localities STRATEGIC TARGETS/KEY EVIDENCE: 1. Agreed approach across Flintshire for all 3 locality teams development (1) 2. HSCWB Strategy and periodic reports (2) 3. Co-locate one locality team by March 2013, depending on availablity of shared premises. (1,2)	**GREEN**	**AMBER**	PROGRESS TO DATE: 1. Established locality strategic group and locality leadership team with agreed terms of reference. 2. Presentation to LSB and County Forum and stakeholder events have been completed. 3. GP leads for all localities have been appointed. 4. Health Social Care and Wellbeing Strategy (HSCWB) has been adopted. FUTURE ACTIONS: 1. Further develop locality team approach with NHS colleagues 2. Priorities from the HSCWB strategy progressed through the Locality Leadership Teams 3. Co-locate first team

						OUTCOME: 1. New model agreed with timelines identified for implementation 2. More young people appropriately educated in their home area STRATEGIC TARGETS/KEY EVIDENCE: 1. New model implemented (1) 2. Fewer Out of County placements allowing for demographic change (2)	AMBER	GREEN	PROGRESS TO DATE: 1. The proposed structure of specialist provision has been outlined and consultation has taken place across the Inclusion Service and School Improvement Officers. Consultation is also underway with school and health professionals. 2. Papers have been drawn up outlining the business case for selected regional services and consultation is underway with regard to staff. 3. Consultation is underway with both primary and secondary schools regarding delegation of funding for social inclusion. FUTURE ACTIONS: 1. Complete consultation with Inclusion Service Staff regarding the changes to the structure of the service team. 2. Appoint to new posts. 3. Complete consultation with stakeholders regarding the regional work and increased delegation. 4. Finalise structure of specialist provision with timeline for completion.
		7.8 Complete the Inclusion Service Review and implement new arrangements to support children with Additional Learning Needs	Mar-13	Lifelong Learning	Jeanette Rock				
		7.9 Implement the 2011-14 Children and Young People's Plan including 'roll out' of Common Assessment and Integrated Family Support Teams	Apr-14	Lifelong Learning	Tom Davies	OUTCOMES: 1. Meet WG Families First four National Outcomes and Flintshire's seven local action priorities STRATEGIC TARGETS/KEY EVIDENCE: 1. Roll out of TAF approach pilot with effect from April 2012 (1) 2. Development of disability strand funding (1 full time post for 2 years) (1) 3. Embedded monitoring to ensure service meets needs of beneficiaries (1)	AMBER	GREEN	PROGRESS TO DATE: 1. CYPP Plan launched and effective from 01.04.11. DVD version launched 01.01.12. 2. Team Around the Family Team, (TAF) recruited team in October 2011. Referrals taken with effect from Feb 2012. FUTURE ACTIONS: 1. Embed R.B.A. format of performance monitoring and evaluation system for the CYPP plan and TAF team
8	To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social , mixed tenure and private sector housing markets	8.1 Lead the Deeside Housing Renewal Area programme (also 5 and 6)	On-going	Community Services	Clare Budden	OUTCOMES: 1. Improved condition of housing stock 2. Improved energy efficiency of housing stock STRATEGIC TARGETS/KEY EVIDENCE: 1. Surveys for the targeted properties completed (1) (2) 2. Energy consumption of housing stock in DRA area (2)	GREEN	GREEN	PROGRESS TO DATE: 1. Work has continued on Phase 2 of the Group Repair programme, which consists of 176 eligible properties. 2. The programme continues to gain momentum bringing the total number of properties surveyed to date to 90. FUTURE ACTIONS: 1. A further 20 properties are awaiting survey and they will be completed during the quarter.
		8.2 Further improve the Council's housing management and housing repairs service	On-going	Community Services	Clare Budden	OUTCOMES: 1. Housing landlord services performing to high industry standards 2. Stores externalised to meet operational service and efficiency targets STRATEGIC TARGETS/KEY EVIDENCE: 1. Pis and comparative performance (1) 2. HRA financial performance (1) (2) 3. Tenant feedback (1) 4. Stores externalised records and business and financial performance records (2)	GREEN	GREEN	PROGRESS TO DATE: 1. Work continues to deliver all areas of the improvement plan being led the Housing Asset Manager. 2. External stores service is now in operation. 3. Extended hours have been piloted. FUTURE ACTIONS: 1. Embed mobile working in to the culture of the service is continuing with a business case for job scheduling software being explored. 2. Roll out of extended hours is currently being planned following the completion of the pilot.
		8.3 Increase the supply of affordable housing for first time buyers and people with special needs as a priority (also 7)	On-going	Community Services	Clare Budden	OUTCOMES: 1. Net increase in affordable housing units for local people STRATEGIC TARGETS/KEY EVIDENCE: 1. PLA/006 - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year (1) 2012-13 Target = 25%	AMBER	AMBER	PROGRESS TO DATE: 1. Housing Strategy seminar hosted by Flintshire 2. Housing Strategy endorsed by Housing Scrutiny Committee September 2012, scheduled for Cabinet November 2012 3: Affordable housing toolkit (advice notes and guidance to applicants) 4. Second annual Homebuyers Fair held in September 2012 FUTURE ACTIONS: 1 (a) Maximise council's land holding to support supply of affordable and low-cost housing; ; (b) Maximise opportunities through LDP (c) Exploit opportunities of 10 year renewal programme 2. Establish LHS/LDP 'Developer's Panel' in conjunction with Home Builders Federation.

						OUTCOMES / STRATEGIC TARGETS/KEY EVIDENCE			PROGRESS TO DATE / FUTURE ACTIONS
		8.4 Extend the range of options in private sector housing	Apr-13	Community Services	Clare Budden	OUTCOMES: 1. Greater range of housing options to meet the needs of local people STRATEGIC TARGETS/KEY EVIDENCE: 1. Registrations on the Flintshire Affordable Homes Register (1) 2. New homes provided through SHG and without SHG (1)	AMBER	GREEN	PROGRESS TO DATE: 1. Executive agreed to loan of £100k to Cymdeithas Tai Clwyd to progress First Time Buyer Deposit loan scheme. FUTURE ACTIONS: 1. Develop and implement empty property strategy 2. Engage and grow the PRS in Flintshire - extend landlord accreditation training 3. Introduce interest bearing loans for home improvement.
		8.5 Develop a regional housing register and common allocations policy	Apr-13	Community Services	Clare Budden	OUTCOMES: 1. Increase in accessible public sector housing for local people STRATEGIC TARGETS/KEY EVIDENCE: 1. Regional housing register developed (1) 2. Common allocations policy adopted (1)	AMBER	GREEN	PROGRESS TO DATE: 1. Project progressing; currently involves Flintshire, Wrexham, Denbighshire and Conwy councils in addition to the following RSLs: Tai Clwyd; Pennaf; Wales and West HA and North Wales HA. 2. Members seminar July 2012 FUTURE ACTIONS: 1. Consultation exercise with stakeholders
		8.6 Implement Section 106 Funding Policy (also 5)	On-going	Environment	Andrew Farrow	OUTCOMES: 1. Section 106 policy adopted to deliver local affordable housing 2. Funding streams from Section 106 agreements maximised to meet local need STRATEGIC TARGETS/KEY EVIDENCE: 1. Consistent application of Section 106 policy (1) 2. Funding streams generated from Section 106 agreements (2)	AMBER	AMBER	PROGRESS TO DATE: 1. Recommendations for the Section 106 audit report adopted. 2. Education Funding Local Planning Guidance Note consulted upon and reported back to Planning Protocol Working Group. FUTURE ACTIONS: 1. Implement recommendations of the Section 106 audit report 2. Adopt Education Funding Local Planning Guidance Note
9	To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	9.1 Implement organisational change under the School Modernisation Strategy and the national 21st Century Schools programme	2012 - 2015	Lifelong Learning	Tom Davies	OUTCOMES: 1. All local schools have less than 25% surplus places 2. Improved learning and working environments in prioritised schools 3. Improved learning opportunities and outcomes for children and young people in prioritised schools STRATEGIC TARGETS/KEY EVIDENCE: 1. Measures within the school modernisation strategy met (1) (2) (3)	AMBER	AMBER	PROGRESS TO DATE: 1. School modernisation strategy in place 2. Primary amalgamations moving ahead with 2 new schools under way. FUTURE ACTIONS: 1. Renewed consultation completed 11/12 in schools 2. Issues to be addressed in both phases
		9.2 Improve learning outcomes in Flintshire schools	On-going	Lifelong Learning	Jeanette Rock/ Kevin Grandfield/ Janice Dickens	OUTCOMES: 1. No schools in the category of concern for Estyn (as the regulator) 2. Flintshire's performance at core subject indicators above benchmark at all key stages 3. Attendance at 93.6% value in primary and secondary schools STRATEGIC TARGETS/KEY EVIDENCE: 1. Estyn inspection outcomes (1) (3) 2. Annual WG statistical release information (2) (3)	GREEN	GREEN	PROGRESS TO DATE: 1. School Improvement Strategy in place. 2. Primary and secondary improvement strategies in place and progress reported to LLLScrutiny Committee 3. Flintshire is above FSM benchmark performance in almost all indicators at KS3 and KS4 4. Approved Full Business Case for regional school improvement delivery 5. Four primary schools have been removed from Estyn Categories since December 2011, and recommendations have been rapidly met in the school in Special Measures. Three other schools remain in a category. FUTURE ACTIONS: 1. Harmonise school/L.A. partnership agreements on receipt of guidance from RSEIS. 2. Implementation of School Improvement Strategy 3. Continue discussions with the Schools Standards Unit on outcomes regarding school/authority data 4. Extend the initial pilot of the draft Leadership and Management Evaluation tool linked to the monitoring of school performance in primary and secondary schools. 5. Hold Training Sessions on the new Literacy and Numeracy Framworks in the Autumn Term, together with primary "banding".

Action	Target Date	Service	Lead Officer	Outcomes/Targets			Progress
9.3 Complete reviews of the school funding formula and delegation of funding	Sep-13	Lifelong Learning	Tom Davies	OUTCOMES: 1. New funding formula accepted as transparent, affordable, equitable and sustainable 2. New funding formula implemented post-consultation STRATEGIC TARGETS/KEY EVIDENCE: 1. Decision making documentation (1) (2)	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. Primary and secondary phase review groups now operational FUTURE ACTIONS: 1. Complete primary and secondary phase review recommendations by 01/13
9.4 Review the range of services offered to schools and issue a revised partnership agreement and compendium of Service Level Agreements	TBC	Lifelong Learning	Kevin Grandfield/ Jeanette Rock/ Janice Dickens	OUTCOMES: 1. Regional School Improvement Service and strategy implemented and performing to standards set (service and financial) 2. Revised partnership agreements and compendium issued and operable STRATEGIC TARGETS/KEY EVIDENCE: 1. Service documentation (1) (2)	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. Consultation completed on Regional School Effectiveness and Improvement Service 2. Full Business Case completed and approved on the Regional School Effectiveness and Improvement Services (RSEIS). 3. Review group established for service reviews FUTURE ACTIONS: 1. Adoption of Regional School Effectiveness and Improvement Service full business case 2. Complete appointment process to RSEIS 3. Complete work for new partnership agreements and service compendium
9.5 Deleted as been locally superseded by 9.2.							
9.6 Implement the priorities of the Leisure Strategy including (1) new operational arrangements and (2) the Leisure Centre renewal programme (also 7 and 5)	On-going	Lifelong Learning	Lawrence Rawsthorne	OUTCOMES: 1. Improved and modernised leisure offer with net increases in income and participation levels 2. The introduction of new facilities (indoor bowling provision in Flintshire, a new children's soft play area and an enlarged fitness suite) with net increase in income and participation level 3. Consolidation of administrative function across the service area with improved efficiency and consistency in accounts payable / receivable process and improved customer service at the first point of contact . STRATEGIC TARGETS/KEY EVIDENCE: 1. Increase in income and participation levels (1) 2. New facilities established and opened (2) 3. Business & Administrative Head Office for Leisure Services created (3)	**AMBER**	**GREEN**	PROGRESS TO DATE: LEISURE 1. Partnership for renewal of Leisure Centres established in June 2010. 2. Renewal of Deeside Leisure Centre and Flint Pavilion complete (January 2012 and July 2012 respectively). FUTURE ACTIONS: 1. Leisure Services vacated County Hall in June 2012 and now operates from a new Head Office in the former fitness suite at Deeside Leisure Centre. The creation of a single point of contact for customers of the Service is due to be addressed following Service Re-design. Leisure Services submitted new Job Evaluation Questionnaires (JEQs) to the Single Status Team during Q1 2012/13. The scoring outcomes for the various posts remain unknown at the close of Q2. It is anticipated that the new staffing structure will be implemented with effect from 2013/14.

9.7 Implement the priorities of the Libraries, Arts and Play Strategies (also 7 and 5)	On-going	Lifelong Learning	Lawrence Rawsthorne	OUTCOMES: LIBRARIES: 1. Service plan priorities and performance indicators met 2. Rates of new users increased 3. Contribute to and implement agreements from the pilot project in North Wales and Powys for collaboration ARTS: 1. To increase participation in local cultural programmes PLAY: 1. To improve the range and quality of local children's play area provision 2. Increase play opportunities for children and participation rates STRATEGIC TARGETS/KEY EVIDENCE: LIBRARIES: 1. LCL/001b - The number of visits to libraries (2) 2012-13 Target to be confirmed ARTS: 1. Participation figures (1) PLAY 1. Improved RAG status of children's play areas (1)	**AMBER**	**GREEN**	PROGRESS TO DATE: LIBRARIES, ARTS, PLAY LIBRARIES maintained number of online taster sessions, total of 718 adult learner sessions delivered in libraries - assisted 8526 people to get online through Race Online campaign - increased number of children taking part in Summer Reading Challenge - 4.7% increase in 2011 - increased number of virtual library visits by over 30% - library membership increased by 5% ARTS projects in schools delivered including 37 schools taking part in Dancefest, 20+ events over 2 weeks in March and artists in residence throughout the year. FUTURE ACTIONS: LIBRARIES 1.Continue with collaboration agenda for shared Library Management System, pilot project in N Wales introduce ebooks. Continue to increase participation in Summer Reading Challenge ARTS To work with other N Wales authorities to create regional partnership projects and secure external funding.Arts Service plan priority to continue to develop new projects within the commmunity and introduce Criw Celf and Candoco projects PLAY 1. On 21 February 2012, Cabinet approved the match-funding scheme fo 2. Summer Play Scheme attendance exceeded 30,000 for the first time ev
9.8 Implement the Youth Strategy (also 7 and 5)	TBC	Lifelong Learning	Tom Davies	OUTCOMES: 1. Increase the number of youth work sessions 2. To make the service more viable through a reduction in resources committed to youth provision buildings STRATEGIC TARGETS/KEY EVIDENCE: 1. Youth Service delivery schedule (1) 2. Asset Management Plan (2)	**AMBER**	**AMBER**	PROGRESS TO DATE: 1. Youth Strategy adopted 2. Executive Awareness approved consultations around HR, but delayed premises. 3. Continued consultations in November/December 2012 FUTURE ACTIONS: 1. Complete consultation and decision making on staffing issues

		9.9 Facilitate support and provide a range of community events from high profile international events to locally organised community events	TBC	Lifelong Learning	Lawrence Rawsthorne	OUTCOMES: 1.• Improving our capacity to deliver and support high quality festivals and events of all scales • Improving the infrastructure for successful events, both physical (for temporary and regular events) and support (coordination, cooperation, marketing and management, regulatory advice. • Developing a more consistent way of supporting / promoting community events • Working with partners to maximise sustainability and economic growth from festivals and events STRATEGIC TARGETS/KEY EVIDENCE Developing a range of output and outcome performance measures and targets to build up our evidence base for funding support and demonstrate success e.g. footfall, sponsorship,	**AMBER**	**AMBER**	PROGRESS TO DATE 1. Development of mapping tool in order to Audit existing activity, funding and support arrangements • Identify gaps and improvements FUTURE ACTIONS: 1. Phase 2 (Dec 2012) • Recommend and seek agreement to Events Management Strategy and supporting documentation (e.g. Community Events pack) 2. Phase 3 (Commence January 2013) • Implement improvements to agreed plan
10	**To protect, plan and develop sustainable natural and built environments**	10.1 Develop a single integrated operational depot	Jan 2014	Environment	Steve Jones	OUTCOMES: 1. Achieve planning consent for single integrated depot 2. Depot opened and operating to performance and efficiency targets 3. Area teams appointed with flexible roles to achieve service standards set STRATEGIC TARGETS/ KEY EVIDENCE: 1. Receipt of planning certificate (1) 2. Completion of building works (2) 3. All operational employees located in single operational depot (2) 3. All operational employees completed tailored training programme (3)	**AMBER**	**GREEN**	PROGRESS TO DATE: 1. All operational staff now based at Alltami/Halkyn 2. Strategic winter maintenance depot retained at Halkyn 3. Phases 1 and 2 of the Office Modelling contract complete 4. Planning consent for depot remodelling to be presented to November Committee. 5. All staff based in open plan office in Alltami following completion of Phase 1 and 2 remodelling FUTURE ACTIONS: 1. Commision contract for depot remodelling on going commencement 1st March 2013 2. Manage operations during construction period through temporary decamp to Queensferry Depot
		10.2 Introduce the new waste collection system for residual, food and recyclates (also 5)	On going	Environment	Steve Jones	OUTCOMES: 1. Successful transition to managed weekly collection changes across the County 2. Waste sent to landfill minimised 3. Recyclate material collected increased, meeting WG targets STRATEGIC TARGETS/ KEY EVIDENCE: 1. All Flintshire residents included in managed weekly collections (1) 2. WMT/004 - The percentage of municipal wastes sent to landfill (2 & 3) 2012 - 13 Target = 52%	**GREEN**	**GREEN**	PROGRESS TO DATE: 1. Full Managed Weekly Collection for all residents started 7th November 2. Interactive maps to show individual collection arrangements now on website 3. Review of Service Review completed. 4. Improvement Action Plan agreed and implemented. FUTURE ACTIONS: 1. Monitor and review new managed weekly collection regime 2. Ensure collection process appropriate to all properties and review if not appropriate. 3. Utilise website as communication tool for local residents 4. Review of the new service to be completed and presented to full Cabinet 5. Management of Improvement Action Plan

	10.3 Manage energy consumption within Council buildings	On-going	Environment	Neal Cockerton	OUTCOMES: 1. Energy consumption reduced 2. Net increase in use of renewable technology 3. Reduction in carbon footprint STRATEGIC TARGETS/ KEY EVIDENCE: 1.EEF/002a - Percentage reduction in carbon dioxide emissions in the non-domestic public building stock (1) (3) 2012-13 Target = 5% 2. Number of SALIX schemes implemented (2)	GREEN	GREEN	PROGRESS TO DATE: 1. Extensive work has been undertaken in relation to environmental control management and new system provision. 2. In addition renewable technologies have been utilised on a number of sites to support the overall strategy geared towards energy reduction. 3. Ongoing Flintshire C.C. Capital spend to save, Salix spend to save as well as Salix energy efficiency loan schemes (SEELS) / programmes to reduce total energy use. 4. Deeside Leisure Centre has been significantly refurbished in terms of facilities and from an energy perspective.Despite a large increase in operating floor area, 20% more customers, the sites energy consumption has been reduced. 5. The installation of Automatic meter readings for all gas and most electricity supplies to all County Buildings is now complete. 6. DEC renewals are currently ongoing for year to 31 March 2012 7. New surveys to produce DEC's for 500 to 1000 sq m sized premises (the next tranche of buildings requiring this E.U legislation) have also commenced. FUTURE ACTIONS: 1. Monitor environmental control management and new system provision 2. Continue to utilise renewable technologies on appropriate sites 3. Encourage all employees to complete E-Learning module 4. Energy initiatives to become a standard item on team meeting agendas
	10.4 North Wales Residual Waste Treatment Project	Oct 2016	Environment	Carl Longland	OUTCOMES: 1. WG targets for recycling met 2. New regional residual waste facility opened and operating to target STRATEGIC TARGETS/ KEY EVIDENCE: 1. Meet WG targets for recycling and waste to landfill (1) 2. Achieve affordable solution (2) 3. New treatment process operational (2)	AMBER	AMBER	PROGRESS TO DATE: 1. An outline business case was developed in 2010 that was successful in securing £142m funding from WG. 2. Procurement process was subsequently commenced in August 2010. Following a pre-qualification process, eight bidders were invited to submit online solutions to the Partnership in February 2011. 3. Three bidders were subsequently invited to commence preparation of detailed solutions. 4. Detailed solutions were submitted in late January 2012 in order to assist the partnership make a decision on whether road or rail should be utilised as main method of transporting the waste. 5. Decision made by NWRWTP Joint Committee to favour rail as main method of transporting the waste made in March 2012 based on information from the bids and the feedback from the consultation process held in Summer / Autumn 2011. 6. Refined bids received from bidders in April 2012 following decision noted in 5. above. 7. Joint Committee approved the of a further bidder in July 2012. FUTURE ACTIONS: 1. The remaining two bidders are now working up their proposals with a view to submitting their final tenders on 24th April 2013.
	10.5 Regional Food Waste Treatment Facility	Apr-14	Environment	Carl Longland	OUTCOMES: 1. WG targets for food waste collection / recycling met 2. New sub-regional food waste facility opened and operating to target STRATEGIC TARGETS/ KEY EVIDENCE: 1. Meet WG targets for food waste (1) 2. Achieve affordable solution (2) 3. New treatment process operational (2)	AMBER	GREEN	PROGRESS TO DATE: 1. Preferred bidder appointed, although they were not able to obtain necessary funding 2. Reserve bidder appointed 3. Financial and contractual close with the Reserve Bidder took place on 30th October 2012 FUTURE ACTIONS: 1. It is anticipated that a planning application will be submitted for the proposed treatment facility November 2012 2. It is anticipated that subject to planning consent having been granted, building work on thenew facility will commence in February/March 2013 in order that it will be operational by April 2014

| | | 10.6 Further regeneration of rural areas in Flintshire | Dec-13 | Environment | Dave Heggarty | OUTCOMES:
1. Tourism offer improved and net increase in tourism rates
2. Diversification of businesses in rural areas
3. Local infrastructure improved

STRATEGIC TARGETS/ KEY EVIDENCE:
1. Visitor count to key tourism destinations (1)
2. New business start-ups in rural areas (2)
3. Range of broadband and highways infrastructure (3) | GREEN | GREEN | PROGRESS TO DATE:
1. New Flintshire Visitor Centre opened in Mold

FUTURE ACTIONS:
1. Deliver two projects with a total value of just under £1.8 million:
a) 'Town and Village Streetscape Enhancements'
b) 'Linking Flintshire's Communities'
2. Support Enterprise Bursaries project to encourage new business starts. |

FLINTSHIRE COUNTY COUNCIL IMPROVEMENT PLAN 2012 - 2017 V1.1 DECEMBER 2012

PROGRESS RAG Status Key		OUTCOME RAG Status Key	
R	**Limited Progress -** delay in scheduled activity; not on track	R	**Low -** lower level of confidence in the achievement of outcome(s)
A	**Satisfactory Progress -** some delay in scheduled activity, but broadly on track	A	**Medium -** uncertain level of confidence in the achievement of the outcome(s)
G	**Good Progress -** activities completed on schedule, on track	G	**High -** full confidence in the achievement of the outcome(s)

No.	Council Priority (Primary)	Council Priority (Secondary)	Completion Date	Directorate / Corporate Services	Primary Lead / HoS	Intended Outcomes and Strategic Targets/Key Evidence	PROGRESS RAG Status	OUTCOME RAG Status	Progress to Date and Future Actions
6	To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	6.12 Extend and enhance the type of education, employment and training (EET) opportunities available for young people		Lifelong Learning	Ian Budd	OUTCOMES: 1. A change in the upward trend of increasing unemployment in 16 to 24 year olds. 2. Improved skills base of the workforce to improve employability and earnings prospects. 3. Improved provision of local labour market intelligence to inform planning arrangements at all levels. 4. Local jobs for local people. 5. Raised awareness of employment, education and training opportunities. 6. Improved employer participation in EET schemes. 7. Increased number of people who successfully establish and grow businesses. 8. Shared (multi agency) Employer Pledge STRATEGIC TARGETS/KEY EVIDENCE 1. Review of local performance against national case study (ESVP) 2. Increase in training, apprenticeship and work experience opportunities for young people. 3. Local labour market information. 4. Improvement resulting from implementation of Employer Pledge.	GREEN	GREEN	PROGRESS TO DATE: 1. Review of existing Programmes in Flintshire relating to education, employment and training (EET) opportunities available for young people undertaken. 2. Draft Employer Pledge Model developed. 3. Public and voluntary sector opportunities scoped. 4. Private sector opportunities scoped. 5. Implmentation of Entrepreneur Programme for young people aged 16 to 24 years. FUTURE ACTIONS: 1. Enhancing and expanding existing and new schemes for new people within and post education through apprenticeships, entrepreneurship and work experience. This will include promotion of the Support Programmes 'hub' and linking local labour to local opportunities including Deeside Enterprise Zone (DEZ) 2. Supporting the development of new industry based academy models enabling participants to gain employability skills. 3. Securing better qualifications through supported work experience including vocational placements. 4. Supporting the development of a Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network. 5. Implementation of the Employer Pledge by LSB Partners includiing the development of a Resourcing Strategy. 6. Revisit Business Survey re: attitudes to employing people aged 16 to 24 years.
		6.13 Develop an outline Master Plan for Social Enterprise and Co-Operatives in Flintshire		Community Services	Neil Ayling	OUTCOMES: 1. Increased number of Social Enterprise established in the County 2. Mechanisms in place for the Council to support new social enterprises STRATEGIC TARGETS/KEY EVIDENCE 1. Number of Council services provided by Social Enterprises (1, 2) 2. Social value clauses included in PQQ (2) 3. FCC Start -up grant for SEs fully utilised (1)	AMBER	AMBER	PROGRESS TO DATE 1. Project Board established 2. Project Brief developed 3. 5 stages of project identified FUTURE ACTIONS 1. Fully develop project plan 2. Implement project plan
9	To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	9.9 Facilitate support and provide a range of community events from high profile international events to locally organised community events		Lifelong Learning	Lawrence Rawsthorne	OUTCOMES: 1.• Improving our capacity to deliver and support high quality festivals and events of all scales • Improving the infrastructure for successful events, both physical (for temporary and regular events) and support (coordination, cooperation, marketing and management, regulatory advice. • Developing a more consistent way of supporting / promoting community events • Working with partners to maximise sustainability and economic growth from festivals and events STRATEGIC TARGETS/KEY EVIDENCE Developing a range of output and outcome performance measures and targets to build up our evidence base for funding support and demonstrate success e.g. footfall, sponsorship,	AMBER	AMBER	PROGRESS TO DATE 1.Development of mapping tool in order to Audit existing activity, funding and support arrangements • Identify gaps and improvements FUTURE ACTIONS: 1. Phase 2 (Dec 2012) • Recommend and seek agreement to Events Management Strategy and supporting documentation (e.g. Community Events pack) 2. Phase 3 (Commence January 2013) • Implement improvements to agreed plan

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Appendix 2 - Schedule of Improvement Target Performance Data (Quarter 2 2012/13)

Ref:	Previous Quarter Outturn	Current Quarter Outturn	Target	RAG	Trend (on previous Quarter)	Comment	Owner
FINANCE							
CFH 006 - The percentage of undisputed invoices which were paid in 30 days	86.5	**78.82**	92	R	Downturned	One of the payment files that generally achieves 100% was particularly late in Sept resulting in a significant impact on the performance of external files.This has since been addressed and changes made to how frequent this file will be received i.e. monthly instead of quarterley thus reducing the number of errors. Again Lifelong Learning & Chief Execs were well below the target.	Debbie Griffiths
DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims.	16.06	**17.05**	18.00	G	Downturned	Turnaround times are monitored weekly and resources allocated to achieve the annual target.	Sian Peters
DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events.	9.11	**8.03**	9.00	A	Improved	Turnaround times are monitored weekly and resources allocated to achieve the annual target.	Sian Peters
HUMAN RESOURCES							
CHR 002 - The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	2.67	**2.3**	2	A	Improved	Managing attendance remains a priority for each Directorate. Managers are continuing to carry out actions under the Attendance Management Strategy with support from HR.	Helen Stappleton
CUSTOMER SERVICES							
CUSM1L Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	66.38	**70.17**	80	A	Improved	We have seen a further improvement in the number of complaints dealt with within 10 working days across the council as a whole. Corporate Services has made significant improvements from 57.14% in Quarter 1 to 72.22 % in Quarter 2; an improvement of 15.08%. However the performance within Lifelong Learning has dropped. The actual number of complaints was low within this division and generally in relation to a specific service area. The number of complaints to the Environment Directorate has increased in Q2 (from 167 in Q1 to 206 in Q2) and ongoing improvements in performance for this directorate have resulted in a 6.54% improvement during the last quarter.	Denise Naylor
HOUSING							
HLS 006aL - The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in: Permanent accommodation	96.29	**96.38**	92	G	Improved	There is a slight improvfement in performance compared to the previous quarter and the target has been exceeded.	Brett Sadler

HLS 010cL - The average number.of calendar days taken to complete non-urgent repairs	82.16	43.63	35	A	Improved	Non-urgent repairs have improved significantly over the quarter reducing from 82.16 to 43.63 days. A large amount of older jobs were completed in quarter 1 as we continued to reduce the repairs backlog which resulted in a significant impact on the performance figures. As these older jobs have now been completed the results can be seen in the significant improvement during this quarter. The outturn in quarter 2 is the lowest this category has seen. Work now continues to effectively manage jobs in this category and the inspections relating to non-urgent repairs.	Clare Budden
HLS 013L - The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	2.2	2.08	2	A	Improved	It is pleasing to see that the quarter 2 performance shows continued and sustainable improvement against last years quarterly figures bringing us closer to our annual target of 2%.	Brett Sadler
HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	44.1	50.29	42.00	A	Downturned	It is disappointing to see performance dip in this indicator this quarter. Analysis of the data shows that have been some difficulties with tenants delaying the start of tenancies due to medicial issues includng hospitialisation and awaiting OTassessments on the property. Procedures are being reviewed to minimise the disruption on the outturn for such cases.	Brett Sadler
PLANNING						
PLA 004a - The percentage of major planning applications determined during the quarter within 13 weeks	50	33.33	38	A	Downturned	The Q2 outturn (33.33%) falls below the target figure of (37%). The low target figure acknowledges the complexity of this category of applications but the relatively low numerator/denominator (4/12) raises the significance of each individual decision.	Glyn P Jones
PLA 004b - The percentage of minor planning applications determined during the quarter within 8 weeks	50	48.08	65	A	Downturned	This clearly remains an Improvement target and performance will continue to be monitored, on a case by case basis where necessary, In the longer term, the introduction of a more robust system of pre-application advice (with charges) will allow any planning issues to be dealt with prior to the submission of applications and streamlining the procedures involved with legal agreements will reduce the delays currently involved with these.	Glyn P Jones
PLA 005 - The percentage of enforcement cases resolved during the quarter within 12 weeks of receipt	62.59	63.93	73	A	Improved	Performance has slipped in the last two quarters, partly as a result of some complex cases coming to a conclusion and court appearances in relation to some of these which has involved significant officer time.	Glyn P Jones
ADAPTATIONS						
PSR 006L - The average number of calendar days taken to deliver low cost adaptation works (under £500) in private dwellings where the disabled facilities grant is not used	29.24	37	N/A	N/A	Downturned	Work with Care & Repair to transfer work from private sector to voluntary sector has been achieved. Further work required to improve efficiency aspects of the partnership. The service area is continuing to progress performance through the Disabled Facilities Grant operational performance group and strengthen this arrangement during the transition to localities	Alwyn Jones

PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	345.33	**271**	350.00	**G**	Improved	The service area is continuing to progress improvements and performance, through the Disabled Facilities Grant operations performance group, and strengthen this arrangement during the transition to localities.	Carol Salmon
PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	393.21	**422.22**	400.00	**A**	Downturned	The average number of days for delivering a DFG for Adults has risen from 393 to 422. This outturn is a direct result of the reduction in locum expenditure over the course of the last 15 months, consistent with the changes in staffing resulting from Transforming Social Serivices for Adults. Steps to address this improvement target will be taken over the course of the next six months. A budget pressure has been submitted for 2013/14 to increase OT capacity in the long term.	Alwyn Jones
SOCIAL CARE FOR ADULTS						
IA1.1L4 - The number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	211	**232**	170	**G**	Improved	All actions are in place to promote the use of Direct Payments. The numbers are increasing and the target achieved.	Jo Taylor
SCA 018c - The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	80.99	**67.77**	60	**G**	Downturned	Although the provision of services to carers is still above the improvement target, it has downturned since last quarter. We have new arrangements in place with NEWCIS around the collection and recording of data, and remain confident of continued achievement of the improvement target. Small changes in achievement can be expected between quarters as carers identified require different support depending on their circumstances.	Alwyn Jones
SOCIAL CARE FOR CHILDREN						
SCC 021 -The percentage of looked after children reviews carried out within statutory timescales during the year	90.82	**96.3**	88	**G**	Improved	Performance has improved and the target exceeded. The Safeguarding Unit have tightened their monitoring processes such that there is prior warning when reviews are going out of timescale. The Unit have also built a "buffer" in the diary so that there is as far as possible room to reschedule within timescales in the event that a review has to be cancelled (eg. because the family does not attend).	Carol Salmon
SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	94.65	**95.57**	92	**G**	Improved	The service area has continued to measure the impact of increasing capacity within CYAST and the flagging system for due dates of forthcoming visits on a quarterly basis, and raise at Social Services for Children Senior Management Team if remedial action is required. Capacity is provided from the Performance Team to work with the Transition Team to ensure that staff are aware of forthcoming visit deadlines for all cases in transition.	Carol Salmon
SCC 030a - The percentage of young carers known to Social Services who were assessed.	100	**100**	75	**G**	Maintainted	Progress is being monitored against the Young Carers Strategy Action Plan. There is joint protocol for the assessment of young carers to be strengthened. The Young carers Professionals Pack is to include 'Think Family' focus.	Carol Salmon
SCC 030b - The percentage of young carers known to Social Services who were provided with a service	100	**100**	75	**G**	Maintainted		Carol Salmon

SCC 034 - The percentage of child protection reviews carried out within statutory timescales during the year	96.3	**100**	96	**G**	Improved	Performance has improved and the target exceeded. The Safeguarding Unit have tightened their monitoring processes such that there is prior warning when reviews are going out of timescale. The Unit have also built a "buffer" in the diary so that there is as far as possible room to reschedule within timescales in the event that a review has to be cancelled (eg. because the family does not attend).	Carol Salmon
SCY 001a - The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: Children and young people of statutory school age	17.86	**7.41**	8	**A**	Downturned	The service aea continues to liaise closely with schools to ensure that young people within the criminal justice system maintain or improve educational opportunities.	Carol Salmon

Appendix 3 - Strategic Assessment of Risks & Challenges' RAG Summary (Refresh)

Risk Reference	Community Leadership	Q2 Sept 11	Q3 Dec 11	Q4 Mar 12	Q1 June 12	Q2 Sept 12	Predictive Green/Amber
CL04	Affordable Housing	A	A	A	A		
CL05	Social Care For Older People	A	A	A	A	A ↔	TBC
CL07	Relationship with Local Health Board & Public & Primary Health	A	A	A	R	R ↑	TBC
CL08	Climate Change & Flood Risk Management		A	A	A	A ↔	SEPT 2017
CL09	Economic Regeneration	A	A	A	A	A ↔	TBC
CL10	County Town Network Regeneration & Protection	G	G	G	G	G ↓	FEB 2011
CL11	Integrated and Public Transport Infrastructure (External)	A	A	A	A	A ↔	2015/16
CL12	Skills Needs of Employers	A	G	G	G	G ↔	OCT 2011
CL14	North Wales Regional Waste Treatment Partnership		A	A	A	A ↔	2016/17
CL15	Clwyd Theatr Cymru (CTC)	A	A	A	A	G ↓	SEPT 2012

Risk Reference	Council Delivery	Sept 11	Dec 11	Mar 12	June 12	Sept 12	Predictive Green/Amber
CD02	Streetscene	A	A	A	A	A ↑	TBC
CD03	Transistion from UDP to LDP	A	G	G	G	A ↑	SEPT 2017
CD04	Planning Protocol	G	G	G	G	G ↓	MAR 2012
CD05	Highways Infrastructure	A	A	A	A	A ↔	TBC
CD06	Transport Arrangments For Service Users	A	A	A	A	A ↔	DEC 2013
CD07	Depot Provision	A	A	A	A	A ↔	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	A	A	R ↑	MAR 2020
CD10a	Leisure - Revenue Funding	R	R	R	R	R ↔	TBC
CD10b	Leisure - Capital Projects	A	A	A	A	A ↔	TBC
CD10c	Leisure - Play Strategy	A	A	A	A	R ↑	TBC
CD12a	Housing Strategy	A	A	A	A		
CD12b	Housing Management	A	A	A	A	A ↔	TBC
CD12c	Housing Repairs and Maintenance Services	A	A	A	A	A ↔	APR 2013
CD12d	Homelessness	A	A	A	A		
CD12e	Sheltered Housing	A	A	A	A	A ↔	NOV 2013
CD19	Gypsies and Travellers	A	A	A	A	A ↔	TBC
CD20	School Buildings/School modernisation		R	R	R	R ↔	2018
CD22	School Improvement - Regional Project	A	A	A	A	A ↔	APR 2013
CD23	Procurement of Independent Sector placements for looked after children	A	A	A	A	A ↓	TBC
CD26	Disabled Facilities Grants	A	A	A	A	A ↔	MAR 2013
CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A	A	A ↔	2016/17
CD27c	Waste Management Operations	A	A	A	A	A ↔	2016/17
CD34	Severe Winter Weather	A	A	A	A	A ↔	TBC
CD37	Food Waste Treatment Project		A	A		A ↔	SEPT 2012
CD38	Welfare Reform			R	R	R ↓	2016/17

Risk Reference	Council Governance	Sept 11	Dec 11	Mar 12	June 12	Sept 12	Predictive Green/Amber
CG05a	Asset Management - Strategic	A	A	A	A	A ↔	2015/16
CG05b	Asset Rationalisation	A	A	A	A	A ↔	2015/16
CG06	Medium Term Financial Strategy	A	A	A	A	A ↔	TBC
CG07	Financial Management and Control	A	A	A	A	A ↔	TBC
CG08	ICT Strategy	A	G	G	G	G ↔	DEC 2011
CG09	Information Governance	A	A	A	A	A ↔	TBC
CG10	Human Resources and Management	A	A	A	A	A ↔	MAR 2013
CG11	Single Status and Terms and Conditions of Employment	A	A	A	A	A ↔	JUN 2013
CG13	Customer Focus	G	G	G	G	G ↔	JUN 2011
CG16	Workforce and Succession Planning	A	A	A	A	A ↔	MAR 2013
CG18	Procurement		A	A	A	A ↔	MAR 2013
CG19	Business Continuity (including Winter Disruption)	A	A	A	A	G ↔	SEPT 2012
CG22	Flintshire Futures	A	A	A	A	A ↔	MAR 2013
CG23	Data Protection			R	R	R ↔	TBC

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **HEAD OF FINANCE, CHIEF EXECUTIVE**

SUBJECT: **COUNCIL FUND REVENUE BUDGET 2013/14**

1.00   **PURPOSE OF REPORT**

1.01   To present the first draft of the revenue budget for the Council Fund for 2013/14 for initial approval for 1) further work and 2) presentation to Overview and Scrutiny Committees throughout January.

2.00   **BACKGROUND**

2.01   The Council is required to set an annual Council Fund revenue budget which is balanced. The budget should support the Improvement Priorities of the Council, meet its statutory obligations, be considered against the policy aspirations and directives of Welsh Government, and be on a sustainable footing as part of a Medium Term Financial Strategy and Plan.

2.02   Previous reports were presented to Cabinet with an overview of the internal approach to budget planning and setting with projections of the income available to the Council and the financial challenges it faces (October 2012) and on the Provisional Welsh Local Government Settlement 2013/14 announced by Welsh Government (November 2012). The Final Local Government Settlement 2013/14 will have been announced, following consultation, on 11 December. An update will be provided to the meeting. A copy of the Council's response to the Provisional Settlement consultation is attached at Appendix 1.

2.03   The process for scrutiny and approval of the annual budget is initial approval at this meeting with or without amendment; scrutiny by Overview and Scrutiny Committees throughout January; reconsideration by Cabinet with the benefit of the views and proposals of Overview and Scrutiny Committees on 19 February; recommendation of budget by Cabinet to Council on 1 March.

3.00   **CONSIDERATIONS**

        National Context

3.01   The Cabinet and the Council are acutely aware that given the national fiscal position and the economic policy decisions of the UK Government in response, funding for the public sector has been and will be contracting in real terms for a

number of financial years. For Wales, Welsh Government budget and policy statements, reports of the Wales Audit Office and other national commentators, and the recently published report of the Institute of Fiscal Studies (IFS) commissioned by the Welsh Local Government Association, reinforce this position and the reality. The Autumn Statement of the Chancellor of the Exchequer suggests that this period of fiscal control and austerity will continue for the duration of the decade.

3.02   2013/14 will be the final year of the three year period for current Welsh Government national budget projections. Given severe pressures on the Welsh Government to protect and maintain a range of public services, notably in health, it cannot be assumed that local government will be granted a proportion of the devolved budget from 2014/15 comparable to now. The scale of the financial challenge could, therefore, be even greater from 2014/15.

Local Context

3.03   The Council has in recent years been setting annual budgets with a growing awareness of the medium and longer term financial challenges of this national context. The Council has succeeded in setting balanced budgets whilst investing in key priorities, meeting growths in service demands and absorbing the cost impacts of inflation. The Council has achieved this through developing internal programmes of change and reform to make efficiencies, through collaboration and cost-sharing work with partners, and through service reviews and changes. The Council has followed the 'social business model' set within the current version of its Medium Term Financial Strategy to give structure and impetus to this approach. As each year passes and the scope for efficiencies reduces, so the corporate challenge becomes greater.

Annual Budget Strategy

3.04   The first draft of the budget for 2013/14 aims to:-

-   protect 'front-line' public services despite the scale of the fiscal challenge
-   protect school budgets (estimated increase of £2.1m) and social care budgets (estimated increase of £1.9m). At these levels the increases are over and above national expectations
-   protect core services and Council spending where national grant is being reduced e.g. play schemes and bus travel subsidies
-   help prepare communities for the impacts of Welfare Reform
-   invest in change to achieve future efficiencies
-   build in base budget provision for the implementation of an agreed Single Status Agreement in-year
-   absorb all economic and price inflationary costs without reducing service standards
-   set Council Tax and other service charges at affordable rates which are comparable to other like councils

3.05   Given that this is a new Council, led by a new Administration, this draft budget should be treated as an interim or 'stepping stone' budget between the previous and the new Councils. Despite the interim nature of this budget there is strong budget alignment (new investment or budget protection/ continuity) with the 10 Improvement Priorities re-adopted by the Council within its Improvement Plan.

The Medium and Longer Term

3.06   The new Administration will need to assert its service and policy priorities for the medium-term given reducing resources, and set even more challenging programmes of organisational change and re-design to reduce overhead costs and make the organisation more efficient. The next phase of organisational change, building on the current Flintshire Futures Programme, will need to be more radical and directive.

3.07   Equally, longer-term planning and decisions on the base budgets to be allocated to service functions, allocations which can be sustainable within a reviewed Medium Term Financial Plan, will be an early priority for 2013. The Plan should set out a clear strategy for prioritising projected resources against political and improvement objectives whilst reducing spend/maximising efficiencies and income to match this spending profile.

3.08   Major forward commitments within the Plan will include an increase in total base pay as a consequence of the implementation of a Single Status Agreement, the repayment costs of prudential or unsupported borrowing for capital, and on-going commitments to protect investment in key priorities such as education and schools following completion of the Schools Funding Formula Review.

4.00   TOTAL REVENUE BUDGET AND BUDGET REQUIREMENT

Proposed Budget

4.01   For members' information the following shows how the budget gap has been managed and reduced from a potential peak of £11m in July:

-   Budget report in March identified a gap of £2.336m for 2013/14 rising to £5.306m in 2014/15.
-   In June the budget gap was revised to £8m/£9m to take account of anticipated growth and investment.
-   In July the budget gap was revised to £11m to take account of receipt of all potential budget items.

4.02   At this point in the budget planning there is a remaining budget gap of £1.480m, made up of £1.063m recurring base budget and £0.417m for one-off and time limited items. The projection for the budget gap over the five year period to 2017/18 is £30.213m. This is before the inclusion of any costs to the revenue budget arising from the Single Status agreement which is currently being negotiated. It is also before the inclusion of the outcome of the final local government settlement.

4.03 Work will continue on eliminating the budget gap over the coming weeks. This will be through the identification of further service efficiencies and the implementation of cost control measures. Particular focus will be on reviewing the Flintshire Futures efficiency targets, particularly around procurement, assessing any movement in the in-year position and where possible funding the one-off shortfall from one-off funding.

4.04 Details of the current budget proposals are summarised below. Appendices 2 to 9 provide detail behind the figures. Sections 4.05 – 4.21 below set out further details and assumptions made.

Funding		£m
Revenue Support Grant (RSG)		154.085
National Non Domestic Rates (NDR)		45.566
Council Tax		57.866
Budget Requirement		257.517
Unhypothecated Grants		
Outcome Agreement Grant		1.467
Specific Grants (Estimated)		33.143
Total Funding		**292.127**
Expenditure		
Total Budget 2012/13		280.991
Previous Year's Growth / Items Dropping Out	Appendix 2	1.336
Pay & Price Inflation	Appendix 3	2.900
New Responsibilies and Transfers into the Settlement	Appendix 4	13.210
Pressures and Investments - Ongoing	Appendix 5	3.725
Pressures and Investments - One-off and Time Limited	Appendix 6	0.417
Efficiencies	Appendix 7	(4.774)
Less Specific Grants 2012/13	Appendix 8	(37.341)
Plus Specific Grants 2013/14 (Estimated)	Appendix 8	33.143
Total Expenditure		**293.607**
Shortfall		**1.480**

Details of The Budget Build Up

Resources

4.05 Total resources of £292.127m include funding from Revenue Support Grant (RSG), National Non Domestic Rates (NNDR), Council Tax, Unhypothecated and Specific Grants.

4.06 The amount to be raised from Council Tax assumes an increase in the Band D Council Rate of 3.0% (excluding Police and Town/Community Councils' precepts) and a 97.5% collection rate. This equates to an increase of £27.97 on 2012/13 and a Band D Rate of £960.36. A 3.0% increase is based on the Council's recent local taxation policy which is subject to review.

4.07   A 3.0% increase in the Band D Rate results in a Budget Requirement of £257.517m.

4.08   As the Council's proposed increase in the Band D rate differs from that assumed by the WG when calculating Flintshire's SSA, the budget requirement is £1.738m below SSA.

4.09   The amount of Outcome Agreement Grant of £1.467m has been advised by the WG as part of the provisional settlement. As always this will be subject to assessment against agreed performance criteria. For budget purposes it has been assumed that all of the grant will be received.

4.10   The specific grants figure of £33.143m is provisional, with the WG yet to advise of the 2013/14 level for a number of grants. Expenditure levels will be managed within the final figures announced by the WG. Appendix 8 details the information received from the WG to date.

Expenditure

Previous Year Growth/Items Dropping Out

4.11   Each year indicative amounts for previous years growth and efficiencies are included in the budget for the following two years. In the current budget the net effects of the changes agreed in the 2011/12 and 2012/13 budget total £1.336m and are detailed in Appendix 2. These amounts have been reviewed as part of the 2013/14 budget and where appropriate an adjustment made with the pressure and investment and efficiency appendices (Appendix 5 and 7).

Pay and Price Inflation

4.12   Inflation of £2.900m is shown in detail in Appendix 3. The proposals at this stage assume a 1% increase for non-teaching staff for the full year and a 1% increase for teaching staff with effect from 1st September 2013. The outcome of national negotiations is not likely to be known until in the new year.

4.13   Price inflation of £0.988m has only been included for some service areas (at a rate of between 1% and 2%). A great deal of detailed work has been undertaken to assess the need for an inflationary increase and wherever possible inflationary increases have been omitted with agreement of the relevant Head of Service.

4.14   In addition to the standard level of inflation outlined above, non-standard inflation of £0.766m has been included as detailed in Appendix 3 to reflect those items for which inflation is anticipated to be at higher levels based on national intelligence. This sum will be held centrally until it is demonstrated that there is a requirement for the funding to be released.

4.15   Inflation of 3% amounting to £0.133m has been assumed on the yield from existing fees and charges except where a case has been made to increase by a higher amount. This excludes areas whereby the charge applicable for

2013/14 has already been approved e.g. Increases for leisure are being introduced from January 2013.

4.16 The above figures exclude inflation on specific grant income and related expenditure as the specific grant figures are indicative only at this stage. Adjustments will be applied when the figures are confirmed by the WG but this will be cost neutral to the Council.

4.17 The provisional settlement included 8 transfers into the settlement and following an assessment of the level of need for Flintshire the amount of funding 'passported' to the service concerned is detailed in appendix 4. The Council Tax Support scheme is the only New Responsibility included in the provisional settlement. Further details regarding this significant new responsibility is expected in the Final Settlement.

4.18 Appendix 5 sets out the recurring pressures and investment included in the budget as a result of the considerations to date, subject to further consultation. The pressures and investment, which total £3.725m, have been categorised as follows:

   a)   Economic Impact
   b)   Welsh Government Policy/Legislative
   c)   Other Pressures and Investment
   d)   Council Priority/Invest to Save

4.19 In addition, the budget process has identified a number of time limited items, totalling £0.417m, which are detailed in Appendix 6. At this stage these items are shown as being funded from the base budget. As work progresses to finalise the budget, all opportunities to identify one off resources to meet these costs will be included in order to release funding from within the base budget.

4.20 It is important to note that some of the pressures included in the budget relate to the protection of services and further investment in services. For example Appendix 5d details an additional £1m for investment to support organisational change and amounts in relation to supported borrowing in respect of the capital programme.

4.21 Appendix 7 sets out the efficiencies totalling £4.774m, proposed for inclusion in the budget which have been driven through the Flintshire Futures Programme.

5.00 **EARMARKED AND UNEARMARKED RESERVES**

Base Level of Unearmarked Reserves

5.01 The Council's Medium Term Financial Strategy confirms the Councils' commitment to maintaining a base level of reserves of 2% of turnover. The current base level of reserves is £5.564m, and it would require an increase of £0.065m to bring unearmarked reserves up to this level. It is proposed that unearmarked reserves are increased by £0.065m which would bring the base level of reserves to £5.629m.

Contingency Reserve

5.02   When the 2012/13 budget was set the Contingency Reserve was estimated to be £0.414m at 31 March 2012. As a result of the net underspend reported in the final outturn for 2011/12 the actual amount in the Contingency Reserve at the year end was £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

5.03   The 2012/13 Month 6 Budget Monitoring report which is also on this agenda, shows an estimated balance of (£0.083m) (overdrawn) in the contingency reserve as at 31 March 2013. As stated in paragraph 4.18, the current estimated level of one-off resources held in the contingency reserve is insufficient to fund the estimated one-off/time-limited costs for 2013/14 and will therefore require the use at this stage of base budget in 2013/14 to fund them.

5.04   Whilst the base level of reserves is a known sum which is set aside, the level of Contingency reserve is based on the current estimate and is subject to change at the end of the financial year.

Council Fund Earmarked Reserves

5.05   Council Fund Earmarked Reserves include service balances, corporate balances and schools' balances. Detailed information in respect of all of these areas will appear in the final budget report to Executive on 19 February 2013.

6.00   CONSULTATION

6.01   Meetings of the Overview and Scrutiny Committees have been scheduled between 22 and 31 January 2013 to consider the budget proposals.

6.02   Consultation with business ratepayers, as required under the Local Government Finance Act 1992, is being carried out between 19 December 2012 and 18 January 2013, and any comments will be reported to Executive on 19 February 2013.

6.03   Updates on the developing budget strategy have been given to the School Budget Forum and the Flintshire Joint Trade Union throughout the budget process and this will continue into the new year up to the budget being set.

6.04   Consultation with the Local Service Board, Town and Community Councils and other Statutory Partners will be undertaken where a shared risk or responsibility is identified within the budget proposals.

7.00   RECOMMENDATIONS

7.01   Members are asked to endorse the council fund revenue budget proposals which are in progress, and will be subject to consideration by Overview and Scrutiny in January.

8.00   FINANCIAL IMPLICATIONS

8.01   As set out in the report.

9.00   ANTI POVERTY IMPACT

9.01   Individual growth and efficiency items may have specific anti poverty implications.

10.00   ENVIRONMENTAL IMPACT

10.01   Individual growth and efficiency items may have specific environmental implications.

11.00   EQUALITIES IMPACT

11.01   Individual growth and efficiency items may have specific equality implications. These will be identified through an Equality Impact Assessment.

12.00   PERSONNEL IMPLICATIONS

12.01   Individual growth and efficiency items may have specific personnel implications.

13.00   CONSULTATION REQUIRED

13.01   As set out in the report.

14.00   CONSULTATION UNDERTAKEN

14.01   As set out in the report.

15.00   APPENDICES

15.01   As set out in the report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Councillor/Cynghorydd Aaron Shotton
Leader of the Council
Arweinydd y Cyngor

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Mr. Robert Hay
Local Government Finance
Revenue Branch
Welsh Government
Cathays Park
Cardiff
CF10 3NQ

Your Ref/Eich Cyf	
Our Ref/Ein Cyf	**AS/HMS**
Date/Dyddiad	**16th November '12**
Ask for/Gofynner am	**Aaron Shotton**
Direct Dial/Rhif Union	**01352 702105**
Fax/Ffacs	

Dear Mr Hay,

Provisional Local Government Finance Settlement 2013/14

Thank you for the invitation to comment on the Local Government Provisional Settlement for 2013/14.

Stability of Forecasting

The Council fully recognises the challenge faced by Welsh Government in balancing the resource needs of public services when faced with reducing budgets and the likelihood of this continuing into the foreseeable future. In this context, the comparative support within the budget to local authorities in Wales as compared to England is acknowledged and welcomed.

The stability from the settlement being broadly in line with previous indications and the transfer into the settlement of resources at anticipated levels is welcomed. The ability to plan for future years is more critical than ever for Councils in these times of budget constraint and rising costs. It is pleasing that the transfer in of resources from specific grant is continuing in accordance with the agreed protocol.

Council Tax Support Scheme Funding

In relation to the funding of the Council Tax Support Scheme, Flintshire would prefer this to be through a specific grant for 2013/14 s set out in the recent Distribution Sub Group paper written by officers of the WLGA. This would provide a more flexible option given the size and scale of the sums involved, the uncertainties around the new scheme which are still being worked through and the potential implications for those in our communities who are most vulnerable.

Ensuring sustainable budgets for the future - Cross sector review?

The economic forecast, as set out in the recent Institute for Fiscal Studies and elsewhere, is for significant financial constraint for the remainder of this decade. We look to the Chancellors Autumn Statement on 5th December for indications of the policy direction at UK level.

Whilst understanding the economic backdrop and having in place a programme to challenge and reduce costs, maximise income and seek out efficiencies across services, continued constraint on budgets which are falling in real terms in each year, does raise real concern as to the longer term sustainability of services. As we face a further considerable period of financial constraint, we would encourage a wider cross sector review of the macro welsh budget. This would provide a forum for discussion about the future sustainability of the budget including the continued protection for prioritised services, universal services, the resources required to sustain health services in Wales in the face of demographic change and service demands. It is critical that the whole of the public sector in Wales works together for the benefit of Welsh citizens.

Revenue Pressures

Flintshire, along with all Councils, continues to face increasing service demands and the impact of inflation, which for some costs e.g. energy and fuel run well beyond average rates of inflation. The Council recognises that nil pay growth is not sustainable and pay inflation will need to return to council budgets in the near future. The impacts of Welfare Reform and the Council Tax Support Scheme are as yet unknown but are likely to add significant pressures to budgets as Councils see increased demand for welfare services and reductions in the levels of income from council tax and rent.

Whilst we welcome this years significant transfer of specific grants into the un-hypothecated settlement, it is clear that in further years a review is required on its sustainability of ministerial expectations and protections placed upon large service functions and the limiting impacts that this can have in looking at service delivery across the wider spectrum of Council services and the implications of local choice and accountability.

Capital Pressures

As Councils seek to modernise and improve services and make longer term revenue savings, there is a need for unsupported borrowing which brings increased short term pressure to revenue budgets.

As capital funding continues to be imitated there is a need for increasingly creative and nationally led solutions such as borrowing and the collective use of assets which we look forward to working with Welsh Government to develop.

Collaboration

In relation to the creation of the £10m collaboration Fund, the Council would wish to engage in discussion on the purpose of and access to the fund both for 2013/14 and future years and to how this may be used to further the aims of both Welsh Government and Local Government.

Yours sincerely,

Cllr. Aaron Shotton
Leader of the Council

cc Jon Rae, Welsh Local Government Association

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Budget 2013/14
Council Fund - Revenue

Pressures and Investments - Economic Impact

	2013/14 £m	2014/15 £m	2015/16 £m
<u>**Environment**</u>			
Rental Income Shortfalls for vacant Properties	0.050	0.050	0.050
Income reduction due to Power Station closures	0.120	0.120	0.120
	0.170	0.170	0.170
<u>**Lifelong Learning**</u>			
Reduced income - Deeside Ice Rink	0.177	0.177	0.177
	0.177	0.177	0.177
<u>**Corporate Services**</u>			
Income reduction - Vacation of former Council Offices , Ewloe	-	-	0.500
	-	-	0.500
Total	**0.347**	**0.347**	**0.847**

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 18 DECEMBER 2012

REPORT BY: HEAD OF FINANCE

SUBJECT: REVENUE BUDGET MONITORING 2012/13 (MONTH 6)

1.00   PURPOSE OF REPORT

1.01   To provide members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2012/13.

1.02   INDEX OF CONTENTS

2.00   EXECUTIVE SUMMARY

2.01   Members are requested to note the projected year end position as estimated at Month 6 which is :

- Council Fund - Net overspend of £0.714m

- Housing Revenue Account - Net underspend of £0.349m

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.714m

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 5	Month 6	Month 5	Month 6	Month 5	Month 6
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	58.437	58.422	(0.300)	(0.272)	(0.142)	(0.255)	(0.158)	(0.017)
Environment	31.794	31.999	(0.097)	(0.116)	(0.097)	(0.116)	-	-
Lifelong Learning	109.219	109.722	0.997	0.988	1.082	1.120	(0.085)	(0.132)
Corporate Services	17.469	17.447	0.397	0.319	0.397	0.319		
Total Directorates	**216.919**	**217.590**	**0.997**	**0.919**	**1.240**	**1.068**	**(0.243)**	**(0.149)**
Central and Corporate Finance	25.759	25.088	(0.014)	(0.205)	(0.014)	(0.205)		
Total	**242.678**	**242.678**	**0.983**	**0.714**	**1.226**	**0.863**	**(0.243)**	**(0.149)**

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 5 are detailed in Appendix 1.

3.04 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

3.05 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
  - o Homelessness - projected high demand influenced by current economic climate and recent welfare reform

2. Environment

- Planning
  - o 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
  - o Catering - overspend projected but possible mitigation from project plans following APSE review
- Development & Resources
  - o Free school meals and remissions - influenced by economic factors
- Ringfenced budgets
  - o Out of county placements - demand led with volatility influenced by numbers and high values of individual placements
- Leisure Income
  - o 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
  - o Welfare Reform preparation is starting to impact on the projected outturn for 2012/13 (see Appendix 5). 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.
- Municipal Mutual Insurance Ltd (MMI)
  - o A contingent liability was recorded in the 2011/12 Statement of Accounts which recognised a possible future requirement to provide for Flintshire County Council's share of liability relating to a scheme of arrangement set up in 1992. The MMI Board of Directors met on the 13th November 2012 and decided that there was no other alternative to insolvent liquidation than to trigger the scheme of arrangement. A financial review of the company will now take place to consider the extent to which any levy is to be imposed upon scheme creditors (including Flintshire County Council). It should be assumed that there will be a financial impact in the short to medium term.

- Outcome Agreement Grant
  - The current projections assume that the Council will receive the full amount of Outcome Agreement Grant included within the budget for 2012/13 (£1.475m). WG assessment currently being discussed with Officers. It has always been accepted that achievement of the full grant is a risk, noting that achievement of some of the performance criteria is based on the performance of other partners.

- Single Status / Pay Strategy
  - The pay strategy in the 2012/13 budget recognised a number of inter-related activities in which the Council is engaged and which impact on workforce costs. The outcome of the recently agreed date of the first quarter of 2013/14 for the implementation of a Single Status agreement, is that monies held for an increase in the non teaching paybill will not be fully utilised in year. The decision on how the unspent allocation is allocated to reserves remains open.

4.00 NON STANDARD INFLATION

4.01 Included in the budget are amounts for non-standard inflation. These budgets are being monitored closely and the current position for each element is outlined below:

- £0.078m in respect of Energy for Street Lighting – this budget is still held centrally and a detailed review is currently ongoing (progress will be reported on at Month 7)
- £0.300m in respect of Energy – this budget is still held centrally, however detailed work has confirmed that the majority of this budget will be required. The allocation of this budget will be reflected in the Month 7 report.
- £0.196m in respect of Fuel – it has been confirmed that the full amount will be required and the allocation of this budget is reflected in this report.
- £0.133m in respect of Food - it has been confirmed that the full amount will be required and the allocation of this budget is reflected in this report.

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 £0.083m. However, as noted in section 3.04 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 £0.349m and a projected closing balance at Month 6 of £1.419m, which at 5.2 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04   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 5 - 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**

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COUNCIL FUND - REVENUE BUDGET 2012/13

FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 6)
Summary of Movement from Month 5

	£m	£m
Month 5		
Out of County Ringfenced Budget	(0.235)	
Service Directorates	1.232	
Central and Corporate Finance	(0.014)	
Variance as per Executive Report		**0.983**
Month 6		
Out of County Ringfenced Budget	(0.271)	
Service Directorates	1.190	
Central and Corporate Finance	(0.205)	
Variance as per Directorate Returns		**0.714**
Change Requiring Explanation		**(0.269)**

Community Services

	£m	£m
• Transition & Disability Service (Disability Services) - the movement from month 5 is mostly due to the transfer of budget from Children Services (£0.053m).	(0.066)	
• Resources and Regulated Services - the movement from month 5 is mostly due to a reduction (£0.100m) against Mold Extra Care following a revision to the expected opening date of the facility. This is one off and non recurring.	(0.089)	
• Support Services (Mental Health & Substance Misuse Service) - the movement from month 5 is mostly (£0.078m) due to the combined impact of two new service users.	0.083	
• Charging Policy Income - the movement from month 5 is due to the need to increase bad debt provision to the recommended level.	0.050	
• Professional Support (Childrens' Services) - the movement from month 5 is mostly (£0.053m) due to the transfer of budget in relation to the Transition Team.	0.066	
• Other minor changes of less than £0.050m	(0.016)	
		0.028

Environment

	£m	£m
• Public Protection - Corporate funding provided for staff exit costs - previously accounted for within service budget	(0.031)	
• Minor changes of less than £25k	0.012	
		(0.019)

Lifelong Learning

	£m	£m
• School Improvement Service - Following an instruction from the Director at month 5, budget holders have taken a number of measures to reduce expenditure in areas where schools have not taken up SLAs.	(0.127)	
• Leisure Services - The variance since month 5 relates to revised Leisure Centre income projections. Income projections were previously based on figures provided in the Alliance business plan. Future income projections are now based on actual income to date allowing for continued increases each month as facilities become more popular.	0.139	

- Out of County - During the Autumn Term there have been a reduction in costs due to placements ending which has been partially offset by one new placement. A reduction in costs for one placement has also been achieved following work by Commercial and Clinical Solutions who have now started to reduce their service to us following a request by the Out of County Management Board.   (0.047)

- Minor changes of less than £25k   0.026

| | (0.009) |

Corporate Services

- Legal and Democratic Services - (£0.119m) efficiency identified in relation to Members Special Responsibility Allowances, £0.015m pressure relating to Civic Facilities, £0.060m increase in salary costs, changes in other minor variances (£0.036m).   (0.080)

- Minor changes of less than £25k   0.002

| | (0.078) |

Central and Corporate

- Corporate (Other) - A reduction of £0.036m in the overspend (total now £0.023m) against the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation. Central budget to fund one-off corporate-wide investment costs not required going forward - all investment costs now included separately (£0.240m).   (0.276)

- Central Service recharges - additional pressure resulting from the impact of changes on Service Level Agreements (SLA's) for the Lifelong Learning Directorate (see Lifelong Learning comment above).   0.085

- Minor changes of less than £25k - (net position)   0.000

| | (0.191) |

Total changes   **(0.269)**

COMMUNITY SERVICES

Budget Monitoring 2012/13 (Month 6)

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	5.678	(0.497)	(0.408)	Extra Care projected in year underspend on new scheme of £0.200m due to timeframe for completion. The increase of £0.100m underspend from month 5 is due to revised timing of the opening of the Mold facility. In-house Domiciliary Care underspend (£0.235m) due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers. Of the additional variance an underspend of £0.135m 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 (£0.137m) which will be addressed as part of TSSA realignment.	The underspend against Extra Care is one-off and non recurring and has arisen due to delays in building works encountered by our partner. 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	0.237	(0.093)	(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. The movement from month 5 is due to increased commitment regarding telecare equipment.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

1

COMMUNITY SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.498	16.704	0.206	0.254	The significant variances lie within Physical Disability Services Independant Sector Homecare with a projected overspend (£0.148m) due to the net impact of various care packages. This has reduced from month 5 (£0.023m) to reflect changes to service delivery. This is offset by a projected underspend in independent sector residential care (£0.257m) which reflects current clients. Within Older People Service changes to the service delivery have resulted in purchased day care underspending (£0.076m) and the Reablement Service overspending (£0.046m); the overspends in purchased home (£0.206m) and residential (£0.058m) care have both changed from month 5 (£0.033m and £(0.052)m respectively) reflecting current care packages. Minor Adaptations are projected to overspend by £0.077m 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.

2

COMMUNITY SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Vulnerable Adults and Disability Services (Disability Services)	2.156	2.101	(0.055)	(0.061)	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)	1.931	1.914	(0.017)	(0.100)	The movement since month 5 is mostly due to the combined impact of two new residential clients (£0.078m).	Keep under review.
Ringfenced Budgets (Mental Health)	0.301	0.175	(0.126)	(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. The possibility of re-aligning budget between the two services has been considered and dismissed as there are early indications of additional Mental Health clients although at this stage potential cost or start date is unknown.
Ringfenced Budgets (Learning Disability)	0.466	0.615	0.149	0.154	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.	
Good Health (Development & Resources)	0.981	1.117	0.136	0.129	The majority of the overspend (£0.104m) is mainly due to one-off costs falling on the service following a restructure.	Not recurring.

COMMUNITY SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
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.
Family Placement (Children's Services)	1.833	2.153	0.320	0.326	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	0.277	(0.064)	(0.066)	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	0.068	(0.049)	(0.050)	Awaiting finalisation of initiatives coming on stream this financial year.	Continue to keep under review.
Other Residential (Children Services)	0.526	0.461	(0.065)	(0.054)	The projected underspend relates to the opening of Arosfa being later than anticipated. The movement from month 5 reflects additional delay in the opening (£0.031m) offset by additional funding of capital costs (£0.020m).	Keep under review due to the potential for additional costs relating to transport charges.

4

COMMUNITY SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.382	5.540	0.158	0.092	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). The increase from month 5 is mostly due (£0.053m) to the transfer of budget to the Disability Service (Transition Team).	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	3.572	(0.139)	(0.150)	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 5 reflects changes to services.	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	0.448	(0.040)	(0.046)	This reflects current demand for the service	Keep under review

5

COMMUNITY SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ring-fenced Budget (Housing Services)	0.377	0.318	(0.059)	(0.042)	The movement from month 5 reflects current projection of the anticipated demand on the service this financial year.	Keep under review. One off and non recurring due to anticipated rise in presentations in 13/14 due to Welfare Reform impact and projections that the full budget will be required for further temporary accomodation units in the future.
Resident Wardens (Housing Services)	1.236	1.146	(0.090)	(0.081)	Budget based on restructure. Variance relates to vacancies within the new structure yet to be implemented.	Restructure approval required.
Other variances (aggregate)	15.673	15.626	(0.047)	(0.058)	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	58.422	58.150	(0.272)	(0.300)		

6

Budget Monitoring 2012/13 (Month 6)

ENVIRONMENT

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Industrial Units	(1.482)	(1.419)	0.063	0.059	Shortfall of Industrial Unit Rental Income, due in the main to Gaz de France decommisioning 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	0.052	(0.036)	(0.035)	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 costs based on actuals to date. Dilapidation Costs at Warren Hall.	Review of site budgets necessary in line with asset management programme
Agricultural Estates	(0.157)	(0.178)	(0.021)	(0.034)	The Land Agent Vacancy has been partly offset by rental income for 2 vacant farms, currently up for sale, being re-profiled for the remainder of the year.	
Corporate Property & Design	1.922	1.888	(0.034)	(0.028)	Net Vacancy Savings	
Property Asset & Development	0.530	0.487	(0.043)	(0.044)	Net Vacancy Savings	

1

ENVIRONMENT

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Car Parks	0.025	0.062	0.037	0.031	Car Park income shortfall at Holywell and Mold partially offset by a reduced maintenance programme	
Highways Policy and Development Control	0.413	0.382	(0.031)	(0.044)	Net vacancy savings within Development Control and recharge of Highways Policy staffing costs to the Rural Development Programme (RDP) which have been re-profiled at Period 6.	
Transportation	1.646	1.655	0.009	0.013	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 late in being received.	
Business & Strategy	1.405	1.458	0.053	0.056	Additional costs associated with pay protection following the Streetscene Service Review	
Highways Maintenance	2.136	2.156	0.020	0.020	The figures now include the cost associated with attending flooding events following substantial rainfall in July and August.	

2

ENVIRONMENT

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Waste Disposal & Waste Collection	9.201	9.401	0.200	0.223	Cost of overtime and agency payments to operatives (pre part 3 agreement) totalling £305k (a reduction of £75k at Period 6) 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. In addition, the energy generation from Gas at the landfill sites has been affected by problems with the Gas Engines in producing the energy and is estimated to result in a £60k shortfall.	Keep tonnage levels closely monitored to establish if further savings can be achieved to fully mitigate the costs. Business Case for additional Streetscene Operatives has been submitted to minimise use of agency and overtime on an ongoing basis.
Fleet Services	(0.026)	(0.092)	(0.066)	(0.070)	Outturn based on actual recharges to date projected to financial year end with these charges also reflected in all Environment client budgets.	
Planning Control	0.367	0.414	0.047	0.065	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	Partially offset by salary savings within the Planning service
Service Development & Support	0.236	0.222	(0.014)	(0.014)	Part time salary savings	Partially mitigates the Planning fee income shortfall.

3

Budget Monitoring 2012/13 (Month 6)

ENVIRONMENT

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Management Support & Performance	1.166	1.014	(0.152)	(0.150)	Vacancy Savings totalling £147k (5 posts 2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation.	
Public Protection	3.513	3.317	(0.196)	(0.165)	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. At Period 06, redundancy costs that had been previously incurred have subsequently been funded corporately.	
Markets	(0.101)	(0.103)	(0.002)	(0.012)	Anticipated income shortfalls from Mold Indoor Market have now been mitigated by the two vacant units being filled from August 2012. Rental shortfalls from outdoor pitches & car boots due to poor weather conditions have reduced income further at Period 6.	
Other variances (aggregate)	11.117	11.167	0.050	0.032	A number of variances of no more than £0.012m individually.	
Total :	**31.999**	**31.883**	**(0.116)**	**(0.097)**		

4

LIFELONG LEARNING

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County	2.659	2.527	(0.132)	(0.085)	Following a request from the Out of County Management Board one high cost placement has been heavily reduced with the continued involvement of Commercial and Clinical Solutions.	
Libraries, Culture and Heritage	2.918	2.872	(0.046)	(0.041)	There has been an in year adjustment to the book fund to address the Directorate budget overspend.	
Leisure Services	4.098	4.662	0.564	0.425	**Leisure (pressure of £0.564m)** **There are a number of historic budget issues which also adversely effected the Leisure outturn position in 11/12.** In line with the national picture, income from ice skating at Deeside Leisure Centre has reduced by £0.173m over the last 4 years, this is despite inflationary increases in admission prices and promotions. Three posts within Leisure Services are unbudgeted due to timing delays caused between the Leisure Services Restructure and the JEQ results, this amounts to £0.120m including on-costs.	A tariff review is being undertaken across the whole of Leisure Services. Work is being conducted to review operational efficiency and performance at all facilities. Following receipt of JEQ results: Analysis of affordability of proposed new staffing structures. Revisit organisational design principles.

LIFELONG LEARNING

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Services continued…					**The following pressures have been identified during 2012/13:**	
					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 £0.025m which is unfunded.	The in year recharges for these services are to be revisited and recharged accordingly.
					A review of music licensing has identified additional liabilities resulting in a cost increase of £0.037m.	A budget pressure bid for this has been submitted for 2013/14.
					Leisure centre income figures have not met those anticipated by the Alliance Business Plan. Future income projections are now based on actual income to date allowing for continued increases each month as facilities become more popular.	New processes for authorising expenditure have been implemented. Income figures will continue to be monitored closely.
Delegated Schools Budgets	77.523	77.523	0.000	0.000		

LIFELONG LEARNING

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
School Improvement Service	10.639	10.738	0.099	0.226	**Early Years** Efficiencies of **£0.057m** 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. **SLAs** Following an instruction from the Director at month 5, budget holders have taken a number of measures to reduce expenditure in areas where schools have not taken up SLAs. This has reduced the budget pressure to **£0.151m**. **School Improvement Service** A number of minor efficiences equating to **£0.097m** in total are projected. **Music Services** Music Services are forecasting an overspend of **£0.102m** based on current levels of income and expenditure. A project group has been established to review the music service.	Work is currently being undertaken to re-draft SLAs for the beginning of the new financial year. 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.

LIFELONG LEARNING

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Development & Resources	11.885	12.388	0.503	0.472	**Service Units** A pressure of **£0.238m** is currently anticipated on pupil benefits (free school meals and remissions) because of changes in the economic climate. **Facility Services - pressure of £0.266m** The Catering Service is developing radical proposals 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 be used to form the basis of this strategy. The Cleaning Service 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. Other minor variances **(£0.001m)**	Both elements of the budget are being carefully monitored and pressure bids have been submitted as part of the 2013/14 budget process. Service needs to continue to implement the agreed strategy for efficiencies. This is the subject of management action and service redesign and a budget pressure bid for 2013/14.
Total :	**109.722**	**110.710**	**0.988**	**0.997**		

CORPORATE SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.270	2.264	(0.006)	(0.006)	**(£0.019m)** vacancy savings. **£0.014m** pressure relating to a voluntary sector contribution towards Dangerpoint. **(£0.001m)** other minor variances.	
Finance	4.377	4.718	0.341	0.341	**£0.028m** pressure relating to the Royal Mail price increases of 39% in April 2012. **£0.307m** 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. **(£0.018m)** 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.

1

CORPORATE SERVICES

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.397	3.329	(0.068)	0.012	**£0.010m** pressure translation of Constitution. (**£0.034m**) other minor variances. (**£0.119m**) Members Special Responsibility Allowances. **£0.015m** Civic facilities. **£0.060m** Salary changes.	
Human Resources & Organisational Development	2.169	2.224	0.055	0.059	**£0.051m** pressure CRB checks. **£0.019m** pressure Corporate Training. **£0.032m** loss of income from external organisations. (**£0.045m**) Vacancy Savings. (**£0.002m**) other minor variances.	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process.
ICT & Customer Services	5.234	5.231	(0.003)	(0.009)	**£0.006m** pressure relating to the final Design & Print costs. (**£0.030m**) vacancy savings relating to ongoing service reviews. **£0.041m** pressure relating to internal admin support recharges. (**£0.014m**) efficiency in relation to additional registars income.	
Total :	**17.447**	**17.766**	**0.319**	**0.397**		

2

CENTRAL CORPORATE FINANCE

Budget Monitoring 2012/13 (Month 6)

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)	(0.211)	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 fomer 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.	

1

CENTRAL CORPORATE FINANCE

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Corporate - other	3.765	3.629	(0.136)	0.140	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.
					A reduced projected overspend of £0.023m 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.
					Central budget to fund one-off corporate-wide investment costs not required going forward - all investment costs now included separately. (£0.240m)	
					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 Mimimum Revenue provision (MRP) £0.013m.	

CENTRAL CORPORATE FINANCE

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Service Recharges	(1.968)	(1.691)	0.277	0.192	Shortfall of £0.192m of internal income recovered from trading accounts and the HRA, plus £0.085m impact of review of internal recharges from Service Level Agreements.	Support Service basis and allocations are currently being reviewed as part of the Finance Workstream of Flintshire Futures.
Other variances - aggregate	6.726	6.725	(0.001)	(0.001)		
Total :	25.088	24.883	(0.205)	(0.014)		

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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)	(5.564)	
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)	(0.361)	
Amount available for delegation to Cabinet		0.631
Less Projected overspend as at 31st March 2013	(0.714)	
Projected Level of Total Contingency Reserve as at 31st March 2013 (Overdrawn)		**(0.083)**

Note :-
See paragraph 3.04 of the report which sets out Management's intention to contain the projected variation within the overall agreed budget.

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HRA

HRA Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance and Support	2.506	2.288	(0.218)	(0.223)	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.
Repairs and Maintenance	8.778	8.725	(0.053)	0.026	Smoke alarm capital program undertaken by the DLO which has increased the income in responsive repairs	
Rents	(25.560)	(25.574)	(0.013)	(0.028)	Variance based on 14 more properties than anticipated at budget	
Capital Financing	2.349	2.281	(0.068)	(0.068)	Temporary Loans expected costs £32k lower than budgeted.	Monitor monthly for any variances.
Other variances (aggregate)	12.714	12.718	0.004	0.036		
Total :	0.787	0.438	(0.349)	(0.258)		

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<u>FLINTSHIRE COUNTY COUNCIL</u>

<u>REPORT TO:</u>   <u>CABINET</u>

<u>DATE:</u>   <u>TUESDAY, 18 DECEMBER 2012</u>

<u>REPORT BY:</u>   <u>HEAD OF FINANCE</u>

<u>SUBJECT:</u>   <u>CAPITAL PROGRAMME 2012/13 (QUARTER 2)</u>

1.00   <u>PURPOSE OF REPORT</u>

1.01   To provide Members with the latest capital programme information for 2012/13.

2.00   <u>BACKGROUND</u>

2.01   The Council approved a Housing Revenue Account capital programme for 2012/13 of £9.398m at its meeting of 21st February 2012, and a Council Fund capital programme of £23.825m at its meeting of 1st March 2012.

3.00   <u>CONSIDERATIONS</u>

3.01   Programme - Movements

3.01.1   The table below sets out how the programme has changed during 2012/13.

	Council Fund £m	Housing Revenue Account £m	Total £m
Council 21.02.12. (HRA) and 01.03.12. (Council Fund)			
Original Capital Programme	23.825	9.398	33.223
	23.825	**9.398**	**33.223**
Cabinet 16.10.12			
Revised Capital Programme	**29.882**	**10.888**	**40.770**
Latest Monitoring			
As Previously Reported	29.882	10.888	40.770
Change this Period	0.194	0	0.194
	30.076	10.888	40.964
Identified Savings	0	0	0
Revised Programme	**30.076**	**10.888**	**40.964**

3.01.2 From the table it can be seen that the overall programme total of £40.770m reported at quarter 1 has increased to £40.964m by way of net increased Council Fund schemes of £0.194m.

3.01.3 Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below –

REVISED PROGRAMME	Original Budget 2012/13 £m	Rollover from 2011/12 £m	Changes £m	Not Yet Committed £m	Rollover to 2013/14 £m	Savings £m	Revised Budget £m
Corporate Services	3.458	0.697	(0.271)	0	0	0	3.884
Clwyd Theatr Cymru	0.025	0.050	0.095	0	0	0	0.170
Community Services	3.669	0.321	0	0	0	0	3.990
Environment	9.124	1.404	1.080	0	0	(0.008)	11.600
Lifelong Learning	7.549	3.800	(0.917)	0	0	0	10.432
Council Fund Total	23.825	6.272	(0.013)	0.000	0	(0.008)	30.076
Housing Revenue Account	9.398	1.490	0	0	0	0	10.888
Programme Total	**33.223**	**7.762**	**(0.013)**	**0.000**	**0.000**	**(0.008)**	**40.964**

3.02 Changes During This Period

3.02.1 A summary of those programme changes recorded during the reporting period (together with supporting narrative), is provided in Appendix B.

3.03 Not Yet Committed (Generally Financed) Budgets

3.03.1 Work continues in 'Stage profiling' all programme schemes i.e. assessing at what stage each scheme is at in terms of readiness for letting contracts and commencing works. This information together with the 'time profiling' of all anticipated funding resources assists the capital monitoring/management and reporting processes.

3.03.2 At this point in time, no programme budgets have been identified as not yet committed (and thereby available for release), but work continues in this respect (as part of the process identified in 3.03.1 above).

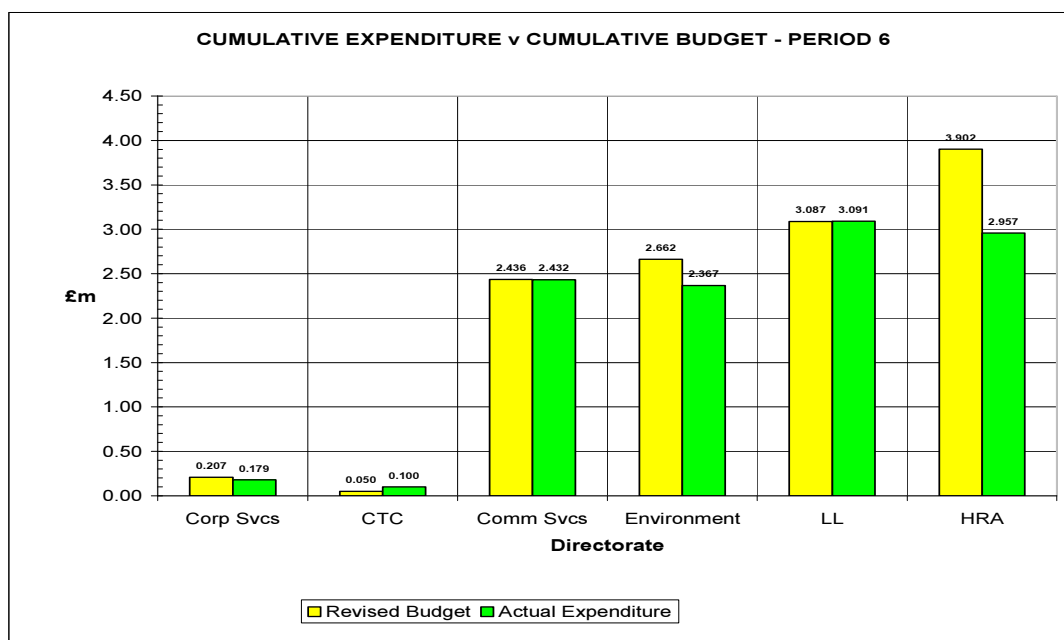## 3.04 Identified Savings

3.04.1 No new savings have been identified in the current quarter, though, as with uncommitted sums, work continues in this respect.

3.05 Capital Expenditure v Profiled Budget

3.05.1 Recorded capital expenditure across the whole programme stands at £11.126m at Quarter 2 (as detailed in the table below), representing 27.16% of the revised budget total of £40.964m.

EXPENDITURE	Revised Budget	Cumulative Profiled Budget Quarter 2	Cumulative Expenditure Quarter 2	Variance Expenditure v Profiled (Under)/Over
	£m	£m	£m	£m
Corporate Services	3.884	0.207	0.179	(0.028)
Clwyd Theatr Cymru	0.170	0.050	0.100	0.050
Community Services	3.990	2.436	2.432	(0.004)
Environment	11.600	2.662	2.367	(0.295)
Lifelong Learning	10.432	3.087	3.091	0.004
Council Fund Total	30.076	8.442	8.169	(0.273)
Housing Revenue Account	10.888	3.902	2.957	(0.945)
ProgrammeTotal	**40.964**	**12.344**	**11.126**	**(1.218)**

3.05.2 More specifically, the table also provides details of cumulative expenditure compared to the profiled budget; the profiled budget total (i.e. that part of the total budget forecast to be spent during the reporting period) stands at £12.344m; recorded expenditure represents 90.13% of the profiled budget total, a net variance (underspend) of £1.218m. The cumulative position (by directorate) is displayed in the chart over page.

3.05.3 The significant variances (those greater than £0.025m) are individually listed in Appendix C, together with the reasons for such, and the required remedial action.

3.05.4 All other variances (those less than £0.025m), are aggregated within Appendix C, for each directorate. The aggregated figures include nil variances in some cases (such as Flintshire Connects within Corporate Services), which are listed in order to account for the total budget element (£0.521m in the case of Flintshire Connects) which forms part of the overall budget total of £40.964m, as recorded in the above table and throughout the report.

3.05.5 Quarterly capital programme management meetings form part of the ongoing capital monitoring procedures which have been established in order to provide tight project management and discipline, and to ensure a continuing reduction in the level of year-end rollover. The latest round of meetings took place at the end of November, the feedback from which confirms that progress continues to be made in programme delivery.

CUMULATIVE EXPENDITURE v CUMULATIVE BUDGET - PERIOD 6

Directorate	Revised Budget	Actual Expenditure
Corp Svcs	0.207	0.179
CTC	0.050	0.100
Comm Svcs	2.436	2.432
Environment	2.662	2.367
LL	3.087	3.091
HRA	3.902	2.957

3.06   Financing

3.06.1   The capital programme is financed as summarised below –

FINANCING RESOURCES	General Financing	Specific Financing	
	Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA /Reserves/ Prudential Borrowing	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	20.509	9.575	30.084
Housing Revenue Account	1.752	9.136	10.888
	22.261	**18.711**	**40.972**
Savings			
Council Fund	(0.008)	0	(0.008)
Housing Revenue Account	0	0	0
	(0.008)	**0.000**	**(0.008)**
Total Financing Resources	**22.253**	**18.711**	**40.964**

3.06.2   That element of the Council Fund total financed from general (non–specific) financing resources, relies in part on the generation of capital receipts from asset disposals. The continuing harsh economic climate is impacting on the ability to achieve the budgeted level of anticipated capital receipts, a situation that is likely to continue until the economy picks up at some future point. The capital receipts situation is being closely monitored as part of overall capital monitoring arrangements.

3.06.3 The chart below provides details of the moving (cumulative) capital receipts position – 3 line graphs, 2 of which record the moving estimate and 1 recording actual receipts. The positions are summarised as –

Estimate (Original) – The opening anticipated capital receipts total (£7.903m including the rolled over requirement from 2011/12), with anticipated receipts due in April, September, December, and more significantly so in March 2013.

Estimate (Current Quarter) – The latest reviewed position (reflecting the economic conditions referred to in 3.06.2 above), indicating an altered profile and a reduced total (£4.629m), with the major part of the receipts total anticipated in March 2013.

Actual – The value of actual receipts received as at Quarter 2 (£1.189m).

COUNCIL FUND CAPITAL RECEIPTS (CUMULATIVE) - ACTUAL v ESTIMATE
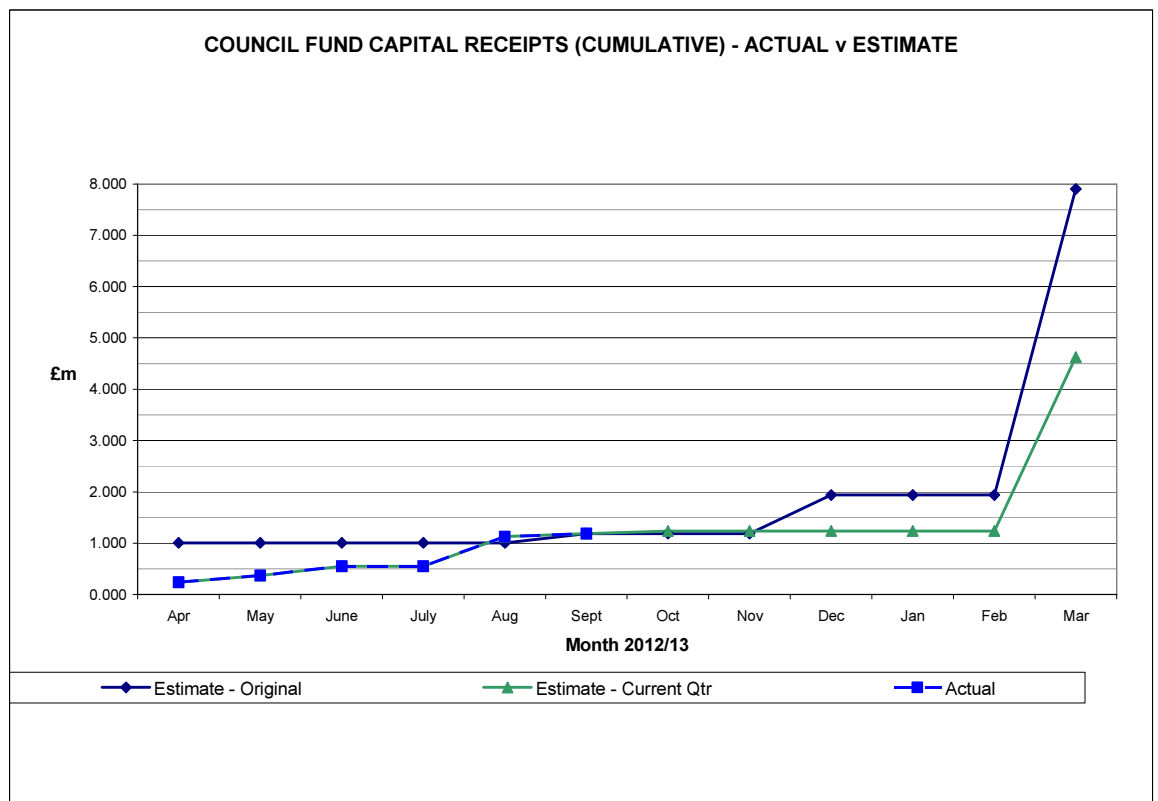
3.06.4 The HRA resources are ring-fenced and used only for HRA purposes.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to note and approve the report.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in sections 2 and 3 of the report.

6.00   ANTI POVERTY IMPACT

6.01   None.

7.00   ENVIRONMENTAL IMPACT

7.01   Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

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 : Capital Programme – Changes During 2012/13
Appendix B : Changes During This Period
Appendix C : Variances

CAPITAL PROGRAMME - CHANGES DURING 2012/13

	Original Budget 2012/13 £m	Rollover from 2011/12 £m	Changes (Previous) £m	Changes (Current) £m	Revised Budget £m	Not Yet Committed 2012/13 £m	Rollover to 2013/14 (Previous) £m	Rollover to 2013/14 (Current) £m	Savings £m	Projected Outturn 2012/13 £m
Council Fund :										
Corporate Services										
Information Technology	2.918	0.282	0	0	3.200	0	0	0	0	3.200
Flintshire Connects	0.250	0.271	0	0	0.521	0	0	0	0	0.521
Corporate Finance	0.290	0.144	(0.127)	(0.144)	0.163	0	0	0	0	0.163
	3.458	**0.697**	**(0.127)**	**(0.144)**	**3.884**	**0.000**	**0.000**	**0.000**	**0.000**	**3.884**
Theatre										
Clwyd Theatr Cymru	0.025	0.050	0	0.095	0.170	0	0	0	0	0.170
	0.025	**0.050**	**0.000**	**0.095**	**0.170**	**0.000**	**0.000**	**0.000**	**0.000**	**0.170**
Community Services										
Private Sector Renewal/Improvement	3.619	0.319	0	0	3.938	0	0	0	0	3.938
Depot (Housing)	0.000	(0.001)	0	0	(0.001)	0	0	0	0	(0.001)
Learning Disability	0.000	(0.001)	0	0	(0.001)	0	0	0	0	(0.001)
Children's Services	0.050	0.000	0	0	0.050	0	0	0	0	0.050
Physical & Sensory Disability	0.000	0.004	0	0	0.004	0	0	0	0	0.004
Travellers' Sites	0.000	0.000	0	0	0	0	0	0	0	0
	3.669	**0.321**	**0.000**	**0.000**	**3.990**	**0.000**	**0.000**	**0.000**	**0.000**	**3.990**

Key to Headings {

Changes : Previous = Cumulative as at previous quarter
Current = As at this quarter (See Appendix B)

Not Yet Committed : Cumulative (See Section 3.03)

Savings : Cumulative (See 3.04)

CAPITAL PROGRAMME - CHANGES DURING 2012/13

	Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Environment										
Administrative Buildings	2.975	0.200	0	0	3.175	0	0	0	0	3.175
Cemeteries	0	0	0	0	0	0	0	0	0	0
Industrial Units	0	0.027	0.003	0	0.030	0	0	0	0	0.030
Public Conveniences	0	0	0	0	0	0	0	0	0	0
Sustainable Waste Management	0	0.008	0.075	0.041	0.124	0	0	0	(0.008)	0.116
Engineering	1.735	0.403	0	(1.232)	0.906	0	0	0	0	0.906
General Environmental Enhancement	0.300	0.008	(0.300)	0	0.008	0	0	0	0	0.008
Highways	1.925	0.229	0.007	2.300	4.461	0	0	0	0	4.461
Planning Grant Schemes	0	0	0.011	0	0.011	0	0	0	0	0.011
Ranger Services	0	0.010	0.004	0	0.014	0	0	0	0	0.014
Regeneration	0.489	0.519	0	0.050	1.058	0	0	0	0	1.058
Transportation	1.700	0	0	0.121	1.821	0	0	0	0	1.821
	9.124	**1.404**	**(0.200)**	**1.280**	**11.608**	**0.000**	**0.000**	**0.000**	**(0.008)**	**11.600**

CAPITAL PROGRAMME - CHANGES DURING 2012/13

	Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning										
Leisure Centres	0	0	0.025	0	0.025	0	0	0	0	0.025
Swimming Pools	0.150	0	0	0	0.150	0	0	0	0	0.150
Community Centres	0.045	0	0	0	0.045	0	0	0	0	0.045
Countryside and Heritage	0	0.009	0	0	0.009	0	0	0	0	0.009
Recreation - Other	0.060	0	0	0	0.060	0	0	0	0	0.060
Recreation Grounds	0	0.001	0	0	0.001	0	0	0	0	0.001
Play Areas	0	0.004	0	0	0.004	0	0	0	0	0.004
Libraries	0	0	0	0	0	0	0	0	0	0
Education - General	3.700	0.002	(3.105)	0.018	0.615	0	0	0	0	0.615
Primary Schools	0.080	0.582	1.599	0.195	2.456	0	0	0	0	2.456
Schools Modernisation	3.444	1.221	0	(1.242)	3.423	0	0	0	0	3.423
Community Youth Clubs	0	0	0	0.001	0.001	0	0	0	0	0.001
Secondary Schools	0	0.915	0.835	(0.173)	1.577	0	0	0	0	1.577
Special Education	0	1.030	0.766	0.163	1.959	0	0	0	0	1.959
School Improvement	0	0	0	0.001	0.001	0	0	0	0	0.001
Minor Works, Furniture & Equipment	0.070	0.001	0	0	0.071	0	0	0	0	0.071
Schools - Additional Funding	0	0.035	0	0	0.035	0	0	0	0	0.035
	7.549	**3.800**	**0.120**	**(1.037)**	**10.432**	**0.000**	**0.000**	**0.000**	**0.000**	**10.432**

APPENDIX A (Cont'd .)

CAPITAL PROGRAMME - CHANGES DURING 2012/13

	Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing Revenue Account :										
Housing Revenue Account										
Programme	9.398	1.490	0	0	10.888	0	0	0	0	10.888
	9.398	**1.490**	**0.000**	**0.000**	**10.888**	**0.000**	**0.000**	**0.000**	**0.000**	**10.888**
Totals :										
Council Fund	23.825	6.272	(0.207)	0.194	30.084	0	0	0	(0.008)	30.076
Housing Revenue Account	9.398	1.490	0	0	10.888	0	0	0	0	10.888
Grand Total	**33.223**	**7.762**	**(0.207)**	**0.194**	**40.972**	**0.000**	**0.000**	**0.000**	**(0.008)**	**40.964**

CHANGES DURING THIS PERIOD

	Detail (With General Funding Unless Specified)	Increase * £m	Decrease £m	Net £m	Total £m
Council Fund :					
Corporate Services					
Corporate Finance	Movement of budget to Clwyd Theatr Cymru for Health & Safety (£0.095m).		(0.095)	(0.095)	
	Movement of budget for Feasibility studies, Flying Start centres £0.008m, Northop Hall CP £0.002m, Abermorddu CP £0.002m, Hope Castell Alun £0.018m, Highways £0.015m and Regeneration Tree Planting £0.004m.		(0.049)	(0.049)	
		0.000	(0.144)	(0.144)	(0.144)
Clwyd Theatr Cymru					
	Health & Safety funded from Corporate Provision	0.095		0.095	
		0.095	0.000	0.095	0.095
Community Services					
		0.000	0.000	0.000	0.000
Environment					
Sustainable Waste Management	Sandycroft Regional Capital Access Fund (RCAF) funding introduced	0.041		0.041	
Highways	Highways Asset Management Plan - budget no longer needed (£0.415m). £0.015m Feasibility Study for Junction improvements Cymau Lane, Abermorddu. Local Government Borrowing Initiative (LGBI) funding from Welsh Government (WG) £2.7m	2.715	(0.415)	2.300	
Engineering	WG funding for drainage/flood alleviation works re-profiled from 2012/13 to 2013/14.		(1.232)	(1.232)	
Regeneration	Funding introduced from Heritage Lottery Fund (HLF) for Holywell THI £0.046m and £0.004m from the Corporate Provision for the Town Centre tree planting feasibility study.	0.050		0.050	
Transportation	Funding introduced from WG for Safer Routes in the Community	0.121		0.121	
		2.927	(1.647)	1.280	1.280

CHANGES DURING THIS PERIOD (continued)

	Detail (With General Funding Unless Specified)	Increase * £m	Decrease £m	Net £m	Total £m
Council Fund :					
Lifelong Learning					
Education - General	Early Years funding from WG for Gronant Info Centre £0.010m, Flying Start Feasibility Study £0.008m funded from Corporate provision	0.018		0.018	
Primary Schools	Feasibility Studies funded from the Corporate Provision for Northop Hall CP £0.002m and Abermorddu CP £0.002m.	0.004		0.004	
School Modernisation	Reduction in 2012/13 Unsupported (Prudential) Borrowing funding requirement to bring budget in line with spending/grant profile- Shotton Infants (£0.383m), 21st Century Schools (£0.650m), Custom House/Dee Road (£0.046m).		(1.079)	(1.079)	
Community Youth Clubs	Introduction of funding from WG for Holywell Youth Club	0.001		0.001	
Secondary Schools	Hope Castell Alun £0.018m - Feasibility studies, funded from corporate provision.	0.018		0.018	
School Improvement	Funding introduced from WG for Buckley Elfed	0.001		0.001	
		0.042	**(1.079)**	**(1.037)**	**(1.037)**
Total - Council Fund					**0.194**
Housing Revenue Account :					
Housing Revenue Account					
				0.000	
		0.000	**0.000**	**0.000**	
					0.000
Grand Total					**0.194**

* Increases reflect new funding

CORPORATE SERVICES

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
ICT & Customer Services	3.200	0.207	0.179	(0.028)	(0.070)	Expenditure slightly behind profile at quarter 2.	
Other Variances (Aggregate)*	0.684	0.000	0.000	0.000	0.000		
Total:	3.884	0.207	0.179	(0.028)	(0.070)		

CLWYD THEATR CYMRU

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Other Variances (Aggregate)*	0.170	0.050	0.100	0.050	0.000	50% funding from Welsh Government/Arts Council for Wales yet to be received	
Total:	0.170	0.050	0.100	0.050	0.000		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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COMMUNITY SERVICES

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Private Sector Renewal and Improvement :							
Other Variances (Aggregate)	3.938	2.408	2.402	(0.006)	(0.017)		
Other Programme Areas :							
Other Variances (Aggregate)*	0.052	0.028	0.030	0.002	0.002		
Total :	3.990	2.436	2.432	(0.004)	(0.015)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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ENVIRONMENT

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Administrative Buildings	2.155	0.413	0.445	0.032	(0.007)	Expenditure slightly in advance of profile	
Highways	2.741	0.114	(0.029)	(0.143)	(0.044)	Accrual of £0.035m for Padeswood Bridge works cleared in Period 7 and further £0.045m of expenditure slightly delayed into October Works of £0.050m slightly behind schedule at Halkyn Street,	Ensure programmes are managed in line with expenditure profiles
Transportation	1.821	0.783	0.476	(0.307)	(0.162)	Burton Point Cycle Path has been delayed due to Planning consents which have now been granted; £0.150m was the anticipated spend to date on this scheme at Per 06. It is anticipated that the contract will be let in late November and is expected to be complete before end of March, 2013.	Ensure programmes are managed in line with expenditure profiles

ENVIRONMENT

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
						Route Treatment and Traffic Calming projects have been slightly delayed with £0.122m of expenditure in Period 7.	
Neighbourhood Services	1.970	0.918	1.042	0.124	(0.178)	Highways Infrastructure Works slightly ahead of programme	
Other Variances (Aggregate)*	2.672	0.434	0.433	(0.001)	(0.022)	Cumulative variances over the remaining capital programme within the Environment Directorate	
TOTAL:	11.600	2.662	2.367	(0.295)	(0.376)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

LIFELONG LEARNING

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Primary Schools	2.456	0.539	0.482	(0.057)	0.000	Various. Largely from R&M backlog.	Finance to closely monitor.
Play Areas	0.004	0.000	0.035	0.035	0.000	Budget to be introduced Qtr 3 (held within Balance Sheet / Revenue)	Finance to action.
Schools Modernisation	3.422	2.013	1.979	(0.034)	(0.036)	Uncleared accrual	Finance to investigate.
Other Variances (Aggregate)*	4.550	0.535	0.595	0.060	(0.007)	Various. Possible miscodings.	Finance to investigate.
Total:	10.432	3.087	3.091	0.004	(0.043)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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HOUSING REVENUE ACCOUNT (HRA)

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Major Works	5.246	1.534	1.111	(0.423)	(0.186)	As a result of good value for money tendering the Heating Programme will now fully complete under budget.	Funding will be utilised to bring forward Kitchen Replacements from 2013/14 programme into this years programme.
WHQS Improvements	4.100	1.520	1.049	(0.471)	(0.084)		Kitchen Replacement Programme will be re-profiled in Qtr 3/4.

1400 Kitchen will now be completed rather than original 922 committed. |
| Other Variances (Aggregate)* | 1.542 | 0.848 | 0.797 | (0.051) | 0 | | |
| Total: | 10.888 | 3.902 | 2.957 | (0.945) | (0.270) | | |

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY 18 DECEMBER 2012

REPORT BY: HEAD OF FINANCE

SUBJECT: CORPORATE DEBT POLICY

1.00   PURPOSE OF REPORT

1.01   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.

2.00   BACKGROUND

2.01   Inevitably, from time to time, the Council is required to pursue recovery from individuals and commercial organisations owing money to the Council but who have not met their payment obligations. An agreed and transparent policy of how the Council manages and collects debts is considered a key element in ensuring consistency, sensitivity and best practice.

2.02   Although working procedures are well established in most areas, the Council does not currently have a formal policy in place that details the approach to raising of debt, the collection procedures carried out and the action taken to recovery unpaid debts.

2.03   The Policy, as set out in the Appendix, has primarily been developed to adopt best practise specifically in the area of Sundry Debt collection, ensuring that all monies due to the Council are collected quickly. At the same time, it also provides an opportunity to formalise, into a single policy, other well established procedures and regulations for the collection of Council Tax, Business Rates, Housing Rents and Housing Benefit overpayments.

2.04   The policy aims to specifically address Sundry Debt collection by focusing on the need for improved collective responsibility for Sundry Debt across the organisation, taking more responsive action to recover unpaid debts and minimising bad debts.

2.05   The following areas have been incorporated into the Policy in the context of the need for improvements in Sundry Debt collection:

   o   Improved standards for issuing invoices
   o   More efficient recovery processes to collect unpaid charges
   o   Improved standards for resolving invoice disputes
   o   Clearly defined recovery routes for low and high value debts
   o   The introduction of sound processes to support bankruptcy in isolated cases should the need ever arise
   o   Protocols to support write off of bad debt

3.00   CONSIDERATIONS

3.01   The policy has been developed to introduce a clear set of standards in the context of Sundry Debt collection, where, going forward, the Council can bring about improvements in collection and implement many of the ideas that were identified by an internal LEAN project review.

3.02   The following key features are incorporated into the policy :-

   o   **A cultural shift so payment is made up front**– *services will be asked to avoid raising invoices where possible and promote payment up front where it is practical to do so*
   o   **Billing quickly and accurately** – *services will be required to raise invoices within 10 working days of a service being delivered or charge falling due, not invoice for small amounts less than £40, ensure that invoices are accurate and always contain sufficient levels of detail for the customer to make prompt payment.*
   o   **Reducing the time taken to collect debts –** *the number of repeated reminders issued to customers who fail to pay will be reduced to aid prompt recovery. Recognising that the Council already offers 30 day payment terms, one reminder will be send out 7 days after payment becomes overdue (i.e. day 37). If a customer fails to respond, one final notice will be issued 14 days later (i.e. day 51) to outline the recovery options available to the Council if payment is not made.*
   o   **Introducing sound recovery procedures** – *14 days after final notices have been issued (i.e. day 65), by default, consideration will be given to refer debts under £500 to debt collection agencies.. Debts over £500 will be considered for litigation at County Court, on a case by case basis, in conjunction with guidance and support from Legal services.*
   o   **Resolving invoice disputes –** *All disputes to be resolved by issuing services within 28 days of the invoice being disputed. If no action is taken to resolve the dispute within this timescale a credit note will be raised by the Corporate Debt team to remove the debt from the Corporate debt system and reverse the income from the relevant service.*

- o **Retaining accurate records to aid recovery of debt** – *Recognising that supporting information and evidence is required to aid successful and early prosecutions, services will be required to support ongoing recovery by retaining accurate records. . Where supporting information to progress recovery is not available or not provided, a credit note will be raised by the Corporate Debt team to remove the debt from the corporate debt system and reverse the income from the relevant service.*
  - o **Sound procedures for write offs** – *write offs will be carried out in accordance with the Councils Financial Procedure Rules where the invoice has been raised correctly and is still owing but there is a justified reason why the debt should not longer be pursued and is deemed to be irrecoverable.*

3.03 Approval of the Policy will provide services with a clear set of standards that must be met when recovering Sundry Debt income.

3.04 Although the Council does not normally undertake bankruptcy against individuals, the Public Service Ombudsman issued guidance in 2011 on the growing use of bankruptcy across local government. A key message within the guidance is the importance of having a formal policy in place if decisions are ever taken to pursue bankruptcy against individuals. The inclusion of bankruptcy protocols in the policy will ensure the Council has adequate safeguards in place in the event of bankruptcy proceedings being initiated against an individual.

4.00 RECOMMENDATIONS

4.01 That cabinet approves the Corporate Debt Policy as set out in the Appendix.

5.00 FINANCIAL IMPLICATIONS

5.01 Taking a more pro-active approach to the collection of Sundry Debt will ensure that income is maximised and bad debt is minimised.

5.02 Although write off provision of bad debt is already covered within the Financial Procedure Rules, in the interests of transparency, protocols to support the write off of bad debt have been included in the Policy to ensure that when debts are deemed to be irrecoverable, bad debts are written off promptly so that resources are concentrated where they can be most productive.

6.00 ANTI POVERTY IMPACT

6.01 The policy will ensure that recovery action will be taken against deliberate non-payers or those who delay payment without genuine reason while always working to identify and assist those who genuinely can't pay. Where people have fallen or are likely to fall into arrears, the policy will provide a commitment to work with them, and

their representatives, to set reasonable and realistic payment levels that they can maintain, ensuring that payment arrangements reflect the ability to pay as well as the level of debt owed.

7.00   ENVIRONMENTAL IMPACT

7.01   None

8.00   EQUALITIES IMPACT

8.01   The Policy is supported by guiding principles to ensure that in the wider public interest recovery action is proportionate, consistent and transparent.

8.02   The Policy aims to allow for a balance to be struck between the potential loss of income due to the Council and the costs of compliance, against the need to maximise income. When recovery is taken the Policy will ensure that a consistent approach is adopted, recognising the need to treat everyone as individuals but with very differing circumstances. Transparency is vital in maintaining public confidence in the Council and the Policy will provide members of the public with better awareness of what is expected of them in relation to their payment obligations.

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   Officers have sought to introduce best practice into the Policy, especially in the collection of Sundry Debt by implementing many of the findings of a recent LEAN review.

11.02   Several consultation sessions have been undertaken across the Council via the Team Talk forum, Corporate Finance Managers Group and other officers involved in the administration of Sundry Debt. Corporate Management Team has also endorsed the introduction of the Policy.

11.03   The introduction of this policy was referred to Corporate Resources Overview and Scrutiny Committee who endorsed it's introduction at a meeting held in November 2012.

12.00 APPENDICES

12.01 The Corporate Debt Policy, recommended for approval, is contained in the Appendix.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Financial Procedure Rules

Local Government Ombudsman Publication – "Can't Pay? Won't Pay? - Using Bankruptcy to recover debts

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Corporate Debt Recovery Policy

CONTENTS

1.0 Introduction

1.1 This document details the Council's policies on the billing, collection and recovery of monies due to the Council.

1.2 It is essential that all monies due are collected effectively by the Council and that debts owed are kept to a minimum. This is because the Council has both a legal duty and a responsibility to it's citizens to ensure that income due is paid promptly.

1.3 The Policy also recognises that collection of debt should be fair to everyone, especially those on limited incomes who struggle to pay or those who have not paid because of an oversight. It is also recognised that some people deliberately avoid their payment obligations by delaying their payments or choosing not to make payment and proportionate measures will be deployed to develop a culture of payment while encouraging those in need of help to get in touch with the Council at an early stage.
.

1.4 Where a person or organisation makes contact to discuss payment difficulties their circumstances will be considered fairly and objectively with a view to agreeing a reasonable payment arrangement, minimising recovery action and avoiding potential additional costs. Where people or organisations fail to make contact or maintain their payment obligations, recovery action will continue in the wider public interest.

1.5 This Policy also sets out the general principles to be applied in relation to management of debt across all services provided by the Council. The Council collects income from many streams; some of this activity is governed by legislation and statutory rules while others by sound principles of financial management and good practice.

1.6 Underpinning this policy are effective income management processes critical to the delivery of overall Council objectives, as every pound of income that is not collected or takes extra effort to collect, ultimately leads to additional financial pressures on the Council's budget.

2.0   Scope of the Policy

2.1   This policy applies to the collection of :

o   Council Tax and Business Rates (Appendix 1)
o   Housing Benefit and Council Tax Benefit Overpayments (Appendix 2)
o   Sundry Debt (Appendix 3)
o   Housing Rents (Appendices 4 and 5)

2.2   There are specific rules and regulations which govern the recovery and collection of these debt types – these are set out in the respective appendices.

3.0   Guiding Principles of the Policy

3.1   The Council will ensure :

o   Any recovery action taken will be proportionate

           Proportionality allows for a balance to be struck between the potential loss of income due to the Council and the costs of compliance.

o   The approach taken will be consistent

           Consistency means taking a similar approach in similar circumstances to achieve similar objectives. The Council aims to achieve this in the advice given, the use of its powers and the recovery procedures used. At the same time, the Council recognises the need to treat everyone as individuals and therefore will aim to take account of many variables such as the social circumstances of the individual, the payment history and their ability to pay.

o   The actions taken will be transparent

           Transparency is important in maintaining public confidence in the Council. It means that helping people to understand what is expected of them, to meet their payment obligations and what they should expect from the Council. It also means explaining clearly the reasons for taking any recovery action and the next steps that the Council may take if payment is not made.

3.2   The Council will also work with the voluntary sector and advice agencies, including the Citizens Advice Bureau where we collectively:

o   Acknowledge that there is a distinction between can't and won't pay

           The policy will ensure fairness in that every debtor has an obligation to repay their debt owed so that future services do not suffer. Those who pay promptly should not subsidise those who are not prepared to pay what they owe.

o   Recognise that advice and early intervention is a key element from the perspective of all partners.

The policy will ensure that the Council and it's partner organisations will treat all debtors fairly and, where possible they will promote free debt advice services. Where appropriate, payment agreements will be put in place to assist debtors in adverse financial circumstances. The decision to agree a repayment timetable will be influenced by the willingness of the debtor to take advantage of the debt advice at an early stage.

o   Acknowledge that financial capability and literacy are sometimes underlying issues around non payment.

The policy will seek to promote financial inclusion and early intervention by recognising that debtors may have underlying problems with money management or may not be receiving all the financial assistance to which they are entitled.

4.0   Policy Aims and Objectives

4.1   The key policy aims are to :

o   Ensure the Council provides bills promptly and remind people quickly if they do not pay
o   Offer efficient and flexible payment methods
o   Encourage people to make early contact to avoid the build up of debt
o   Inform people of their entitlement to benefits, discounts and exemptions to ensure maximum take-up and that net bills/liabilities are issued
o   Inform people of the general availability of income related benefits such as Job Seekers Allowance, Pension Credits, Housing and Council Tax Benefits
o   Take positive action to prevent arrears from occurring in the first place, maximising income and entitlement at an early stage
o   Take recovery action against deliberate non-payers or those who delay payment without genuine reason while always working to identify and assist those who genuinely can't pay or are finding it difficult to pay
o   Where people have fallen or are likely to fall into arrears, a commitment to work with them and their representatives to set reasonable and realistic payment levels that they can maintain, ensuring that payment arrangements reflect the ability to pay as well as the level of debt owed
o   Work towards a co-ordinated approach with multiple debts owed to the Council. Priority will be given to debts where non payment could lead directly to the loss of a person's home or loss of their liberty by imprisonment for non payment. Other debts owed to the Council may, depending on the circumstances, be treated to as a lower priority until payment of the priority debt owed to the Council is made
o   Work in partnership with recognised advice agencies to advise people who need help and guidance to repay debts where they can get independent advice from to assist with wider financial problems

APPENDIX 1 - Council Tax and Business Rates Recovery Policy

1.0   Introduction

1.1   This document explains the Revenues and Benefits Service policy and approach to administering the billing, collection and recovery of Council Tax as laid down by the Local Government Finance Act 1992 and supporting legislation. The document details information about the billing and recovery processes. The intention is to explain the processes clearly to show the transparent nature of the work, rather than give a detailed analysis of the legislation involved.

2.0   The Billing Process

2.1   The Council recognises that providing a correct bill in an efficient way maximises the likelihood of helping customers pay on time, and it strives to issue accurate bills to customers as promptly as possible, and to offer helpful advice face-to-face, in writing, over the phone and through advice on the website.

2.2   All available discounts, exemptions, valuation band changes, and Council Tax benefit will be granted in appropriate cases at the earliest possible time to ensure the amount owed is correct. Customers will be given the maximum number of instalments that are available so that payment can be spread over the longest period within the year.

2.3   Discounts, exemptions and reliefs will be reviewed periodically engaging external contractors and utilising third party data where appropriate and lawful, however it remains a customer responsibility to inform the Council within 21 days of any changes in their circumstances that may affect their entitlement to any reduction in their charges.

2.4   Clear information regarding reductions, reliefs, including benefit, is widely available through leaflets that are provided with annual bills and through the website. Officers are trained to advise customers about the range of benefits, discounts and exemptions available and how to make claims.

2.5   Where there is a joint occupation or ownership, for example joint tenants or owners, or partnerships like husband and wife, both are expected to pay the charge. All bills and other correspondence will be addressed to all the liable persons for the charge. The law says that each person will be liable both for their own share of the charge and for the whole charge (called "jointly and severally liable"), so if necessary action for recovery of the debt will be taken against any or all of the liable persons.

2.6   If a taxpayer disputes the basis of why or what they have been charged in relation to Council Tax, the Council will advise them of their appeal rights by initially writing to the Council or alternatively by seeking redress at the Valuation Tribunal for Wales.

2.7   Council Tax and Business Rates is charged for financial years beginning on 1st April and ending on 31st March the following year. Taxpayers who receive an annual bill during March will normally receive ten monthly instalments payable between April and January inclusive, but the Council also welcome taxpayers to pay over 12 months if they choose to pay by direct debit. As the financial year progresses, less months are available, so the number of instalments reduces. Between 1st May and 31st December the number of instalments allowed for the year's charge is the number of whole months less one. New bills created from January will usually be given one instalment payable within 14 days from the date of the bill.

3.0   The Recovery Process

3.1   The Council only has to prove recovery documents are issued in time and in line with regulations; it is not necessary to prove customers have received them.

3.2   As Council Tax and Business Rates are statutory charges it is very important that taxpayers give it a high priority when looking at their finances. If monthly instalments are paid late, or not at all, the Council will take action to recover the overdue amounts by sending documents that explain the consequences of delaying or not making payment. Taxpayers are actively encouraged to contact the Council without delay if they experience difficulties in paying their bill.

3.3   The Council has a planned annual recovery and enforcement timetable that sets out the dates for the issue of all recovery documents like reminders, final notices and summonses. It also details magistrates' court hearing dates and targets for transmitting accounts for further enforcement action by bailiffs. The enforcement taken will be:

<u>Reminders and Final Notice Stage:</u>

3.4   Apart from any accounts issued near the end of a financial year, all bills include a monthly instalment scheme. It is a taxpayer's responsibility to make sure that instalments are paid on time. If taxpayers do not pay, or if they make occasional or ir-regular payments that are not received on or by the due date, they will be considered overdue. If this happens, recovery action will be taken, initially in the form of a **1st Reminder Notice**.

3.5   Legislation allows for reminders to be sent immediately after an instalment is due but the Council will usually allow taxpayers 14 days after a payment has become overdue before issuing a 1st reminder.

3.6   If an overdue instalment is subject to a 1st Reminder Notice, a taxpayer is required to make payment in full of the overdue instalment within 14 days. If payment is made as required, future instalments can then be paid as shown on the bill.

3.7   If the overdue instalment is paid, but a future instalment is not paid on time a **2nd Reminder Notice** will be issued. If payment is made as required, future instalments can then be paid as shown on the bill. The second reminder states clearly that no further reminder notices will be sent if future instalments are not paid on time.

3.8 If payment is not made within 14 days of a 1st or 2nd reminder notice, after a further seven days a **Final Notice** will be sent for the full amount outstanding for the year.

3.9 Additionally, a Final Notice will also be issued if part or all of an instalment is overdue for a third time. This requires the full annual charge that is outstanding, rather than just the overdue instalment, to be paid in full within seven days. If payment is not made as required **a summons** will be sent for the full amount outstanding for the year together with associated costs of £50 for the issue of the summons.

3.10 Dependent on how promptly taxpayers pay, no more than two reminders and one final notice will be issued in a financial year before a summons is issued. Where the right to pay by instalments is lost due to consistent late payment, or no payment, this will only be forfeited for the current financial year; the right to pay by instalments will be reinstated when subsequent years' charges become due

3.11 Reminder and Final Notices confirm the full range of payment methods available and include information to encourage taxpayers to get in touch with the Council to discuss payment difficulties. The Council will, where appropriate, re-instate a taxpayer's instalment scheme where the taxpayer has agreed to bring the account up to date and switch to payment by direct debit for payment of future payments.

3.12 The Council will normally only offer to re-instate instalments once in any financial year following the issue of a final reminder. The Council recognises the offer to re-instate instalment may help a taxpayers meet financial obligations, but at the same time, the taxpayers previous payment history will be considered to ensure habitual late payers are not continually given the opportunity to delay payment.

<u>Summons Stage:</u>

3.13 In the event of late or non-payment as explained above, the Council will issue a **Summons** at the Magistrates' Court. Customers will be given at least fourteen days notice of the hearing date. The summons will confirm the charge outstanding together with court costs that are added to the amount payable in recognition of the extra work needed to secure payment. The additional costs charged for a summons are currently £50.

3.14 The summons will confirm the date and time of the Magistrates Court hearing at which the Council's officer will need to satisfy the Magistrate that the customer is the liable person, does owe the amount outstanding, and that the Council has sent the correct documents to the customers' current or last known address.

3.15 Taxpayers who pay the full amount confirmed on the summons, including the additional £50 costs before the hearing date do not have to attend court, however any payment arrangement made following the issue of a summons which extends payment beyond the liability order court hearing date will be made on the basis that the application for a liability order will continue and will include the initial £50 court costs and additional costs of £20 for the issue of a Liability Order (i.e. a total of £70 costs).

3.16   Attendance at the Magistrates Court is not compulsory, and usually the majority of customers summonsed do not attend. A taxpayer can dispute the charge or speak to the Court. The Court will give an audience to anyone who wishes to appear, however, unless the taxpayer has a valid defence then the Court is obliged to grant a Liability Order.

Liability Order stage

3.17   Following the issue of a Liability Order, the Council will write to the taxpayer in an effort to secure full payment or to make a suitable payment agreement. The notification will also provide details of potential consequences of bailiff action (and additional bailiff costs) if the taxpayer does not make payment or fails to make a payment agreement For Council Tax matters, the Council will also request to a taxpayer complete a 'statutory request for information', with details of their employment details, and if appropriate, information about any benefit that is received. Taxpayers are required to complete and return the statutory request within 14 days.

3.18   The Council will enter into a payment agreement with a taxpayer using the first principle that the outstanding balance must be paid in full prior to the end of the financial year, although in cases where there is no ongoing liability, payment agreements may be extended beyond the end of the financial year, depending on the circumstances of the case.

3.19   Following the issue of a Liability and in the event of the taxpayer not returning the 'statutory request for information' or failing to make a payment agreement, the recovery action to be taken will be dependent on the circumstances of each individual case and with due regard to the most effective way for the Council to collect :

Attachment of Earnings – Attachments require an employer of the taxpayer (for Council Tax only) to deduct a set percentage of the earnings and send them directly to the Council to pay the outstanding Liability Order. The amount of money deducted depends on how much is earned and whether the person is paid weekly or monthly. The deductions are governed by Council Tax regulations.

Attachment from Income Support, Job Seekers Allowance and Employment Support Allowance – Attachments require the Department of Work and Pensions to make deductions from the taxpayers benefit. The level of deduction is fixed by the Government but does increase annually.

Attachment of Members Allowances – The Council may make an attachment of the allowances of an elected member.

Distress & Use of Enforcement Officers – Enforcement Officers contracted by the Council may be used where no attachment is possible or suitable. The Enforcement Officers will be required to comply with the Bailiff Code of Practice and contract conditions as set out by the Council at all times. Bailiffs will visit to arrange payment of the amount due together with additional visit fees in accordance with Regulations and will ask to be let in to the taxpayers premises/residence to list goods in the property owned by the taxpayer to the value of the amount that is owned, included the additional fees. The bailiff will

ask the taxpayer to sign the document and the process is called a 'walking possession'. The will seek to make a payment agreement on the total amount owed and no further action will occur provided the arrangement is paid as agreed. None of the listed items can be disposed of without the permission of the bailiff.

If the payment agreement is not maintained, the walking possession agreement allows the bailiff to re-enter the property to remove goods listed previously.

If the bailiff decides the value of the goods is insufficient to pay the amount outstanding and there is no prospective of making payment agreement, or that there is no prospect of a peaceful entry to the property or the taxpayer cannot be traced the bailiff will normally return the Liability Order to the Council which ends the bailiff action, by then allows the Council to consider taking alternative recovery action.

3.20 If bailiff action proves unsuccessful, the Council will then consider whether to take further recovery action, dependent on the specific personal and financial circumstances of each individual case and with due regard to the most effective way for the Council to collect :

Committal – The Council may consider making an application to the Magistrates Court to instigate action that could ultimately result in the taxpayer being sent to prison for up to 90 days for non-payment. Before such action is taken, the Council will always send a final letter inviting the taxpayer to a pre-arranged meeting in an effort to make a payment agreement.

Charging Order – For taxpayers owing £1,000 or more, the Council may apply to the County Court for an Order that places a charge on the taxpayer's property and the court, in certain circumstances, empowering the sale of the property is the taxpayer does not pay. The obtaining of a charging order does not prompt automatic payment of the amount outstanding; providing there is sufficient equity in the property value following the repayment of any outstanding mortgage or other existing registered charges, it secures payment of the debt when the property is sold. Before such action is taken, the Council will always send a final letter inviting the taxpayer to a pre-arranged meeting in an effort to make a payment agreement.

Bankruptcy/Liquidation – For taxpayers owing £750 or more, the Council may also consider taking legal action through the courts if insufficient goods exist to sieze. Before such action is taken, the Council will always send a final letter inviting the taxpayer to a pre-arranged meeting in an effort to make a payment agreement. Bankruptcy or liquidation will be considered, only as a last resort, in line with the policy in Appendix 6.

1.0 Write Offs

4.1 The Council recognises that where a debt is deemed to be irrecoverable, especially after all recovery options have been considered and/or taken, prompt write off of such debts is appropriate and good practice in certain circumstances and in line with the policy in Appendix 7.

APPENDIX 2 - Housing Benefit and Council Tax Benefit Overpayment Policy

1.0   Introduction

1.1   Overpayments of Housing and Council Tax Benefit are established through a change in benefit entitlement. They are described as an amount of benefit that has been awarded but to which there is no entitlement under the regulations.

1.2   Accurate and prompt identification of overpayments is important to ensure that the incorrect payment of benefit is discontinued and to maximise the chances of successful recovery.

1.3   The Council recognises that to ensure there is minimal loss to public funds firm but fair action must be undertaken in the administration of Housing and Council Tax Benefit overpayments.

1.4   The policy will reflect best practice in the procedure for dealing with the administration and recovery of Housing Benefit and Council Tax Benefit overpayments.

1.5   The policy will be applied in all cases where an overpayment of benefit has occurred, that is, any amount of Housing Benefit or Council Tax Benefit which has been paid but to which there was no entitlement whether on initial decision or on a subsequent revised or superseded decision.

1.1   In undertaking this policy, the Council will :

o   Take steps to minimise and prevent overpayments from occurring

o   Identify the overpayment promptly

o   Stop the overpayment from continuing

o   Classify the overpayment correctly

o   Determine if the overpayment is recoverable and if recoverable

   o   determine from whom to recover

   o   determine the most appropriate method of recovery

   o   Notify the claimant and other affected persons of the decision

1.8   In most cases overpayments can arise as a consequence of:

o   Late disclosure of a change in circumstances

o   Errors made by the claimant when completing an application form or review form

o   Claimant error

o   Official errors made by the Council or the Department for Work and Pensions

o   Deliberate fraud

1.9   Official error overpayments are only recoverable if the claimant or the person from whom recovery of the overpayment is sought could reasonably have known that an overpayment was occurring at the time the overpayment occurred.

2.0   Prevention of Overpayments

2.1   Overpayments are often difficult and time consuming to administer. They can cause difficulties for claimants and their families as they try to manage on limited incomes. They are to be avoided where possible. This will be achieved by:

o   Telling claimants how to avoid overpayments, with letters, in leaflets and during verbal communications
o   Encouraging claimants to maintain contact with us
o   Processing information quickly and accurately to minimise overpayments
o   Offsetting any new or underlying entitlement

3.0   Identifying Overpayments

3.1   The Council will aim to act on any information received in relation to a claimants change in circumstances within seven days of having received sufficient information to identify that an overpayment has or will be occurring.

3.2   This action will in the first instance include the suspension of further ongoing payments of incorrect benefit.

3.3   The Council will endeavour to identify any change in circumstances that would result in an overpayment still outstanding after seven days by:

o   Undertaking a check of the Department for Work and Pensions records held on the Customer Information System (CIS) to identify whether entitlement to Income Support, Jobseeker"s Allowance (Income Based) has ceased and if this information is not readily available on CIS by the sending of a benefits enquiry information letter

o   Referring potential fraudulent overpayments to the Benefit Fraud team

o   Ensuring that any post relating to the change in circumstances is collated and acted upon

4.0   Classification of Overpayments

4.1   The correct classification of overpayments is essential as, depending on the type of overpayment, the authority will receive a percentage of the overpayment back from the government by way of subsidy. A summary of the types of overpayments and percentage of subsidy allowed is shown at the end of this policy.

4.2   All overpayments must be correctly classified by an Officer of the Council who has had training to a sufficient standard to allow them to make decisions, which ensure the correct application of the law in the decision making process.

5.0   Calculation of Overpayments

5.1   Where an overpayment has occurred the Council must invite claimants to provide sufficient information for any underlying entitlement to benefit for the overpayment period to be assessed.

5.2 The full amount of the overpayment should be recovered unless the health or financial circumstances of the person from whom recovery is being sought suggest a lesser amount would be appropriate.

5.3 In all cases the overpayment should be recovered as quickly as possible.

6.0 Notification Letters

6.1 All notification letters must be dated and issued to all affected persons within fourteen days of the Council having made the decision.

6.2 The notification must include the reasons for the decision, the right to request a further statement and the time limit for doing so and the claimants appeal rights and the time limit for doing so.

6.3 Copies of the notification letter must be able to be reproduced in the event of an appeal, complaint or proceedings taken against the Council.

7.0 Decisions on Recoverability

7.1 In all cases where an overpayment has arisen the Council should consider whether an official error has caused or contributed towards the overpayment.

7.2 Where the Council has identified an overpayment, which was caused or contributed to by an official error, it should decide whether recovery of the overpayment is appropriate under the guidance issued by the Department for Work and Pensions.

7.3 Before recovery action begins consideration will be given as to whom is the most appropriate person to recover the overpayment from. This may in certain cases mean that further information is required from the affected parties.

7.4 Recovery should then be made from the most appropriate persons who may be:
   o The claimant
   o The person to whom the payment of benefit was made
   o The person who misrepresented or failed to disclose the material fact
   o The partner of the claimant if the partner was living with the claimant at the time of the overpayment and at the time the decision to recover was made

7.5 In all cases where the overpayment was the result of proven fraud the overpayment should, in the first instance, be sought to be recovered from the person who misrepresented or failed to disclose a material fact

8.0 Methods of Recovery

8.1 Overpayments of recoverable Council Tax Benefit will result in an adjustment being made to the claimant"s council tax account for the appropriate year. An amended bill will be issued and any unpaid monies will be subject to recovery action under the council tax regulations.

8.2 The most appropriate method of recovery for Housing Benefit Overpayments should be considered in all cases, including:

- On-going deductions from further payments of Housing Benefit

- Deductions from other Department for Works and Pensions benefits

- Benefit sundry debtor invoices

- Debits to the rent account where it is in credit

- Recovery from landlord in appropriate cases

- Referral to the Councils contracted debt collection agency (after all the above avenues of recovery are exhausted)

- Applying to the County Court for a County Court Judgement (after all avenues of recovery are considered or exhausted).

- In cases where a claimant is convicted of fraudulently claiming benefits by applying to the Magistrates court for a Compensation order.

- Apply to the Crown Court for a Confiscation Order under the Proceeds of Crime Act 2002

8.3 A period of at least one calendar month should have elapsed before recovery action begins. This will allow for the claimant to re-apply for benefit, which may identify an underlying entitlement or for the claimant to register any appeal.

8.4 In cases where recovery from on-going benefit is sought the standard maximum rate of deduction as laid down by regulation should be applied unless the health or financial circumstances of the claimant suggest a more appropriate rate should be used. In all cases however a minimum amount of fifty pence per week Housing Benefit must remain in payment.

9.0 Write Offs

9.1 The Council recognises that where a debt is deemed to be irrecoverable, especially after all recovery options have been considered and/or, prompt write off of such debts is appropriate and good practice in certain circumstances and in line with the policy in Appendix 7

APPENDIX 3 - Sundry Debt Policy

1.0   Introduction

1.1   The Council charges and collects income from a diverse range of activities, customers and range of public bodies and private businesses. Sundry debt does not include Council Tax, Business Rates or Housing Benefit Overpayments.

1.2   The value of invoices raised can range significantly from a few pounds to several hundred thousand of pounds and therefore, taken together, the value of all of these sundry debts is considerable.

1.3   It is essential that the Council recovers all collectable debt owed to it and the purpose of this policy aims to :

- o Maximise the collection of the Councils income

- o Ensure that, where possible, payment up front is received Ensuring whenever possible that collection of the fee or charge involved takes place prior to the service being provided so that credit is only given when essential to do so

- o Ensure clear terms and conditions of payment appear within documentation

- o Ensure invoicing and recovery procedures are carried out on an accurate and timely basis, encouraging debtors to pay promptly and making collection and recovery activity more efficient by prioritising collection of larger debts

- o Minimise the time taken to raise invoices to within 10 days of the provision of service(s)

- o Minimise the time taken to collect charges or to effect recovery

- o Minimise the time taken to resolve invoice disputes

- o End the ongoing delivery of a non statutory service to a customer in non payment cases, but only where it is possible to do so.

- o Minimise the level of debt owed to the Council and its provision for bad debts

- o Minimise the incidence of debt that cannot be collected

- o Raise Corporate awareness and responsibility of the importance of prompt debt recovery across all services

1.4   The charge must, depending on legislation, always cover the cost of providing goods or service and the costs of collection, unless the Council has taken a policy decision to subsidise the service.

1.5   The charge must be invoiced in an efficient and cost effective way, ensuring that the frequency of invoices are minimised for services that are delivery on a regular and planned basis.

1.6   The debt will remain the responsibility of the Service in which it was raised, and recovery action will be taken by the Corporate Debt Team. It is the responsibility of the services to assist the Corporate Debt Team in collecting debts, ensuring that information and assistance is provides to ensure debts are collected quickly.

2.0   Corporate Responsibilities

2.1   Directors and Heads of Service must ensure that:

- The Corporate Debt Recovery Policy is adhered to (specifically Appendix 3 – Sundry Debts)
- The aims of the policy are adhered to
- The parts of this policy that apply to their Service areas are correctly followed
- Specific attention is paid to prohibit the practise of not resolving invoice disputes within a reasonable period
- Budget Managers are fully aware of their responsibilities
- Relevant systems and procedures are in place
- Officers involved in the debt collection process are appropriately trained and are aware of their corporate responsibility

2.2   The Head of Finance with Internal Audit support will provide assurance that this Policy is adhered to and is effective.

3.0   Raising an Invoice

3.1   A commercial approach should be adopted where fees and charges are obtained in advance or at the time of service provision. Where goods or services provided need to be paid for after this, then the Council offers credit facilities wherever it is considered prudent to do so.

3.2   Prompt invoicing is essential to efficient debt collection; the longer the period, the less likely is prompt settlement. Invoices must therefore be raised within 10 days of the service being delivered or due.

3.3   By raising an invoice, the originating service agrees approval to take appropriate recovery action through the Corporate Debt Recovery Team, including court action when necessary, is granted at the time the debt is raised.

3.4   Invoices must not be raised for amounts of less than £40, excluding VAT, unless the invoice relates to collection of peppercorn rents, licenses or leases in connection with occupation of Council land and property. This is in line with the Council's Financial Procedure Rules.

3.5   For payment of amounts of £40 or less services are required to request payment up front where it is reasonable and practical to do so.

3.5   The service responsible for raising the invoice must ensure that the evidence of the service provided is fully validated and that the invoice is accurate and contains sufficient detail for both billing and recovery purposes. Services must ensure that all invoice information is fully completed, including :

- Customer"s full name(s)

- Customer"s full address(es),including postcode(s)

- Customer"s contact telephone number(s)
- Customer's e-mail address

- o Name of contact officer in cases of query over the service provided
- o Date of supply of service
- o Purchase order number (where applicable)
- o Full description of the service/goods supplied
- o For each type of supply – the unit price or rate, quantity or extent of goods and services
- o Amount due
- o VAT amount and rate of VAT charged
- o Total due
- o For each type of supply – the unit price or rate, quantity or extent of goods and services, VAT amount and rate of VAT charged

3.6   The content (narrative) on the invoice should be concise but of sufficient clarity to ensure that the customer fully understands the bill.

3.7   All invoices must be raised to a correctly named legal entity. In the event of non-payment, legal action cannot be taken against a non-legal entity. Legal entities are:

- o **Individuals** - This is usually someone living at a residential address. When a request is received for a service, the person"s full name (title, forename(s) and surname) must be obtained and stated. Initials are not sufficient. If the request is on behalf of more than one person then the full name of each person must be obtained and stated. The full correct postal address, including postcode, must be stated.

- o **Sole Traders** - Where an individual is trading in his or her own name the full name of the individual as well as the business name must be obtained e.g. Mr John Smith, trading as Fast Removals. Evidence of the name of the business could be in the form of a request for services on a business letterhead. The individual"s full postal address must also be requested.

- o **Partnerships**- "LLP" must be added where applicable, otherwise the full names of one, two or more partners must be stated, followed by "trading as"(as above). If LLP is applicable the full correct business address, including postcode, must be stated, otherwise the full correct postal address(es), including postcode of the partner(s) should be stated.

- o **Limited companies** - the name must include "Ltd" or "Plc". Invoices can be addressed to either the current registered office or to a place of business of the company. Evidence of their Limited Company Status and registered office must be obtained by requiring confirmation of the service request on their official letterhead

- o **Charities limited by guarantee** - Companies which are charitable and also limited by guarantee can be exempted from using the term "Ltd" so, for example: "Oxfam" is a correct name. Evidence of their charitable status must be obtained by requiring confirmation of the service request on their official letterhead.

- o **Clubs run by a committee** - the full name(s) and address(es) of the treasurer and / or the secretary, or the trustees must be stated.

- o **Trustees** – the full name(s) and address(es) of the trustee(s) and the full name of the trust must be stated.

- o **Executors or Personal Representatives** – must be addressed e.g. "Mr Peter Smith!, Executor of James Brown Deceased or "Personal

representatives of James Brown Deceased". The full postal address(es) of the executors/personal representatives must be stated.

3.8   An invoice should not be raised where :

- o   A purchase order or written agreement has not been received

- o   It cannot be proven that the goods and/or services have been supplied

- o   If the debt is already bad or doubtful

4.0   Payment Terms

4.1   The Council will collect monies owing to it fully and promptly in line with the 30 day standard terms as outlined on the invoice The standard terms apply to all sundry debtor accounts raised by the Council and should not be deviated from unless with the prior approval of the Head of Finance.

4.2   All requests from customers to enter into payment agreements must be referred to the Corporate Debt team regardless of the amount owed. The Corporate Debt team will set up and monitor all payment agreements.

4.3   Payment terms beyond the 30 day period will only be granted where a customer is not able to settle the debt in full in one payment.

4.4   The Corporate Debt team will withdraw payment terms if a debtor fails to maintain a payment agreement.

5.0   Accounting Arrangements

5.1   Services will receive the credit when an invoice is first raised.

5.2   Where debts cannot be recovered and the debt is written off, the original debt will be debited from directorate bad debt provision by way of a write off. All write offs will be considered in accordance with the Financial Procedure Rules and in accordance with the policy guidance in Appendix 7 to this policy.

5.3   All relevant information relating to an invoice (otherwise known as a proof of debt) should be kept until at least six years after it is first issued. If at the end of that six year period the bill still remains unpaid but payments are being made, the supporting documentation should be retained until final settlement or write off of the debt.

5.4   Appropriate accounting arrangements will be put in place to ensure that the Council reclaims VAT from HMRC on a bad debt if :

- o   Goods/Services have been supplied and VAT has been accounted for and paid to HMRC (as output tax), but no payment (or only a part payment has been received, and
- o   The amount has, or is, about to be written off in the accounts, and
- o   Six months have elapsed from the later of the supply date and the time when payment was due, and
- o   The reclaim of VAT is made within three years and six months of the date the payment was due and payable or the date of supply.

5.5   Refunds for overpayments must be submitted by the Accounts Receivable Control Team to process and reconcile the refund request to control account and journals relating to the ledger code. Refunds will only be processed where there are no other debts outstanding and due from that customer.

5.5 All credit values of £1 or under will be transferred to the Councils Central Fund after the expiry of one financial year plus the current financial year. The same process will also followed for any credit balances where Corporate Debt/Accounts Receivable Control Team is unable to trace the debtor.

6.0 Queries and Disputes

6.1 Where a customer disputes an invoice with the service, the service must notify the Corporate Debt team immediately to prevent the recovery process continuing. Equally, where a customer contacts the debt team rather than the service to dispute the invoice, the matter will be referred to the service responsible for raising the invoice and recovery will be held. Full notes and reasons for the dispute must be added to the customers account.

6.2 To ensure the efficiency of debt collection and good customer service, all disputes must be resolved by the service responsible for raising the invoice within 28 days of the dispute being raised. The Corporate Debt team must be notified of the outcome of the dispute.

6.3 A dispute is not resolved unless it meets one of the following conditions :

- o Customer is correct and gets a full credit
- o Customer is partly correct, gets a partial credit and accepts revisions
- o Customer is not correct and accepts the charge
- o Customer is not correct but does not accept the decision of the service and the service is prepared to support the commencement or continuation of recovery proceedings.

6.4 Where disputes are not resolved within 28 days of the dispute being raised, the Corporate Debt team will raise a credit note to remove the debt from the system and reverse the income from the service. The service responsible for raising the invoice will be notified when this happens. The service will then be responsible for the re-raising of the invoice once the dispute is resolved, if appropriate.

7.0 Accounts subject to Recovery

7.1 Following the issue of invoices, unless there are payment agreement in place, reminders will be sent for all invoices unpaid or partly unpaid after 7 days past the invoice due date, i.e. day 37 after the invoice is raised.

7.2 If an invoice is still unpaid after a further 14 days of the invoice reminder being raised (i.e. day 51 after the invoice is raised), a further letter will be sent that explains to the customer the potential action of a referral to a debt collection agency or legal action through the County Council that may be considered by the Council.

7.3 If, after a further 14 days, after the issue of the letter referred to in 7.2, an invoice is still unpaid (i.e. day 65 after the invoice in raised) the Corporate Debt team will attempt to make telephone contact with the customer in an effort to resolve the matter. Where appropriate, payment agreements will be offered. If telephone contact cannot be made or contact is made but the customer does not wish to engage with the Council to resolve the matter, the Corporate Debt team will

consider the most appropriate recovery route. Each case will be treated on it's own merits, but the following guidance will be adhered to :

7.4 Single or multiple debts up to £500 will be referred to the Councils contracted debt collection agents to collect the amount overdue if all previous attempts to secure payment have been unsuccessful. No additional fees will be added to the original debt.

7.5 Single or multiple debts over £500 will be considered for action through the County Court if the originating service can provide the necessary supporting information to aid a successful prosecution.

7.6 Consideration will be given not to take further recovery but only in cases where it is reasonable, economic and in the interests of Council Tax payers to do so. In any case being considered for write off, the write off guidance in appendix 7 will be followed.

7.7 In appropriate cases where County Court action is considered appropriate, any failure of services to provide supporting information to aid a successful prosecution will result in the Corporate Debt team raising a credit note to cancel the charge and the loss of income will be met by the service who raised the original invoice.

7.8 For debts of £750 or more, the Council may also consider taking bankruptcy action through the courts if sufficient assets exist to meet the outstanding amount owing to the Council. Before such action is taken, the Council will always send a final letter inviting the customer to a pre-arranged meeting in an effort to make a payment agreement. Bankruptcy will be considered in line with the policy in Appendix 6.

7.9 In some instances, despite a County Court Judgement being obtained and enforcement action being taken, such action may, in some cases, fail to produce a payment towards some or all of the debt due. In these circumstances, further action is limited and in these cases the invoice will be considered for write off in accordance with the write off guidance in appendix 7.

8.0 Credit Notes

8.1 There is a clear distinction between raising a credit note and writing off a debt.

8.2 A credit note to cancel or reduce a charge must only be issued to

- o Correct a factual inaccuracy or administrative error in the raising of the original invoice
- o Cancel an invoice where a dispute has not been resolved within 28 days
- o Adjust the amount of debt due
- o Cancel an invoice where the service is unable to provide sufficient documentary evidence to support the recovery of an outstanding invoice.

8.3 All credit notes must be supported by evidence that validates the reason for reducing or cancelling the invoice.

8.4   When raising credit notes, services must ensure that all information is fully completed, in the same way as invoices are raised, including :

   o   It must reflect an agreed reduction in value and be issued within one month of the agreement.

   o   Description of supply

   o   Rate and amount of VAT charged

   o   Total charge

   o   In addition the invoice number and date of the original VAT invoice should be shown on the credit note.

9.0   Write Offs

9.1   The Council recognises that where a debt is deemed to be irrecoverable, especially after all recovery options have been considered and/or taken, prompt write off of such debts, including reclaiming of VAT from HMRC (where applicable) is appropriate and good practice in certain circumstances and in line with the policy in Appendix 7.

APPENDIX 4 – Housing Rent Recovery – Introductory Tenancies

1.0   Introduction

1.1   The Housing Act 1996 has given the Council the option of using Introductory Tenancies for new tenants.

1.2   Flintshire County Council decided to offer Introductory Tenancies to new tenants as from 1st January, 1998. However there are some exceptions:-

   o New tenancies granted to existing assured tenants from a social landlord will be secure tenancies.
   o New tenancies granted to existing assured tenants from a social landlord will be secure tenancies.
   o Any new tenancy granted, where one of the new tenants already has a secure tenancy, will be a secure tenancy.

1.3   Introductory Tenancies are for a limited period of 12 months, whereupon they will automatically become secure, unless an application has been made to the County Court for possession within that 12 month period.

1.4   Therefore to pursue repossession of a property under the rules and regulations of Introductory Tenancies requires the Income Officer to comply with a strict timetable.

1.5   The last opportunity to apply to the County Court will be in week 50 of the tenancy (to allow the County Court to issue their papers before the 12 month anniversary of the tenancy being signed for), which means that a Notice of Proceedings for Possession needs to be served at the end of tenancy week number 45 at least.

1.6   A weekly rent arrears extract is produce to enable Income Officers to identify tenants with rent arrears on the geographical areas managed.

1.7   All recovery action is automatically recorded on the electronic diary.

2.0 Rent Recovery Process

2.1   In the event of an introductory tenant falling behind with a rent payment a first reminder will be sent. The purpose of the first reminder letter is to bring the arrear to the attention of the tenant(s). Good Practice guidelines suggest that copies of the first reminder are sent to all tenants. They should be addressed individually in separate envelopes to the property.

2.2   If there is no response to the first reminder letter (either by contacting the Income Officer or paying off the arrears), a second reminder letter is to be sent in the following week.

3.0 Notice of Proceedings for Possession for Procedures

3.1 If the Income Officer establishes a need to serve a Notice of Proceedings for Possession, she/he generates an Notice of Proceedings package.

3.2 The Income Officer serves the Notice along with an Application for Review form and an Assessment of Income & Expenditure form on the tenant on the Friday of the same week.

3.3 However, if the tenant is elderly, or there has been no previous contact with the tenant, every effort must be made to establish personal contact when serving the Notice of Proceedings.

3.4 Income Officers have the discretion of withdrawing the notice at this stage, if it is felt appropriate.

3.5 The tenant has the opportunity to attend the Review Hearing within 7 days of the delivery of the Notice.

4.0 Review Procedures

4.1 The Income Officer will request the tenant to attend a Review Hearing at the same time as the Notice is served. The tenant may bring a friend/representative to the Review.

4.2 The Review will be conducted by the Income Team Leader and a member of the Housing Options Team.

4.3 The Review panel will consider the case following discussion with the tenant and as assessment of the income and expenditure form.

4.4 The Income Officer will forward a letter to the tenant of the decision of the review panel.

   a)   If the Review finds in favour of the tenant the Introductory Tenancy continues until it becomes Secure. The Notice of Proceedings at this stage becomes invalid. If at a later stage the tenant falls back into arrears a new notice is to be served.

   b)   If the review finds in favour of the Council, the Income Officer applies to the County Court for Possession Order as soon as the notice expires, sending a letter to the tenant.

   If a tenant fails to apply for a Review and remains in arrears 4 weeks after serving the notice, the Income Officer has the discretion to proceed to Court, sending letter to the tenant informing of same.

   Once the County Court issues their papers, the tenancy will remain Introductory until the matter is resolved.

On receipt of the Court Hearing date, a court hearing date letter is to be sent to tenant by the Housing Officer.

c) Another option available to the Council is to offer an Introductory Tenant an extension of 6 months to the trial period of the tenancy. To do so one of the following conditions have to be met:

- The Income Officer has served a Notice of Extension letter by hand on the tenant at least 8 weeks before the original expiry date of the Introductory Tenancy. If the tenant requests a review of the Council's decision to extend the tenancy.
- The tenant did not attend the Review Hearing but the Income Officer does not want to proceed to court yet.
- The decision of a review was to extend the tenancy.

5.0 Pre-court Procedures

5.1 The Income Officer generates the following:-

- Copy of the court pro-forma.
- The copy of the Notice of Proceedings for Possession, suitably sworn where required.
- A completed copy of the Rent Arrears Review form, if available.
- Assessment of household Income and Expenditure, if available.
- Copy of the letter notifying of the Review Panel's decision.

5.2 Each Income Officer is responsible for controlling and monitoring their own court applications, to ensure that notification of Court Hearing dates are received from the County Court promptly.

5.3 Each Income Officer is responsible for maintaining a central register (e.g. Desk Diary/white board) in which the date of each and every Court Hearing is entered.

5.4 On receipt of the Court date, the Income Officer sends letter advising the tenant of the Court appointment. Efforts should be made to visit the tenant as soon as possible to discuss the case. Good Practice guidelines suggest that a copy of the letter is to be sent to all tenants. They should be addressed individually in separate envelopes to the property.

5.5 The Income Officer prepares an affidavit and exhibit (i.e. copy of signed Notice of Possession order) to be sworn at the County Court. The original affidavit and exhibit are submitted to the Court with a copy of the notice to be held on the property file in the office.

5.6 If the tenant clears the rent account and legal costs incurred, to our satisfaction before the Court Hearing date, the Income Officer can withdraw the case completely, sending a letter to the County Court and allowing the tenancy to continue.

5.7 Flintshire County Council is to be represented at Court by the Income Officer. In his/her absence the Income Team Leader may attend.

6.0   Court Proceedings

6.1   Court cases on rent will be heard at one of three County Courts: Rhyl, Mold or Wrexham.

6.2   As long as the Court is satisfied that the local authority has followed the correct procedures, the Court must grant a possession order.

6.3   Documents and evidence required to be presented at the Court include:-
   o   As per item 5.1 above
   o   Court pro-forma
   o   An up to date statement of account

6.4   The only power available to the Court is to postpone the date of possession for up to 14 days, and in the case of exceptional hardship for up to 6 weeks.

6.5   If the Income Officer in dissatisfied with the conduct of the tenancy, but there is no justification to end the tenancy through a Court Order, there is the option to extend the Introductory Tenancy for a further 6 months. Following consultation with the Income Team Leader, a Notice to extend the tenancy should be issued. This must be hand delivered to the tenants at the property no later than 8 weeks before the end date on the original tenancy agreement.

7.0   Post Court Procedures

7.1   The Housing Officer is to send a letter to the tenant, notifying him/her of the Court decision.

7.2   The details of the Order is to be recorded on the electronic diary by the Income Officer.

7.3   When a Income Officer feels he/she has exhausted all attempts to recover rent arrears, and they consider the only appropriate course of action left is for them to apply for an Eviction they should refer to Addendum – Proceeding to Eviction.

8.0   Eviction Procedures

8.1   To apply for an eviction the Income Officer completes a Request for Warrant of Possession of Land through the county court computer system.

8.2   The County Court will acknowledge the application and will confirm the date of eviction via electronic mail.

8.3   Each Income Officer is responsible for controlling and monitoring their court applications, to ensure that notification of eviction dates are received from the County Courts promptly.

8.4   When the Income Officer is notified of the eviction date, a letter is to be sent to the tenant informing of same, a standard memo sent to Social Services with a copy to Housing Options Team.

8.5 If the tenant clears all the rent arrears before the due date of eviction (including court costs), the Council has the discretion to continue with the eviction or offer a new Introductory Tenancy. Income Officers need to be aware that even if all the arrears and costs are paid, the Council can still take possession of the property. Consultation with the Neighbourhood Manager is necessary at this stage.

8.6 Every effort should be made to keep in personal contact with the tenant right up to the eviction date, providing the tenant with a written copy of the actual procedure on day of eviction 7 days before eviction is due to take place.

9.0 Proceeding to Evictions

9.1 Before a Income Officer can apply for an eviction they must first prepare a detailed Case History.

9.2 In addition the Income Officer should detail what action has been taken, in report form, i.e. Notice of Possession Proceedings served, Court action taken and orders/costs awarded, agreements made, support and advice given by internal and external agencies, any previous Eviction dates & Suspension Hearings

9.3 It should also include any comments/notes the Income officer thinks will support their case for an Eviction Application.

9.4 The income Officer should then send this report, electronically, to their Neighbourhood Housing Manager for consideration.

9.5 At this stage the application can be refused, comments received and action reconsidered if appropriate. Any information regarding action taken or justification for the application should be welcomed at this stage and, if necessary, further action taken by the Income Officer to prevent an Eviction taking place.

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APPENDIX 5 – Housing Rent Recovery – Secure Tenancies

1.0   Introduction

1.1   The majority of tenancies in Flintshire are secure tenancies. New tenants will be given an introductory tenancy for the first 12 months then will automatically become secure as long as they are not subject to legal action by the Council.

1.2   The computer system produces a weekly rent arrears extract to enable Income Officers to identify tenants with rent arrears on the geographical areas managed.

1.3   It is vital recovery action begins at an early stage.

1.4   The income Officer is to be aware of the tenant's entitlement to Housing Benefit and ensure that the tenant is claiming any other relevant benefits.

1.5   Personal contact (visits or telephone calls) must be maintained throughout the rent arrears procedure, and if any arrangements to pay are agreed with the Income Officer is to confirm the arrangement in writing.

1.6   Weekly monitoring is imperative, and if the tenant fails to comply with any arrangement's to pay, the Income Officer will make contact prior further action taking place.

1.7   The Housing service will ensure that debt counselling services are available to tenants within the Voluntary sector and will refer cases to the Maximisation Officer where necessary. Referrals to the Shelter Tenancy Support Service and their Debt Advisors will be undertaken as appropriate.

1.9   The Support Service Provider (i.e. Housing Options Team) needs to be informed of each stage of legal action to be taken by the Income Officer (starting with the serving of a Notice).

1.10 If personal contact with the tenant proves to be difficult, every effort must be made to find out the whereabouts of the tenant.

1.11 Before the serving of Notice of Seeking Possession, any contents insurance premiums need to be cancelled and the tenant notified in writing of same.

1.12 Ensure all actions taken in chasing rent arrears (inc. date applications are made to Court, date of evictions etc.) are recorded on the rent arrears electronic diary.

2.0 Rent Recovery Process

2.1   The Income Officer can generate a variety of letters through the Rent Arrear Recovery computer system.

2.2   The Purpose of the reminder letter is to bring the arrear to the attention of the tenant(s). Good Practice guidelines suggest that copies of all correspondence are sent to <u>all</u> tenants. They should be addressed individually in separate envelopes to the property.

2.3 If the tenant does not respond to the reminder letter (either by contacting the Income Officer or paying off the arrears), the procedure is to send a second reminder letter 7 days following the first but :

- o The Income Officer is not obliged to send both letters. At the officers discretion a personal letter can be constructed to reflect the situation.
- o At this stage good practice dictates that a Income Officer should visit the tenant(s) to discuss the arrears. A home visit form can be completed detailing agreements made to prevent further action.
- o In any event at least two home visits should be made before a Notice of Seeking Possession is served.

3.0 Notice of Seeking Possession

3.1 If the Income Officer establishes a need to service a Notice of Seeking Possession, she/he generates an Notice of Seeking Possession order.

3.2 The Income Officer serves the Notice of Seeking Possession on the tenant or property at which time a record of delivery is documented on the tenants rent account.

3.3 However, If the tenant is elderly, or there has been no previous contact with the tenant, every effort must be made to establish personal contact when serving the Notice of Seeking Possession.

3.4 Income Officers have the discretion of withdrawing the Notice of Seeking Possession at this stage, if it is felt appropriate.

3.5 After serving the notice, the Income Officer monitors the rent account carefully, continues to contact the tenant and if necessary generate a reminder letter (this letter can be used at any time during the 12 month period that the Notice is valid).

3.6 At this stage the Income Officer will request the tenant to attend a "Final Warning before applying for Court". This interview should be carried out by the Income Team Leader and a Housing Options/Welfare Rights representative. All aspects of the Court Procedure, including legal costs incurred, should be discussed at this interview.

4.0 Pre-Court Procedures

4.1 The Income Officer requests authorisation to proceed to court as follows:-

- o Possession Order – Income Team Leader
- o Warrant for Possession – Neighbourhood Housing Manager

4.2 The income officer forwards the court pro-forma via electronic mail for consideration. On receipt of the authorisation the income officer applies to court.

4.3 The Income officer is responsible for recording the court hearing date and will attend the hearing.

4.4 Good practice dictates that no later than 14 days before the Court Hearing the Income Officer notifies the tenant in writing of the court date.

5.0 Court Proceedings

5.1 Court cases on rent arrears in Flintshire County Council will be heard at one of three County Courts in Rhyl, Mold or Wrexham.

5.2 To help both the Housing and Court Officers it is proposed to standardise the procedure as follows:-

- The cases may be heard in Court or in chambers.
- The Officer takes to the Court the standard pro-forma, original notice of seeking possession a printout of the rent account diary entries.
- The Officer may be invited to swear the oath and state his/her position in the organisation.
- The Officer needs to be prepared to answer questions asked by the judge. The judge may wish for the Officer to elaborate on any information provided.
- Finally the judge will invite the Officer to detail the order requested by the Council (e.g. an order for possession suspended for as long as tenant pays the weekly rent plus £_ off the arrears).
- The Officer completes his/her own copy of the court pro-forma accordingly.

6.0 Court Order Suspended

6.1 If the tenant fails to comply with the terms of the suspended order, the Income Officer sends a reminder letter to the tenant.

6.2 Allow 14 days after letter has been sent before applying to the Court for a warrant of execution.

6.3 If the Court has adjourned the case generally or on terms and the rent arrears have increased within a 12 month period, apply back to the Court.

6.4 If the Court has adjourned the case for a fixed period (e.g. 3, 6 or 12 months) and the arrears increase within that period apply back to the court. Please note that if the case has not been restored during the given period the case will be struck out by the Court and the Income Officer will need to recommence the arrears procedure from the beginning.

6.5 Outside of the 12 month period a new Court application has to made.

7.0 Eviction Procedures

7.1 The Income Officer completes the court pro-forma and forwards to the Neighbourhood Housing Manager for consideration/authorisation.

7.2 The Income Officer will apply to court via the county court computer system. Details of the court hearing/eviction dates are recorded.

7.3 When the Income Officer is notified of the eviction date, written notification is to be sent to the tenant, a standard memo sent to Social Services with a copy to

Housing Options Team. Details of the eviction date are to be forwarded by electronic mail to the neighbourhood officer and the repair section.

7.4 Every effort should be made to keep in personal contact with the tenant right up to the eviction date, providing the tenant with a written copy of the actual procedure on day of eviction a few days before the eviction is due to take place.

7.5 The tenant has the right to apply to have the eviction suspended by an ex-party agreement, 'Notice of Application form is completed and sent to the court by the tenant.

7.6 If the tenant applies for the eviction warrant to be suspended the Court advises the Council of a date and time when that application will be heard. The Income Officer attends the hearing to present the Council's case.

7.7 If the County Court decrees that the eviction is suspended, a Variation Order will be granted and the Income Officer notifies the tenant of the details of the new Order in writing.

7.8 If and when an order is ever satisfied, during the period between receiving an eviction date and reaching that date, the County Court should be advised in writing, with a copy sent to the tenant.

8.0 Proceeding to Evictions

8.1 Before a Income Officer can apply for an eviction they must first prepare a detailed Case History.

8.2 In addition the Income Officer should detail what action has been taken, in report form, i.e. Notice Of Seeking Possession's, Court action taken and orders/costs awarded, agreements made, support and advice given by internal and external agencies, any previous Eviction dates & Suspension Hearings

8.3 It should also include any comments/notes the Income Officer thinks will support their case for an Eviction Application.

8.4 The Income Officer should then send this report, electronically, to the Neighbourhood Housing Manager for consideration.

8.5 At this stage the application can be refused, comments received and action reconsidered if appropriate. Any information regarding action taken or justification for the application should be welcomed at this stage and, if necessary, further action taken by the Income Officer to prevent an Eviction taking place.

9.0 Monitoring

9.1 Weekly monitoring of the success or otherwise of the rent arrears procedure is practised by each Income Officer when carrying out their normal duties pursuing rent arrears.

9.2 The Income Team Leader will meet to review a selection of rent arrear cases, and provide support and advice to the Income Officers in the pursuance of the rent arrears.

9.3 Such exercises are to be completed with each Officer at least once every quarter. Each Officer will receive a minimum 1 week's notice of the cases selected by the Income Team Leader.

9.4 As and when monitoring exercises highlight the need to change or supplement the procedure, the Income Team Leader makes the necessary changes and ensures each holder of a set of working instructions is asked to replace the existing page with a revised page.

9.5 Where the panel identifies non compliance with the procedure for collecting rent arrears, which require further action, it is recorded on the control sheet with a note of further action to be taken.

9.6 Statistical feedback on rent arrears performance is provided by the Income Team Leader on a weekly basis.

9.7 Rent Arrears Performance is discussed on a quarterly basis at the Team Brief meeting, and minuted accordingly.

APPENDIX 6 - Bankruptcy Policy

1.0   Introduction

1.1   The Council is committed to using the most effective recovery methods available and this policy will ensure that the Council's very occasional use of bankruptcy is consistent and complies with all relevant legislation and best practice.

1.2   Council Tax and Business Rate regulations allow for debts over £750 to be considered for bankruptcy providing that Liability Orders have been obtained. For Sundry debts and Housing Benefit overpayments, bankruptcy proceedings may be taken against debtors who owe in excess of £750 where a County Court Judgement has been granted in respect of the debt.

1.3   The Council also recognises that serious nature of bankruptcy which may result in an insolvent person's property being vested in a trustee – someone who realises and distributes payment among the creditors in final settlement of their claims. The serious nature of this action cannot be under estimated as the consequences could result in a person losing their home and possessions, and be liable to pay a charge and statutory fees/costs associated with bankruptcy amounting to several thousand pounds

1.4   Given that the Council is not a preferential creditor for the purposes of bankruptcy there is no guarantee of a dividend being paid. The Council will only consider using bankruptcy as a last resort and final option and will take a cautious and diligent approach in deciding if bankruptcy is reasonable action to take.

1.5   Bankruptcy action takes place in the debtors local County Court with bankruptcy jurisdiction unless the debtor resides in London, in which case the action takes place in the High Court or the Central London High Court.

1.6   The Revenues Team will manage the administration of bankruptcy cases and proceedings in respect of Council Tax, Business Rates, Sundry Debt and Housing Benefit overpayments, with the assistance from Legal Officers in appropriate cases.

2.0   When bankruptcy Action may be taken

2.1   The Corporate Debt Team may consider using bankruptcy proceedings in the following circumstances:

   o Where the debt exceeds £750 and the debtor appears to have sufficient assets or equity to ensure the debt is recoverable by the Official Receiver of the Insolvency Service or the Trustee in Bankruptcy.
   o Where the debtor is not prepared to make a payment agreement to clear the debt within a reasonable and acceptable timescale.
   o Where other methods of recovery are considered inappropriate or have failed and bankruptcy action, as a last resort, appears to be a fair and proportionate course of action.

3.0 Recording Information and Decisions

3.1 When the Council consider bankruptcy proceedings, a log of events will be maintained on the customers account throughout the process to ensure that bankruptcy remains the most appropriate course of action.

3.2 **Decision Making (stage 1)** - Prior to commencing bankruptcy proceedings enquiries will be made of the Revenues and Benefit records to :

   o Establish a debt history and whether any previous debts have been collected within a reasonable period by other means.
   o Ensure that all known benefits, discounts and exemptions have been granted based on the information held
   o Establish whether, based on any information held, the debtor may be vulnerable or unable to deal with their day to day financial affairs or have had previous debts written off.

3.3 Contact will also be made with relevant Directorates to ascertain if the debtor is known to them and therefore may be vulnerable. If the debtor is currently receiving any care service further enquiries will be made with the key worker to establish if the debtor may be vulnerable by way of, for example, age, mental illness, serious learning difficulties or where it is known that the debtor is unable to deal with their own affairs. Should it be apparent the debtor has such difficulties then consideration will be given to whether the help of other agencies should be sought, and to the appropriateness of pursuing an alternative course of action, including the potential to write off in line with the policy in appendix 5.

3.4 **Decision Making (stage 2)** – If records held and enquiries with relevant Directorates do not indicate that the debtor may be vulnerable then enquiries will be made with a credit reference agency and the Land Registry to establish information about the debtor's financial standing and ownership of property and assets.

3.5 **Decision Making (stage 3)** – In order to assist with the decision making process as to the appropriateness of bankruptcy a visit will be made to the debtor's home address (and/or business address if known) to discuss the matter and to establish whether a payment agreement can be established.

3.6 In the event that the visit establishes that the debtor may be vulnerable then details of the perceived vulnerability will be recorded. Further enquiries will then be made with the Directorate of Community Services together with possible referral to other advice agencies and to determine an alternative method of recovery.

3.7 If a payment agreement cannot be made, or contact with the debtor cannot be made, the Council will serve a final letter will be sent to the debtor that explains the intended action, confirms the charges due, and offers a final opportunity to arrange payment within 14 days. The letter will also advise the debtor to seek independent advice from one of the advice agencies. A copy of the Insolvency Service's publication – 'A guide to Bankruptcy' will also be sent to the debtor.

3.8 **Decision Making (stage 4)** – If payment is not made and no satisfactory arrangement agreed, the matter will be discussed with the Head of Finance and if appropriate with the service department to approve the next course of action associated with bankruptcy proceedings.

4.0 Statutory Demand

4.1 Where a decision is taken to commence bankruptcy proceedings a formal 'statutory demand' for payment will be issued by the Council to the debtor and the service of the statutory demand upon the debtor is the first formal stage in bankruptcy proceedings.

4.2 Guidance on service requirements are set out in the Insolvency Proceedings Court Practice Direction. A letter will also be issued with the statutory demand setting out the intentions of the Council and what the debtor needs to do to comply with it.

4.3 The debtor will still have the opportunity to contact the Council, even at this stage and, depending on information supplied, it may still be possible to a short term repayment arrangement. The debtor also has the right to apply to the County Court to have the Statutory Demand set aside.

5.0 Bankruptcy Petition

5.1 The Council may present a Creditors Bankruptcy Petition to the County Court within four months of service of the Statutory Demand Notice if the debtor has not complied with it, or if alternative payment arrangements cannot be agreed following the service of the Statutory Demand.

5.2 Prior to presentation of the Petition, further enquiries will be made all relevant Directorates to establish whether the debtor has become known to them during the recent process in which case the action will be reconsidered.

5.3 The Council is required to serve the Petition upon the debtor and guidance for service requirements are set out in the Insolvency Proceedings Court Practice Direction.

5.4 At this stage, the debtor is required to pay the debt in full before the hearing of the Petition at Court otherwise the Court will be asked to make a Bankruptcy Order. The Council will always support a short adjournment of the court proceedings if the debtor provides the court with evidence that they will be able to pay in full within a very short period.

5.5 If, between the Petition being presented to the Court and the hearing of the Petition, it becomes known that the debtor does not have the capacity to deal with the matter, then full consideration will be given to seeking an adjournment of the proceedings to enable both the debtor and the Council to obtain further advice.

6.0 Making of a Bankruptcy Order

6.1 If the Court awards a Bankruptcy Order, the Official Receiver of the Insolvency Service is immediately appointed Trustee in Bankruptcy.

APPENDIX 7 - Write Off Policy

1.0   Introduction

1.2   The Council recognises that where a debt is irrecoverable, prompt and regular write off of such debts is important so that the Council can budget for bad debts. An integral part of debt recovery is the effective management of bad debts to ensure that resources are applied efficiently to the collection of monies outstanding which can reasonably be expected to the collected.

1.3   The Council will seek to minimise the cost of write offs to the local tax payers by taking all necessary and appropriate recovery action to recover what is due. All debts will be subject to the full collection, recovery and legal procedures and considerations as outlined in this Corporate Debt Recovery Policy.

1.4   Write offs will be carried out in accordance with the Councils Financial Procedure Rules, and only in cases where

- o   The demand or invoice has been raised correctly and is due and owing; **and**
- o   There is a justified reason why the debt should no longer be pursued.

1.5   The Head of Finance will have the authority to write off debts of up to £5,000 (in aggregate) for each debtor. Write off of debts between £5,001 and £24,999 will be considered for write off by the Head of Finance and in consultation with the Cabinet Member for Corporate Management via delegated powers. All debts considered for write off in excess £25,000 will be referred to Cabinet for approval.

1.6   Debts will normally only be considered for write off where the account is 'closed' and there are no reoccurring debts. Only in exceptional circumstances will amounts on 'live' and ongoing accruing debts be considered for write off. All such cases must demonstrate that further recovery will not achieve collection of

1.7   the debt.

1.8   The Council will record all write off decisions.

2.0   Reasons for Write Off

2.1   Is it not possible to list every possible scenario which could make a debt suitable for write off, however the following reasons capture the main reasons why debts become irrecoverable:

Absconded / No Trace	The debtor has left the address listed on the invoice/bill and all reasonable attempts, including using trace agents, to find the debtor have failed.
Deceased	The debtor has passed away and there is evidence of in-sufficient or no funds in the deceased persons estate to pay the amount outstanding

Debt 'out of time'	Debts over 6 years old and where a Liability Order has not been granted (Council Tax and Business Rates), or no contact has been made and no payments have been received (in accordance with the Limitation Act 1980 as amended).
Small Debts and debts Uneconomical to pursue	When all recovery processes have been tried or considered and where the cost of proceeding to recover would be cost prohibitive to the Council and to its taxpayers.
Debts subject to a Relief Order	Where debts owed to the Council are subject to and included in a Debt Relief Order and cannot be recovered.
Bankruptcy	The debtor is declared bankrupt and sums due before the date of bankruptcy cannot be recovered.
Companies in Liquidation/ Wound Up / Dissolved Struck Off	The Company is a Limited Company registered with Companies House and no longer exists and there is no means of recovering the debt.
Debts remitted by the Court	Where the Magistrates Court have remitted Council Tax or Business Rates debts, usually at committal hearings/proceedings.

3.0 Conditions for re-claiming VAT on Bad Debts

3.1 The Council will be entitled to a refund of VAT from HMRC on any bad debts (excluding Council Tax, Business Rates and Housing Benefit Overpayments) if the conditions prescribed below are met :

o Goods and services have been supplied and VAT has been accounted for and paid to HMRC but no payment (or only a part payment – see 3.4) has been received;
o The debt has, or is, to be written off in the accounts and transferred to a bad debt account
o The debt must not have been assigned
o The debt has remained unpaid (or partly unpaid) for six months or more after the later of the date payment was due or the date of the supply of the goods or services
o The re-claim of VAT is made within three years and six months of the later of the date payment was due or the date of the supply of the goods or services.

3.2 The Council is required, in accordance with HMRC guidance, to retain copies of all invoices and bad debt account details for a fixed period of six years

3.3 VAT on bad debts will be re-claimed on the monthly VAT return, ensuring that appropriate VAT codes are debited with the appropriate amounts to reduce the amount of the write off recorded against the appropriate bad debt provision for the relevant Directorate.

3.4 Where the Council is re-claiming VAT on debts where part payment is received, the entitlement to bad debt relief on VAT is based on the amount outstanding for the supplies made. For a single supply, where no payment is received, the amount of VAT accounted for can be reclaimed. If a part payment of the debt is received, a refund can only be claimed on the VAT relating to the amount still unpaid.

3.5 HMRC advise that payments should be allocated to the earliest supply made unless the customer specifies that a payment is for a particular supply and pays for that supply in full.

3.6 In bad debt cases where everything except the VAT element is paid, if the customer refuses to pay the VAT element of an invoice and this is the only element outstanding, relief is limited to the VAT element of the total debt outstanding. For example, if the charge was £100 (which was paid) and £20 VAT remains outstanding, the Council is entitled to re-claim VAT of £3.33 (i.e. 1/6 of £20).

3.7 Any bad debt relief claimed on sales must be at the same rate of VAT as used for those sales, that is, 20% from 4 January 2011, 17.5% from 1 January 2010 to 3 January 2011 and 15% from 1 December 2008 to 31 December 2009.

3.8 If VAT is re-claimed on a bad debt and a payment is later received from the customer, the VAT element included in the payment must be paid over to HMRC in the tax period in which the payment is received.

3.9 For any technical queries on VAT treatment of invoices please refer to the Council's Tax Advisor.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **TOWNS CAPITAL INVESTMENT**

1.00   **PURPOSE OF REPORT**

1.01   To inform Members of the range of current capital investment programmes that will benefit the town centres in Flintshire.

2.00   **BACKGROUND**

2.01   Nationally, town centre businesses continue to face a very challenging economic environment, in part due to long term changes in shopping patterns, in particular, from growing competition from out of town retail parks, supermarkets and internet retailing, in addition to the ongoing recession. Flintshire towns have not been exempt from this process but have, in general, suffered less than many comparable areas, with fewer vacant units than the national average and levels of footfall generally remaining stable.

2.02   Town centres in Flintshire have been identified as a strategic priority for the Council in the Strategic Assessment of Risks and Challenges (CL10 – County Town Network Regeneration and Protection) and are highlighted strongly as priorities in both the Community Strategy 2009-2019 and the Flintshire Regeneration Strategy 2009-2020.

2.03   There are a number of investment programmes in place that generate benefit to the towns in Flintshire but that are not part of the traditional town regeneration funding. This report provides a summary of these investment programmes.

3.00   **CONSIDERATIONS**

3.01   The various programmes outlined in this report represent a significant injection of external funding into the County and into the towns. In some cases, Council funds are used to lever in these resources. For example, the European Regional Development Fund project for town centre regeneration includes approximately £1.8m of capital and revenue of funding, facilitated by £262,500 of Council capital funding, a return of 686%.

3.02   The Flintshire Regeneration Partnership and the Town Partnerships have an important role to play to provide co-ordination between these strands of investment. The Town Partnerships each have a different structure in place to manage their activities and provide effective governance. In the Deeside towns, due to the overlapping programmes and the development potential arising from the Deeside Enterprise Zone, a new unified partnership and governance structure is being developed to co-ordinate the approach to regeneration.

3.03   The purpose of each investment programme is summarised below.

Programme	Description	Value
Rural Development Plan (RDP) property grants 2012-2014	Providing grants to High Street property owners, in our rural towns towards visual improvements to their premises. Mold and Holywell are town centres covered by the RDP.	£150,000
RDP streetscape projects 2012-2014	To improve the appearance and function of the streetscape in Mold and Holywell.	£200,000
Other RDP funding	The programme runs until 2014 and most funds are now committed. The different projects in the RDP have supported activity in communities across rural Flintshire including Mold and Holywell.	For 2011-14 the total value of the programme excluding the above elements is £4,634m
Townscape Heritage Initiative (THI) 2012-2015	To provide property grants to regenerate important properties in conservation areas and facilitate new uses for them. The programme currently covers Holywell and Flint; the Holywell THI finishes this year and the Flint THI will run until at least 2017/2018.	£1,665,000
Neighbourhood Renewal Area 2012/2013	Improves the physical environment and the condition of private sector properties. The NRA has been designated around Deeside, where there is a significant cluster of poor quality housing.	£800,000
European Regional	The ERDF Property Grant scheme is to be launched in	£800,000

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Development Fund (ERDF) Property Grants 2012-2015	December 2012 to bring vacant High Street properties back into active employment use. For the purpose of the Table below it has been assumed to be evenly spread.	
Housing Renewal projects (FCC capital programme – current year)	Renovations to private sector properties, especially for the most vulnerable residents.	£459,000
TAITH 2012-13	Improvements to the transport infrastructure especially for sustainable transport development and road safety projects.	£520,000
ERDF streetscape projects 2012-2015	The ERDF streetscape funding, matched by the Council's capital programme, will be invested in priority projects arising from the long term plans developed for each town under the Town Action Plan programme.	£1,302,500
FCC Capital Programme for Town Centres 2012-2015	Will complement the ERDF streetscape projects above to invest in projects from the town centre long term plans that are not eligible for ERDF.	£651,315

3.04   It is anticipated that, in towns with stronger development interest, private sector funding will be attracted as part of developer proposals. For example, in Buckley, the Co-operative have recently agreed to contribute £200,000 towards streetscape improvements.

3.05   In Flint, the regeneration of the town centre will be driven to a large extent by the redevelopment of the maisonettes. This housing investment, guided by the Flint masterplan, will generate extensive regeneration benefits to the town. The other regeneration programmes will be used to invest in complementary elements of the masterplan.

3.06   The funding under the ERDF streetscape and FCC town centre capital programmes will be allocated using criteria that reflect the priorities of the Council and the requirements of the funding programmes. As a minimum, projects will be expected to:
  • implement the agreed long terms plans for each town;
  • offer good value for money and bring tangible benefits to the town

centre; and

- be sustainable in the long term.

4.00 RECOMMENDATIONS

4.01 That the capital investment programmes benefiting towns in Flintshire are noted.

5.00 FINANCIAL IMPLICATIONS

5.01 No new implications arising from this report; each programme is already built into Council budgets where required.

6.00 ANTI POVERTY IMPACT

6.01 Town centres play a key role in providing accessible goods and services for those most vulnerable.

7.00 ENVIRONMENTAL IMPACT

7.01 The investment programmes outlined in this report will make improvements to sustainable transport links, the quality of the built environment, heritage assets and the energy performance of buildings, especially housing.

8.00 EQUALITIES IMPACT

8.01 The investment programmes identified will help local service centres remain viable. These centres provide vital locally based services, especially to those without access to private transport. Some of the investment programme listed above specifically target support to the most vulnerable households in Flintshire.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 Consultation with stakeholders is undertaken in each town for each project undertaken. The ongoing consultation with partnerships also helps to maintain good communication between stakeholders.

11.00 CONSULTATION UNDERTAKEN

11.01 Considerable consultation has been undertaken in each town throughout the process so far, with two rounds of workshops held in most towns and more detailed consultation on the various masterplans as they have been developed.

12.00   APPENDICES

12.01   None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **WELSH GOVERNMENT HIGHWAY PRUDENTIAL
                    BORROWING INITIATIVE**

1.00   PURPOSE OF REPORT

1.01   To seek Cabinet approval for the Council's bid to Welsh Government
        for highway maintenance funding through their Prudential Borrowing
        initiative for the financial years 2013 – 14 and 2014 -15.

2.00   BACKGROUND

2.01   In January 2012, Welsh Government announced a new initiative to
        provide additional highway funding to each Council in Wales. The
        funding is intended to assist, not only with the current repairs needed,
        but also to address the long standing maintenance backlog and carry
        out significant highways improvements on the network, should a
        business case exist which sets out the economic and environmental
        benefits of the scheme. The additional money is provided through
        Prudential Borrowing with funding for the future repayments to be
        provided by Welsh Government. The maintenance element of each
        Council's bid should be delivered by adherence to the Council's own
        Highways Asset Management Plan (HAMP). The initiative is intended
        to provide funding over a three year period

2.02   Details of the first year's bid for funding were agreed by the Council's
        Executive in February 2012 and the bids for Years 2 and 3 of the
        scheme are required to be submitted to Welsh Government by the end
        of December 2012.

2.03   All of the 2012 -13 schemes identified in the Year 1 bid will be
        completed by the end of March 2013

3.00   CONSIDERATIONS

3.01   The Council's HAMP sets out how the Council responds to its
        statutory duty to maintain the Highway network. It sets out how Asset
        Management principles will be applied to the management of the
        individual assets that make up the highway network in Flintshire.

These principles are:-

- A systematic approach to maintenance that takes a long term maintenance view.
- Maximising benefits by balancing competing demands.
- Allocation of resources based on assessed need and a risk based approach to funding allocation.
- Explicit consideration of public expectations.

3.02   The indicative figure of funding available in Years 2 and 3 of the initiative is £2.7m per year. The Risk Assessment/Gap Analysis process detailed in the HAMP defines that the allocation to each asset should be as follows:

HAMP defined Asset	Assessed Risk	Outline proposal	2013/14 (£k)	2014/15 (£k)
Carriageway	Red	Carriageway resurfacing/ reconstruction	1,500	1,500
Footways	Red	Footway reconstruction and improved disabled access	400	400
Structures	Red	Bridge/culvert strengthening/replacement works	0	300
Street Lighting	Red	Replacement of structurally unsound Street lighting columns	350	400
Highway Strategy	Red	Infrastructure improvement	450	100
		TOTAL	£2,700	£2,700

Note. The final bid is subject to scrutiny and approval by Welsh Government which may result in minor reallocation of funding across the assets.

3.03   Subject to Cabinet and Welsh Government approval, detailed works programmes will be developed, based on the recognised Asset Management principles within the HAMP and the resulting schemes will be carried out in the financial year 2013 – 14 and 2014 – 15 respectively. The final detailed works programme will be available on the Council website once it has been finalised.

4.00   RECOMMENDATIONS

4.01   That Cabinet approve the outline bid for the second and third year of funding from Welsh Government under the Prudential Borrowing initiative as set out in paragraph 3.02 of this report.

5.00   FINANCIAL IMPLICATIONS

5.01   All of the Welsh Government funding must be in addition to any allocated Council maintenance Highway Maintenance budgets.

5.02   In order to gain the maximum benefit from the Welsh Government initiative it is essential that funding is collectively treated with the Council's Capital Programme for the next two years This will provide the most impact in delivering Highways infrastructure improvements.

6.00   ANTI POVERTY IMPACT

6.01   Not applicable

7.00   ENVIRONMENTAL IMPACT

7.01   The HAMP considers the impact of the network on the Environment as one of its primary level of service

8.00   EQUALITIES IMPACT

8.01   The desk top assessment concluded that the HAMP process does not discriminate against any particular group

9.00   PERSONNEL IMPLICATIONS

9.01   The works will be carried out by specialist contractors following a formal Tendering exercise and will be managed by Council employees.

10.00   CONSULTATION REQUIRED

10.01   Advanced notice of individual schemes will be provided to the relevant Member

11.00 CONSULTATION UNDERTAKEN

11.01 With Cabinet Member

12.00 APPENDICES

12.01 None

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **CIVIL PARKING ENFORCEMENT**

1.00   PURPOSE OF REPORT

1.01   To provide an update on the introduction of Civil Parking Enforcement (CPE) in Flintshire and to establish an off-street parking policy for the County.

2.00   BACKGROUND

2.01   The Regional Transport Plan (RTP) on pages 99 and 100 outlines a Network Management Strategy. As an introduction, it refers to :-

The Traffic Management Act 2004, which was applicable from April 2008, and which imposes a network management duty on all local traffic authorities, including Flintshire County Council states :-

"It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as may be reasonably practicable having regarding to their other obligations, policies and objectives :

a) Securing the expeditious movement of traffic (all road users) on the authority's road network

and

b) Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority".

2.02   The RTP then sets out the objectives of the Network Management Strategy and outlines a number of ways which local authorities will meet them, including :-

➢ Implementing and enforcing appropriate moving and stationary traffic regulations

➢ Periodically reviewing the appropriateness, adequacy and relevance of traffic regulations

> Developing and implementing appropriate policies relating to the management and enforcement of on and off street parking provision.

2.03 Currently, within Flintshire, all on-street parking enforcement is the responsibility of North Wales Police, whereas all off-street public car parking management is administered by Flintshire County Council.

2.04 The Council is the only North Wales authority which has not adopted CPE so far. A report was presented to Executive in March 2010 which approved work towards the introduction of a Civil Parking Enforcement Area within the County, with the exception of high speed dual carriageway lengths of trunk roads.

2.05 The effective enforcement of on-street parking regulations is essential for:

- Improving safety for both pedestrians and drivers through de-cluttering streets of illegally parked vehicles which often obstruct clear safe views of the highway network by both pedestrians and other road users

- Improving the general flow and efficiency of pedestrians, vehicles and cyclists through the road network

- Improving the local environment by preventing parking on grass verges, pavements and through such activity causing damage and tripping hazards

- Meeting the needs of people with disabilities through the increased provision of specific parking bays which are easily accessible and close to local shops

- Supporting the local economy through improving the general flow of traffic through our highway network, and regularising journey times; and in doing so improving the quality, accessibility and overall reliability of public transport which uses the network

- Improving the general ambience of our car parks which are, for many visitors, the first visible arrival point within our towns

- Management and enforcement of Residents Parking Permits and on street parking where applicable

2.06 Any application for CPE has to be associated with a Parking Policy and Business Case.

3.00   CONSIDERATIONS

3.01 The process of applying for CPE powers includes a number of steps:-

➢ Reviewing the County's Traffic Regulation Orders (TROs) and confirming that they are consistent with the position 'on the ground' in terms of lines and signage. This process is now complete.

➢ Writing to all Town & Community Councils to seek their observations. The Council has written out to all Town and Community Councils seeking their observations on the location and effectiveness of current markings, signage etc, with a view, at some future point after the implementation of CPE, to review such observations. In addition, the Council also holds a list of historic requests for modifications/additions; these will, as a priority, be considered immediately after the implementation of CPE.

➢ Reviewing the current IT software and its ability to interface with other Third Party systems and other local authority applications. In some instances it may be necessary to upgrade existing systems.

3.02   As part of the general process of approvals, Members will need to agree a number of measures which will have to be reflected in the Order. Of particular significance will be the need to confirm the adoption of Civil Parking Enforcement Powers. Within this report Appendices 'A', 'B' and 'C' are documents relating to Contravention codes, Residents Permits and Disabled Parking Bays which will require confirmation and adoption.

3.03   The majority of Local Authorities in North Wales process any Penalties through Denbighshire County Council (Wales Penalty Processing Partnership {WPPP}). This is an efficient and cost effective service and links into a regionalised approach to service delivery and cross regional partnership working. Flintshire County Council, as part of the implementation of CPE, proposes to take advantage of this regional service. Under CPE this will create a single enforcement regime that will provide members of the public with a more easily understood parking enforcement system.

3.04   As part of the CPE process, it will be necessary for the Council to nominate a Councillor to serve on the Adjudication Joint Committee. The Joint Committee Lead Authority is Manchester City Council and a Memorandum of Participation will be issued for subsequent signature before the commencement date of CPE within Flintshire. It is proposed that the nominated Councillor will be the Cabinet Member for Environment.

Note: Within the Traffic Management Act guidance on CPE, there is provision for appeal to an adjudicator, should anyone having received a Parking Contravention Notice (PCN) wish to make

representation and challenge the decision of the local authority.

3.05   The Council has already submitted a draft application to Welsh Government (WG) for their consideration and has received some initial feedback on this document.   Generally the feedback was positive and has been taken account of in current proposals.

3.06   Integral to Civil Parking Enforcement (CPE), which takes place "On Street", is the issue of "Off- Street" parking, as a significant proportion of vehicles displaced from roads are likely to resort to public and privately owned car parks.

3.07   There is an historic inconsistency in the way the Council's car parks are managed across the County which goes back to the precursor authorities of Delyn and Alyn & Deeside.   Delyn had a policy of charging, whereas Alyn & Deeside did not and, as a result of this position not having been reviewed since local government re-organisation, we now have the situation where the Council charges for the use of its car parks in Mold and Holywell, whereas all of the other Council car parks are free.   Furthermore, the level of charges have not been reviewed for over 18 years.   It is therefore clearly appropriate to review the current situation and to implement proposals aimed at addressing this inconsistency.   This review has been carried out and is included in the Off Street Parking Policy attached to Appendix 'D'.

3.08   Based on the proposed Off-Street Parking Policy shown in Appendix 'D', a Summary Business Case has been prepared for the introduction of CPE.   This takes account of factors such as the level of fines generated by enforcement, the anticipated income from the Council's car parks, and the cost of Civil Enforcement Officers required.   This Summary Business Case is shown in Appendix 'E'.

3.09   To accord with legislation, the Council, in addition to other powers set out within this report, need to approve the following :-

- Clamping and removal powers, even if the Council chooses not to use them in the future
- A formal start date
- The use of Bailiffs
- The style, colour and type of uniform to be used by Civil Parking Enforcement Officers
- How the Council will deal with TUPE issues should they arise
- The formal SLA with the Central Ticketing Unit

3.10   The Council wishes to ensure that it maximises the use of the enforcement staff and does not wish, if legal and practicable to do so, to see the Civil Enforcement Officers solely allocated to CPE. Ideally it would be preferable to have the team undertake other enforcement activity such as littering and dog fouling.   Whilst this is seen as

positive, in reality it is more complex and the legal framework within which the Officers would operate does not easily accommodate such flexibility. Research is continuing in relation to other local authorities who may also have multi-tasking Enforcement Officers. For instance, whilst this is being undertaken in Manchester, Officers record different penalties on different systems as currently there seems to be no ability to integrate the different Penalty Notices.

3.11 It is proposed to submit the application for Civil Parking Enforcement powers in January 2013. Following submission, Welsh Government will take a period of up to six months to review the details within the application. If approved, there will then be a period of recruitment and training of new and existing staff (Civil Enforcement Officers ([CEOs]). It is anticipated that, on the above timetable, CPE could be implemented in October 2013.

4.00   RECOMMENDATIONS

4.01   That Members:

4.01.1 Approve the list of Contravention Codes and Policies on Residents Permits and Disabled Parking Bays shown in Appendices 'A', 'B' and 'C'.

4.01.2 Approve the 'Off-Street' Parking Policy shown in Appendix 'D'.

4.01.3 Approve the Summary Business Case shown in Appendix 'E' for submission to WG, as a formal request for CPE powers to be conferred upon Flintshire County Council.

4.01.4 Approve the use of Wales Penalty Processing Partnership {WPPP} to process all Parking Contraventions Notices (PCNs).

4.01.5 To grant delegated authority to the Director of Environment, following consultation with the Cabinet Member for Environment, to finalise all detailed aspects of the process, including the matters listed in paragraph 3.09.

4.01.6 Approve the Cabinet Member for Environment, or their nominated substitute, as the Council's representative on the Adjudication Joint Committee outlined in paragraph 3.04.

5.00   FINANCIAL IMPLICATIONS

5.01   Civil Parking Enforcement has specific resources of £186k allocated to the project, which will require approval for carry forward into 2013/14.

6.00 ANTI POVERTY IMPACT

6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 Should be positive in terms of parking controls and general street improvement.

8.00 EQUALITIES IMPACT

8.01 Positive in creating increased access opportunities for those with disabilities.

9.00 PERSONNEL IMPLICATIONS

9.01 The figures shown in the Summary Business Case in Appendix 'E' assume there are 9 employees compared to the current team of 6.5. The roles of affected employees will need to be reviewed to take account of these proposals.

10.00 CONSULTATION REQUIRED

10.01 Key stakeholders and Members is an ongoing activity.

11.00 CONSULTATION UNDERTAKEN

11.01 Initial report into Executive March 2010.

11.02 Update report to Environment Scrutiny Committee, 17 November 2010.

11.03 Meetings with staff and other key stakeholders, such as Town & Community Councils.

12.00 APPENDICES

12.01 Appendix 'A' - Contravention Codes

12.02 Appendix 'B' - Draft Policy for Resident Parking Schemes

12.03 Appendix 'C' - Disabled Parking Bays

12.04 Appendix 'D - Off-Street Parking Policy

12.05 Appendix 'E' - Summary Business Case

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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**CONTRAVENTIONS FOR WHICH THE HIGHER AND THE LOWER LEVEL
PENALTY CHARGES SHOULD BE MADE**

VEHICLE CLAMPING AND REMOVAL POWERS

The use of clamping and powers of removal.

Note: clamping and removal powers need to be agreed but are not intended
to be used without prior approval of Cabinet.

PENALTY CHARGE LEVELS

Penalty charges at the following recommended bands:

- Band level 2 (£70.00 reduced to £35.00 or £50.00 reduced to £25.00
if paid within 14 days as set out in the guidance note on the level of
charges).

- Parking Contravention Notice (PCN) level, clamping fee (£40.00),
removal fee (£105.00), storage fee (£12.00 per day), and crushing fee
(£50.00). It may be necessary to seek recovery of outstanding sums
through the appointment of bailiffs. As such approval to use of bailiffs
will also be required as part of this report.

CONTRAVENTION CODES

Contravention codes are basically a list of coded parking contraventions. The
code would appear on the Parking Contravention Notice (PCN) and would
cross reference to the level of fine as advised above, For example
contravention code 40 would relate to 'parking in a designated disabled
person's parking place without displaying a valid disabled persons badge'.

*= or other specified   ****= or other number   +=or other specified

Higher Level Contraventions

On-Street

Code	Description
01	Parked in a restricted street during prescribed hours
02	Parked or loading/unloading in a restricted street where waiting and loading/unloading restrictions are in force
12	Parked in a residents' or shared use parking place without clearly displaying either a permit or voucher or pay and display ticket issued for that place
14	Parked in an electric vehicles' charging place during restricted hours without charging

16	Parked in a permit space without displaying a valid permit
18	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited
20	Parked in a loading gap marked by a yellow line
21	Parked in a suspended by/space or part of bay/space
23	Parked in a parking place or area not designated for that class of vehicle
25	Parked in a loading place during restricted hours without loading
26	Vehicle parked more than 50 centimetres from the edge of the carriageway and not within a designated parking space
27	Parked adjacent to a dropped footway
40	Parked in a designated disabled person's parking place without clearly displaying a valid disabled person's badge
41	Parked in a parking place designated for diplomatic vehicles
42	Parked in a parking place designated for police vehicles
45	Parked on a taxi rank
46	Stopping where prohibited (on a red route or clearway)
47	Stopped on a restricted bus stop or stand
48	Stopped on a restricted area outside a school
49	Parked wholly or partly on a cycle track
55	A commercial vehicle parked in a restricted street in contravention of the Overnight waiting ban
56	Parked in contravention of a commercial vehicle waiting restriction
57	Parked in contravention of a coach ban
61	A heavy commercial vehicle wholly or partly parked on a footway, verge or land between two carriageways
62	Parked with one or more wheels on any part of an urban road other than a carriageway (footway parking)
99	Stopped on a pedestrian crossing and/or crossing area marked by zig-zags

Off-Street

Code	Description
70	Parked in a loading area during restricted hours without reasonable excuse
74	Using a vehicle in a parking place in connection with the sale of offering or exposing for sale of goods when prohibited
81	Parked in a restricted area in a car park
85	Parked in a permit bay without clearly displaying a valid permit
87	Parked in a disabled person's parking space without clearly displaying a valid disabled person's badge
89	Vehicle parked exceeds maximum weight and/or height and/or length permitted in the area
91	Parked in a car park or area not designated for that class of vehicle
92	Parked causing an obstruction

Lower Level Contraventions

On-Street

Code	Description
04	Parked in a meter bay when penalty time is indicated
05	Parked after the expiry of paid for time
06	Parked without clearly displaying a valid pay-and-display ticket or voucher
07	Parked with payment made to extend the stay beyond initial time
08	Parked at an out-of-order meter during controlled hours
09	Parked displaying multiple pay-and-display tickets where prohibited
10	Parked without clearly displaying two**** valid pay-and-display tickets when required
11	Parked without payment of the parking charge
19	Parked in a residents' or shared use parking place or zone displaying an invalid permit, an invalid voucher or an invalid pay-and-display ticket
22	Re-parked in the same parking place within one hour* of leaving
24	Not parked correctly within the markings of the bay or space
30	Parked for longer than permitted
35	Parked in a disc parking place without clearly displaying a valid disc
36	Parked in a disc parking place for longer than permitted
63	Parked with engine running where prohibited

Off-Street

Code	Description
73	Parked without payment of the parking charge
80	Parked for longer than the maximum period permitted
82	Parked after the expiry of paid for time
83	Parked in a car park without clearly displaying a valid pay-and-display ticket or voucher or parking clock
84	Parked with additional payment made to extend the stay beyond time first purchased
86	Parked beyond the bay markings
90	Re-parked within one hour* of leaving a bay or space in a car park
93	Parked in car park when closed
94	Parked in a pay-and-display car park without clearly displaying two**** valid pay-and-display tickets when required
95	Parked in a parking place for a purpose other than the designated purpose for the parking place
96	Parked with engine running where prohibited

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FLINTSHIRE COUNTY COUNCIL

POLICY FOR RESIDENT PARKING SCHEMES

1.0 Background

1.1 The main purpose of the highway is for traffic movement and there is no inherent right for any vehicle to park on a public highway. Parking is accepted where it does not impact upon the movement of traffic, create a safety hazard, obstruct emergency vehicle access or access to properties.

1.2 In other areas parking on the highway is controlled by restrictions introduced by Traffic Regulation Orders after the completion of formal statutory procedures and the resolution of public objections in consultation and subject to Member approval.

These restrictions can take different forms:-

* double yellow lines prohibiting all parking, introduced specifically for highway safety needs and generally containing exceptions for loading/unloading and disabled badge holders (Providing that these vehicles do not create an obstruction).

* Single yellow lines restricting parking to specific periods (usually associated with highway operational needs) and containing the same objections.

* designated parking areas, identified where vehicles can be parked and under what conditions (e.g. time limited and/or pay on street parking) These ration on-street parking in cases where the demand exceeds the supply. It can also cover residential permit parking where residents' parking is prioritised over other highway users.

1.3 Resident Parking Schemes, also introduced by means of a Traffic Regulation Order, provide an alternative mechanism for managing parking demands, in situations where it is not reasonable to manage parking problems through conventional parking restrictions and to make town centres and fringe areas more attractive.

1.4 This policy sets out the principles for the establishment of Residents Parking Schemes. However the issue as a whole can be very complex, with many individual circumstances that can be difficult to address within a prescriptive policy and a degree of interpretation for specific schemes is therefore desirable and inevitable.

2.0 Advantages and Disadvantages of Residents of Parking Schemes

2.1 Whilst there are immediate and obvious attractions for implementing residents' parking schemes there are both advantages and disadvantages:-

<u>Advantages</u>

* Discourage commuter/shopper/business parking in residential streets.

* Enhanced environment in residential areas.

* Residents may find their on-street parking to be easier and more convenient.

* May provide improved parking and traffic management.

* Can produce road safety benefits.

<u>Disadvantages.</u>

* Possible knock-on effect of relocated commuter/shopper/business parking.

* Costs of introduction and management and payment for permits. On these grounds it is recommended that any individual scheme should be self-financing.

* Permits do not absolutely guarantee a parking space.

* May only help manage an under supply of spaces and not solve problems.

* Can lead to inefficient use of on-street parking space.

* There are risks that a scheme could reduce levels of on-street parking, with problems for visitors and businesses.

3.0 Types of Parking Permit Schemes

3.1 There may be considered, to be broadly three types of location where residents parking schemes may be appropriate:-

3.2 <u>Demand for Parking Exceeds Supply - Exclusive Permit Schemes.</u>

This is the most traditional and common form of scheme, where a street or area is divided into prohibited and permitted parking areas. To park in a permitted area, a vehicle would be required to display a valid permit. The permit categories may vary but usually provide for residents, visitors, health care workers serving residents and other users the Council may consider to be appropriate. This system provides optimum benefit to residents but low levels of residents' parking can lead to an inefficient use of on-street parking provision, in areas where the overall parking supply is limited.

In areas where the demand for on-street spaces from residents alone exceeds the supply, the management and allocation of permits can be problematic. This is particularly so where a scheme results in a reduction in kerbside space

by the formalisation of parking provision, e.g. clearing parking from junctions etc.

3.3 <u>On-Street Parking Control with Relaxation for Residents – Shared Spaces.</u>

This type of scheme is referred to as 'shared space', where there is dual use of on-street space, overcoming the under use, resulting from the under use issues experience in the exclusive permit schemes detailed above. This scheme enables the time-limited use of on street space (which may or may not be charged for) to operate alongside vehicles with residents' permits that would be exempt from either time or charge restrictions. In isolation, these schemes may eliminate the need for the administration of permits for visitors, carers etc. Possible variations to this type of scheme could provide for the provision of exclusive residents parking bays.

3.4 <u>Areas where Parking has Environmental/Safety/Traffic Management Issues</u>

In some instances the management of parking may be desirable for highway management of traffic flow/safety reasons. Whilst this category can include residents' parking as a management feature, it should be noted that more conventional parking restrictions can be as effective, but where these could interfere with residents, schemes to accommodate their needs may be appropriate.

4.0 Criteria for the Consideration of Residents' Parking Schemes

4.1 The main criteria for the justification of a residents' parking scheme is that there is insufficient highway space for the residents of an area to park, as a result of the presence of vehicles arising from visitor, business or commuter parking and/or as a result of existing parking restrictions. Initial principles would be that:-

* There should be clear evidence of residents support for a scheme in advance of any details of the scheme being prepared.

* The enforcement associated with all schemes to be undertaken by the Councils Civil Parking Enforcement Officers.

* Residents' parking schemes would not be introduced where the majority of residents have off-street parking or where there is insufficient on-street space to accommodate both residential and non residential parking.

* Generally schemes should not be introduced to manage parking in situations where the problem is linked to over demand from residents for on-street spaces.

* There is a presumption against small isolated areas remote from the principle areas of parking enforcement.

4.2 It is recommended that the following general principles should be adopted to help further define a manageable scheme or to develop an initial scheme:-

* At least 50% of properties in any proposed area to have no off-street parking.

* At times when parking problems are caused by non-residents the kerb space occupied by residents should exceed 40% of the total available.

* There is sufficient kerb space to enable 85% of all households to park at least one vehicle on-street.

* Schemes should not create unacceptable problems on adjacent roads.

* The introduction of reserved parking in areas where parking spaces are severely limited shall not affect the commercial viability of the area.

4.3 Any requests that do not meet these criteria should not be considered further unless:-

* The scheme forms part of a wider integrated traffic/parking management scheme.

* There are road safety problems.

* The parking impact from development in residential areas would be adverse.

* There are schemes being promoted to use alternative facilities such as off-street parking.

5.0 Legal Framework & Management

5.1 The issue of a Parking Permit will at no time absolve the permit holder from parking legally, without due care and without creating an obstruction. The Council will not accept any responsibility for the damage, theft or loss of, or to, any vehicle or its contents whilst parked in a Residents' Parking Zone. When operated under Civil Parking enforcement procedures, vehicles parking in Residents' Parking Zones without displaying a valid permit will be subject to a Penalty Charge Notice, enforced through the Civil Parking processes and powers, and normal approved procedures will be followed.

5.2 Any schemes implemented under the Civil Parking Enforcement processes will be managed by the Councils parking Services and all appropriate management and appeals processes would apply.

5.3 All schemes will be operated in full accordance with the Council's race and equal opportunities policies and in all decisions preceding any scheme implementation, all comments from special needs groups will be assessed.

6.0 Definitions and Permit Details

6.1 In order for schemes to operate satisfactorily and without ambiguity, it is necessary to detail vehicles that would qualify for permits and the type of permits issued.

6.2 Permitted Vehicles

* Permits will only be issued to cars and light goods vehicles with a weight limit of 3.5 tonnes or under. Vehicles that exceed 6 metres in length, 2.44 metres in height or are capable of carrying more than 13 people including the driver will all be excluded from applying for permits.

* Permits will not be issued to motor cycles due to display practicalities, but, wherever possible, motorcycles will be provided a designated parking area where there is a demand. Should this not be possible or if there is insufficient demand motorcycles may park in permit bays without a permit, subject to prior written approval from the Council.

* Individual permits will not be issued for caravans or trailers, although these may be parked within a scheme on a short term basis whilst loading/unloading provided that they are hitched to a vehicle bearing a valid permit.

6.3 Issue of Permits and Associated Definitions.

The holding of a permit will not guarantee a parking space within a zone and where there are separate zones within an area permits will be zone specific. **No scheme will however be designed, unless the likelihood of spaces not being available to permit holders is low.** Although some indication of definitions and requirements for permit eligibility is provided in this document, further considerations may be required for specific designs.

6.4 Permits and Use

* Permits will be issued on a renewable annual basis and be effective for a period of 12 months. The issue and renewal will be by individual request and via appropriate application forms.

* Permits will show the name and title of the issuing Authority, the relevant parking zone, the vehicle registration number and a reference number. Any specialist permits will provide individual details.

* All permits must be displayed on the inside surface of the windscreen so that recorded particulars are clearly visible.

* The council reserves the right to permits in the event of fraudulent or inappropriate use without any reimbursement of costs.

* Where a hire or courtesy car replaces an existing vehicle a Visitor/Temporary Permit may be issued for a limited period.

* A permit will not be required for vehicles carrying out essential duties and statutory powers, including emergency service vehicles whilst attending an emergency, statutory undertakers, postal collection/delivery, council/government business and formal wedding cars and hearses. In addition permits will not be required for vehicles engaged in the loading/unloading of goods or where passengers are boarding or alighting.

6.5 Residents Permits

The following definitions and guidance should be considered as a part of a residents' parking scheme:-

* A resident will be considered as any person who resides at a residence within the defined scheme, for at least four nights a week and should be registered in the Council Tax records.

* A residence will be defined as a domestic property listed under the Council Tax definitions.

* Specific notes should be made of Houses of Multiple Occupancy, where a house has been converted into a number of separate flats or apartments, at the time of the introduction of the scheme, each of which meets the formal classification of a residence, then each would be eligible to apply for both residents' and visitors permits (as applicable) and as allowed under the policy, or applicable to the individual scheme. However where one house has been converted to contain a number of habitable rooms, remaining as one property, it will be treated as a single residence.

* The number of Residents' Permits available to one property will be specific to the scheme, to allow some flexibility in interpretation.

*The following guidelines will be adopted to underpin permit provision:-

(a) Initially one permit and one visitor permit will be issued to an individual residence but subject to an assessment of parking demand/supply within a zone, additional permits may be available.

(b) Where a residence has at least one off-street parking space available, it would not be eligible for the full allocation of residential permits per residence. It would however be eligible for any allocation of visitors' permits and may be eligible for any subsequent allocation of second round residents' permits.

* (c) Residents' permits will normally be specific to one registered vehicle and proof of ownership/responsibility must be provided to the satisfaction of the Council.

* (d) Residents who are only entitled or choose to apply for only one permit may specify two registration numbers to be inserted on the

permit, to enable them to decide which vehicle is parked in the bays and to avoid swapping cars on and off a driveway. However it is stressed that a permit **must** be displayed at all times on vehicles parked within the residents' parking bays. Penalty Notices will be issued for any vehicle failing to **display** a valid permit and not for failing to **own** a permit.

6.6 Blue Badge Holders

All Blue badge holders will require a relevant Residents Parking permit to park in any Residents' Parking Zone. Any existing on-street disabled parking bays within a zone will be retained, but in order to park within these, both a Blue Badge and valid Residents parking Permit will need to be displayed.

6.7 Attendance Permits

Visitors delivering health and care needs to residents will be afforded access under the schemes. Those residents who live within the zone may apply for a parking permit for family or professionals who visit the property to provide care or medical needs. Where parking demand is heavy, these permits may be restricted to those residents who do not hold a Residents Parking permit. Permit applications in these cases will require to be supported by the resident's medical practitioners.

6.8 Visitors Permits

Visitor permits will be available to all residents within a scheme on submission of proof of residency at a concessionary rate. Should conditions permit additional permits may be available at an undiscounted cost.

6.9 Business Permits

Any business that operates from within a Residents Parking Zone will be eligible for a business permit; although if any form of off-street parking is available these would be severely restricted. Customer parking provision can be catered for by the provision of alternative parking controls e.g. short limited waiting in the vicinity of a small shop.

6.10 Special Permits.

The predominant parking users will be covered by the permits listed above, a few isolated uses lie outside those defined. At the Councils discretion special permits may be authorised for restricted periods on individual application. These will cover health workers, maintenance contractors, visiting tradespersons etc. Within the design of schemes, specific arrangements will be considered for churches and individual businesses located within defined zones but any charges will need to reflect administrative costs.

7.0 Financial Principles

7.1 The costs of Residents Parking Schemes can be split into two categories.

(a) Set up costs i.e. Capital costs covering the investigation of schemes, consultation, design, traffic order and changes to signs and lines.

(b) Ongoing operational costs for enforcement and management.
7.2 It is recommended that all schemes should be fully self financing, including the repayment of all initial set up costs. Any operational surplus should be ring fenced for use on the improvement of parking facilities throughout the County area.

8.0 Scheme Implementation

8.1 From past history it can be expected that the number of schemes requested will be substantial once civil parking is operational and will probably exceed the Authority's resource capacity in any single financial year. It is recommended that all applications are evaluated by Traffic Section staff in conjunction with Parking Services and a shortlist of those considered to be desirable and practical submitted to the respective Local Members for approval, prior to submission to the approval of the Director of Environment and Executive Board Member. Larger schemes covering more than a single Ward may require Executive Board approval.

These approvals are recommended due to the need to alter Traffic Regulation Orders, to rank schemes in order of priority and to verify that affair and reasonable evaluation has been undertaken.

Factors for determining relative scheme priorities should be:-

* The tie in with other works being undertaken e.g. town centre reviews.

* Emergency vehicle access.

* Availability of off-street parking for non-residents using the area.

* Impact of displacing non-residents cars.

* Size of the scheme proposed.

* Purposes for which non-residents are parking.

8.2 Consultation and Implementation.

All proposed resident parking schemes will be subject to consultation and will include:-

(a) An initial questionnaire sent to all residents and businesses within and adjacent to the proposed area, to identify the level of concern regarding parking difficulties and to establish the level of support for any proposed scheme. This consultation will be used solely to establish the local community requirements for any scheme. The results from this exercise will then be used to determine the need for and to develop proposals based on the majority views expressed. Full details resulting

from the consultation will be available for examination by any consultee.

(b) Once a scheme has been determined there should be further consultations undertaken by means of a local public exhibition, public meeting or residents group meetings and concentrating on the size and scale of any potential scheme to allow officers to answer any questions, followed by a further questionnaire to all residents and business asking respondents to indicate if they agree or disagree with the scheme.

* The formal stage of the process will involve the publication of Notices of Intent in the press and on site. At this stage any objections received will need to be dealt with and resolved in accordance with the Councils agreed procedures.

A scheme should only be considered for implementation if there is clear support for the proposals from households within the zone and agreement to pay the annual permit costs. For any scheme to proceed it is recommended that a minimum response of 50% will be required to the initial questionnaire with 51% remaining in favour of the proposals at all stages of the consultation process.

9.0 Design

9.1 In considering any schemes there needs to be a clear understanding of the parking problems in the area and the implications of the introduction of any new Residents Parking controls, particularly in terms of the potential relocation of displaced parking. All schemes will be introduced on a zonal basis thereby providing greater flexibility by using spare capacity in one street to supplement another. Zone boundaries should remain logical and easily defined and not large enough to provide a benefit for vehicles 'commuting' whilst remaining in their zone.

9.2 In principle daytime parking restrictions reflecting standard scheme timings (for example Monday to Saturday 8am to 6pm), will be adopted and will be the basis for commencing the design process on local schemes. These parking restrictions can however be inconvenient at times when residential demand is at its highest. Flexibility therefore needs to be applied in determining the actual time period of restrictions within each scheme in order to achieve the parking needs of local residents in practical terms. No scheme will be designed that spans night times or excessive cover and the basic principle will be applied that schemes are primarily to resolve the problems created by day time parkers.

9.3 When considering the needs of residents and determining scheme details the following matters will be considered:-

* Maintaining traffic flow and visibility at junctions.

* Vehicle accesses.
* Loading/unloading requirements.

* Bus stops.

* Needs of Blue Badge holders.

* Limited waiting areas for local business.

* Visitors and other categories of drivers who need to park within the zone.

* Use of the area i.e. residential or commercial.

* Safety of public within the zone.

The objective being to maximise the number of residents spaces, reduce the amount of commuter/business parking in residential areas and also provide proper consideration of special issues such as schools/churches and businesses to minimise disruption.

9.4 All signing and markings must be in accordance with the current Traffic Signs Regulations and General Directions and the relevant sections of the Department of Transport/Welsh Assembly Government's Traffic Signs Manual.

9.5 Individual parking bays will not normally be provided. Continual marked bays current at the time will normally be provided in accordance with the Regulations. Vehicles must be wholly parked within a marked bay with no part spanning another bay or extending over yellow lines or some other restriction. Failure to comply with this requirement will make the Permit holder liable to a Penalty Charge Notice.

9.6 Restricted Zones can be used with special authorisation from the Welsh Assembly Government although the approval process can be lengthy. Within these yellow lines can be removed and the marked bays omitted. However, signs are still required to advise motorists of the restrictions and in practice these are only recommended for small areas and cul-de-sacs for clarity of enforcement, as motorists are only made aware of the restrictions at the zone entry points.

9.7 Upon completion of a scheme and within the first year arrangements will be made to undertake an operational review and if necessary initiate improvements in accordance with the approved procedures.

10 Scheme Charges and Review

10.1 Charges for Permits shall be determined by the Authority and should be set at a level that covers the enforcement and operational costs of the scheme. All charges should be clearly set out and published in any consultation literature, along with all other Terms and Conditions of the Residents' Parking scheme.

10.2 All Permit charges shall be reviewed annually.

10.3 The recommended current level of Permit charges are as follows:-

    * Residents' Permits   £…… per annum including 'Blue Badge' holders

    * Attendance Permits   Provided without costs.

    * Visitor Permits   £…… per annum

    * Business Permits   £……. per permit

    * Second Permits   same charges as above

    * Special Permits   covered outside of this policy by dispensations and waivers

10.4 Responsibility for the renewal of Permits is the responsibility of holders. Existing Permit holders will be invited to renew their permits on an annual basis by the Council. In the event that a resident fails to renew their permit before the expiry date, the permit will become invalid.

10.5 The Permit period shall extend from 1 April to 31 March.

10.6 Refunds will be provided where Permits are no longer required. Permits must be returned to the Parking Services Section, Environment Department, County Hall, Mold CH7 6NF and all refunds shall be calculated on the basis of remaining full months less a deduction of 10% of the annual permit costs for administration.

10.7 Lost or stolen Permits must be reported immediately to the Parking Services Section at the address in 10.6 above. A replacement permit will be issued subject to an administration of 10% of the annual permit cost, providing that all terms and conditions are met.

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DISABLED PARKING BAYS

I suggest the following guidelines are used by the County Council for the processing of all requests for disabled parking bays, once Civil Parking Enforcement has become operational. These guidelines to be adopted until the results of the Welsh Assembly Governments proposed consultation paper for on and off-street parking for blue badge holders is known.

Information

A disabled parking bay is a boxed area marked in accordance with the Traffic Sign Regulations and General Directions, that enables disabled residents to park near to their property.

Criteria

1. Applicants must be registered as disabled.

2. Applicants must be in possession of a valid blue disabled badge, photocopies of which must accompany the application.

3. Applicants must have no suitable off street parking available at their permanent place of residence such as drives or garages.

4. The applicant must prove that there is a vehicle registered and kept at the blue badge holder's address.

5. All bays will be available for use by any disabled badge holder and will not be provided for individual use.

6. No parking bays will be provided within 10 metres of a junction.

7. Bays will only be provided on roads wide enough to facilitate the unobstructed passage of emergency vehicles.

8. All bays will initially be advisory, but in the event of continual abuse, the Council may consider the introduction of a Traffic Regulation Order to enable enforcement action by the Council's Civil parking Enforcement Officers.

9. No bays will be provided in situations that contravene any existing parking regulations in force on the road.

10. Applications must be submitted in writing to the Traffic Section, Flintshire County Council, County Hall, Mold CH7 6NF. Tel:01352 704634.

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OFF STREET PARKING POLICY

1. Integral to Civil Parking Enforcement (CPE), which takes place "On-Street", is the issue of "Off- Street" parking, as a significant proportion of vehicles displaced from roads are likely to resort to public and privately owned car parks.

2. There is an historic inconsistency in the way the Council's car parks are managed across the County which goes back to the precursor authorities of Delyn and Alyn & Deeside. Delyn had a policy of charging, whereas Alyn & Deeside did not and, as a result of this position not having been reviewed since local government re-organisation, we now have the situation where the Council charges for the use of its car parks in Mold and Holywell, whereas all of the other Council car parks are free.

    Furthermore, the level of charges have not been reviewed for over 18 years. It is therefore clearly appropriate to review the current situation and to implement proposals aimed at addressing this inconsistency.

3. Surveys have been undertaken of all of the car parks within the seven town centres identified within the Council's UDP. Weekday and Saturday usage figures have been collected, to give indicative utilisation percentages on a daily basis. These have been compared to figures captured during a similar survey undertaken in 2005 and in most cases, the numbers have remained fairly constant.

4. The Regional Transport Plan, which has been developed by TAITH on behalf of all six constituent North Wales authorities, makes a number of references to the importance of 'Demand Management' in relation to the provision of sustainable transport, recognising that over 20% of our community will not have access to a car (this figure will be a lot more in our more disadvantaged neighbourhoods). Demand Management, in relation to car parks, is effectively the process of charging users a proportionate fee, where it's appropriate to do so, in order to encourage a modal shift from cars to public and other forms of transport, thereby reducing congestion and increasing the viability of buses. Extracts from the Regional Transport Plan and Flintshire's Regeneration Strategy are set out below:-

    ### *Regional Transport Plan*

    ### *Managing Demand and Traffic Flows*

    Techniques for managing demand and traffic flow include road user charging which is a matter for the Welsh Assembly Government although local access control schemes based on charging such as in Durham or the Peak District National Park in England might be considered for some local problems. Parking management, including the use of workplace or retail parking levies might also be considered,

particularly to generate revenue to support other measures such as public transport services in development of large new commercial sites.

Parking

Parking is an important aspect of transport, given that most vehicles, particularly private cars, spend most of their time not moving and therefore have to be parked somewhere. Taith aims to ensure that the methods used for managing parking are consistent across the region wherever practicable, in line with current joint working on Civil Parking, balancing the needs of all sectors of society in North Wales.

<u>*Regeneration Strategy*</u>

The Flintshire Economic Regeneration Strategy 2009-2020 identifies the importance of town centre regeneration and stresses the need to 'improve the integrated management of town centres', 'improve the built environment, public realm, and facilities for users' and 'provide alternative means of transport to the private car.'

5. A fundamental review of the Council's subsidised bus services is being undertaken, following the WG announcement of a 27% cut in grants and a commitment given to the Environment Overview & Scrutiny Committee at its budget Scrutiny meeting in January 2012. This review will be based on criteria aimed at maximising sustainable transport provision to meet social and economic needs. This will include an assessment of bus services serving our town centres in Flintshire.

6. Car park charges are sometimes criticised for having a negative impact upon the local economy, on the assumption that they encourage drivers to go to shopping areas that have free parking. This is not considered to be the case, where charging levels are proportionate to the locality, including the local shopping 'offer' available. The table below sets out the number of ground floor commercial units within each of the seven town centre boundaries, together with the vacancy rates in October 2012, compared to the national average vacancy rate for the same period of 14.6%.

Town	Number of Commercial Units	% Vacancy Rate
Buckley	96	5
Connah's Quay	57	11
Flint	122	11
Holywell	112	10
Mold	231	4
Queensferry	69	7
Shotton	94	9

7. There is clear evidence to show that some of the Council's car parks are used by residents, where they don't have access to their own private or on street parking. In these circumstances, the level of usage by surrounding residents needs to be taken into account in deciding whether or not to charge. Also, where appropriate, residents Parking Permits could be issued.

8. There is also clear evidence to show that our car parks are being used for 'Park and Share' purposes ie cars are left in them all day at no cost, whilst the drivers share a car to into, say Chester, where they have to pay. This practice does not add anything to the local economy and could be managed by the introduction of parking charges and CPE.

9. Similarly, Flint Station car park is heavily used, but not necessarily by rail travellers, who should be able to find a parking space whenever they want to use the train. Charging at the station car parks, but not others in Flint, will displace the vehicles of employees that work in the town and make it more likely to have spaces for rail users.

    The Council is obliged to pay 50% of any income generated by charging to the owners of the car parks, Arriva Trains Wales.

10. Given the above points, a review has been carried out of the Council owned car parks in the County against the following criteria :-

    ➢ Town Centre location, as identified in the Council's UDP

    ➢ Occupancy levels of the car parks

    ➢ Vibrancy of the Town Centres

    ➢ Proximity of the Town Centre to public transport

    ➢ Percentage usage by surrounding residents not having access to a private parking space or on street parking.

11. The outcome of the review is set out in the document attached to this Policy entitled "Initial Proposal for Car Parks Suitable for Charging"**.** It is suggested that the charges will be :-

    ➢ 20p per hour, for up to 3 hours

    ➢ £2.00 for over 3 hours, except the Flint Station Car Park, which will be £3.00 and Love Lane Car Park, Mold, which will be 50p

    ➢ Charges will apply between 08.00 am – 3.00 pm – Monday – Saturday

    Annual Parking Permits will be issued at a charge of 75% of the aggregated weekly tariff for business users and 50% for residents.

12.   It is intended to charge more for parking all day at Flint Railway Station as an added 'incentive' for non-rail passengers to park on the 'Free' car parks in Flint. Similarly, Love Lane Car Park in Mold is recommended to remain at the same tariff as now, to provide an option for lower cost parking on the outskirts of the town.

13.   It is intended that the Council's Enforcement Officers undertake enforcement action in all of our car parks, whether we charge in them or not. This will cover issues like parking within bays and proper use of disabled bays.

14.   As part of the process, it is intended that all car parks proposed for charging will be invested in, to ensure their surfaces, lines and signs are appropriate and that the lighting in them is up to the required quality.

15.   It is recognised that the implementation of the above Off-Street Parking policy, together with the introduction of CPE, is likely to have a significant impact upon vehicular usage of our town centres and car parks. It is therefore intended to review the Policy during the 2013-14 financial year, when the initial impact of the introduction of CPE has had time to settle down, and then annually thereafter.

INITIAL PROPOSAL FOR CAR PARKS SUITABLE FOR CHARGING

All charges will be 20p per hour, for up to 3 hours and £2 all day, unless shown
Charges will apply between 08.00 am – 3.00 pm - Monday - Saturday

Area	Car Park	Proposal to Charge
Buckley	*FCC Controlled* Argoed Road Bistre Avenue (plus 5 cycle bays) Black Horse (plus 4 cycle bays) Brunswick Road Precinct Way *Privately Controlled* Somerfield	Argoed Road Bistre Avenue Black Horse Brunswick Road
Connah's Quay	*FCC Controlled* Old Dock Road Fron Road Maude Street Somerfield/Council *Privately Controlled* Area to front of Boathouse/Shops Fron Road Health Centre (has lockable gates)	Somerfield
Flint	*FCC Controlled* Allt Goch – Large Allt Goch – Small Bollingbroke Heights Castle Heights Feather Street (library) Pavilion Leisure Centre Railway Station Richard Heights (6 residents bays) Swan Street *Privately Controlled* Retail Centre McDonalds/Asda	Railway Station (£3 all day) Swan Street
Holywell	*FCC Controlled - Free* Station Road – inner ring road (7 bays – disabled only) Halkyn Street *FCC Controlled – Short Stay* Bevans Yard (rear 63-69 High Street) Gateway (Somerfield) Leisure Centre Tower Gardens Upper	Halkyn Street Bevans Yard Tower Gardens Upper

Area	Car Park	Proposal to Charge
Holywell (Cont)	*FCC Controlled – Short/Long Stay* Plas yn Dre Well Street Car Park *Privately Controlled* Tesco Lidl	Plas yn Dre Well Street
Mold	*FCC Controlled-Contract* Town Hall *FCC Controlled-Long Stay* Love Lane *FCC controlled – Short Stay* Grosvenor Street King Street Meadow Place *FCC Controlled – Short/Long Stay* Griffiths Square New Street *Privately Controlled* Aldi Tesco Lidl	Town Hall Love Lane (50p all day) Grosvenor Street King Street Meadow Place Griffiths Square New Street
Queensferry	*FCC Controlled* Pierce Street Station Road *Privately Controlled* Asda Deeside Leisure Centre	None
Saltney	*FCC Controlled* None	None
Shotton	*FCC Controlled* Alexandra Street P&R Alexandra Street – King Edward Street Ash Grove Bridge Street Central Hotel Charmleys Lane King George Street Plymouth Street	None

Area	Car Park	Proposal to Charge
Shotton (Cont)	*Privately Controlled* Old B&Q/Charlies Lidl/B&Q/Pets at Home Pizza Hut Car Park	None
Talacre	*FCC Controlled* Smugglers Inn Proposed Additional Parking Lighthouse Pub Station Road Beach Car Park BHP	None

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Civil Parking Enforcement and Off-Street Parking
Implementation of 01.07.13 for Off-Street & 01.10.13 for On-Street   **APPENDIX 'E'**

	Note	Set Up £	2013/14 Year 1 £	2014/15 Year 2 £	2015/16 Year 3 £	2016/17 Year 4 £	2017/18 Year 5 £
Balance B/fwd	1	**186,000**	**-93,623**				
On-street							
Start-Up Costs	2	-199,623					
Maintenance of lines and signs			-20,000	-20,000	-20,000	-20,000	-20,000
Expenditure	3		-89,949	-179,898	-179,898	-179,898	-179,898
Less costs with existing budget provision	4		60,000	60,000	60,000	60,000	60,000
Net Expenditure Increase			-29,949	-119,898	-119,898	-119,898	-119,898
Income from PCN's			75,663	211,198	211,198	211,198	211,198
Total On-Street		**-199,623**	**25,714**	**71,300**	**71,300**	**71,300**	**71,300**
Off-street							
Car Park Resurfacing, Lining, Lights & Signs		-80,000					
Enforcement, cash collection, transport, maintenance, CPU and leasing finance	5		-128,316	-171,088	-171,088	-171,088	-171,088
Less costs with existing budget provision	6		65,000	65,000	65,000	65,000	65,000
Net Expenditure Increase			-63,316	-106,088	-106,088	-106,088	-106,088
Forecast Income from Off-Street Parking	7		420,885	493,230	493,230	493,230	493,230
Projected Current income level			-203,850	-203,850	-203,850	-203,850	-203,850
Additional Income from Car Parks			217,035	289,380	289,380	289,380	289,380
Total Off-Street		**-80,000**	**153,719**	**183,292**	**183,292**	**183,292**	**183,292**
Balance C/fwd		**-93,623**	**85,809**	**254,592**	**254,592**	**254,592**	**254,592**

Notes

1 Specific Directorate Balance Carried Forward previously approved by Executive in sums of £61k (2008/09), £75k (2009/10) and £50k (2010/11)

2 Start-up costs include: Specialist Advice £15k, IT/Office Equipment & Training £30k, Public Relations £10k, Legal Costs/Adverts £10k, TRO Survey & Mapping £40k, Signs & Line upgrade £30k, Signs conversion £30k, Hardware Maintenance for CPU £25k, Uniforms £9k

3 Expenditure consists of: Parking Manager £27k, Salary Overheads £25k, Parking Attendants £79k, Office Equipment & Overheads £9k, Transport Costs £30k, Ticket & Permit Processing £9k

4 Current Staff Budget Provision for management of car parks of £60k
5 Enforcement £89k, Cash Collection £28k, Transport £4k, Machine Maintenance £4k, PCN Levy to CPU £24k, Leasing Finance £22k
6 Current Enforcement Budget Provision for Attendants of £65k
7 3 months at existing levels (£50,962.50) and 9 months at new projected levels (£369,922.50)

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **WELSH PUBLIC LIBRARY STANDARDS**

1.00   PURPOSE OF REPORT

1.01   To present the Council's Welsh Public Library Standards Annual
Report for 2011-12, and the response of the Welsh Government to the
report. The Council's submission and the Welsh Government response
are available in the Members' Library and on the website.

2.00   BACKGROUND

2.01   The Welsh Government introduced a fourth assessment framework
for public library authorities, to operate from 2011 to 2014. It takes the
form of 9 Public Library Standards, which stipulate performance levels
to be achieved by March 2014, and 8 Performance Indicators, which
measure the authority's performance in successive years of the
framework, and its performance in relation to other library authorities in
Wales. The focus of the fourth framework is the maintenance of core
library services during a challenging time for the public sector.

2.02
Library authorities are required to produce an Annual Report for each
year of the framework, using a template provided by Welsh
Government. The report records performance against each of the
Standards and Performance Indicators, with accompanying
commentary to support and explain. The report for 2011 -12 is the first
report in the current three year framework.

3.00   CONSIDERATIONS

3.01   Welsh Government's analysis of the report identifies and comments on
those Standards which the Council meets in full, in part, and those
which it does not meet. The analysis can be summarised as follows:

3.02   The Council is achieving 5 of the 9 Standards in full. This includes all
the Standards relating to access to services - location of service
points, access for those unable to use conventional libraries and
facilities, and opening hours. (WPLS 1, 2 & 3) The standard for new
acquisitions of English and Welsh stock (WPLS 5) and the standard
relating to supply of requests within acceptable time periods (WPLS7)
were met in full.

3.03   The Council is partly achieving the remaining 4 Standards. However, because there is no provision of WiFi and the use of internet on laptops, owned by users, within libraries is not permitted, the service is achieving the majority of the requirements of WPLS 4 (ICT services and facilities) but not all. WPLS 6 relates to expenditure on books and other collection items. Four sections of this standard have been met but expenditure on collection items for adults is below the lowest quartile. This reflects the spending freeze on the book fund applied in the 3rd quarter of the year to enable the Directorate to address other budget pressures.

3.04   The standard relating to staffing (WPLS 8) was not fully met but the Welsh Government acknowledge that two of the three requirements were met and the overall staffing levels were very close to stipulated levels.

3.05   WPLS 9 relates to buildings and capital investment. Space requirements were met despite closure of 3 libraries but building condition surveys so the standard was only partially met. Building condition surveys were not submitted and disability audits are required once within the 5 year period 2009-14.

3.06   The Welsh Government assessment of the Performance Indicators notes some improvement in performance compared to 2010-11: WPL PI 5 (percentage of total authority revenue expenditure on books and materials), WPL PI 6 (percentage of authority revenue expenditure spent on the service), WPL PI 7 (capital expenditure), WPL PI 8 (net annual revenue authority expenditure on providing a library service). However in other key areas performances have declined since 2010-11. Users (WPL PI 1), use of IT (WPL PI 3) and issues (WPL PI 4) have all decreased. The Welsh Government states that this is directly attributable to expenditure reductions and the impact on resulting service provision.

3.07   The assessment describes the annual Return for 2010-11 as providing some useful commentary and additional information to assist the assessment process. One of the main objectives of the Fourth Assessment Framework for library authorities in Wales (2011-14) is ensuring that the resources expended on library services are not reduced disproportionately when compared to the resources awarded to other local authority statutory services. Past Frameworks have provided evidence that in authorities that impose in-year reductions or expenditure moratoria, performances have suffered significantly as a result. The Government would wish to be assured that the authority does not impose disproportionate cuts on the library service and that the next Annual Return addresses the matter in detail. The County Council can do this through presenting library service information in a wider and comparative authority context which would have enabled the assessors to ascertain whether library expenditure reductions are commensurate with those across all services.

4.00   RECOMMENDATIONS

4.01   Cabinet is requested to consider the Welsh Public Library Standards Report for 2011-12, and note the response of the Welsh Government.

4.02   Cabinet is requested to endorse the action outlined in 5.01 to enable the Council to improve its performance against the Standards.

5.00   FINANCIAL IMPLICATIONS

5.01   The financial implications of complying with the Standards continue to be assessed and will be reported to Cabinet through the budget setting process.

6.00   ANTI POVERTY IMPACT

6.01   The Standards address a number of issues which relate to anti-poverty.

7.00   ENVIRONMENTAL IMPACT

7.01   None.

8.00   EQUALITIES IMPACT

8.01   The Standards encompass a number of issues which relate to equal opportunities.

9.00   PERSONNEL IMPLICATIONS

9.01   None - this is a retrospective report recording performance during 2011-12.

10.00   CONSULTATION REQUIRED

10.01   WPLPI 2 requires the Council to measure community and user satisfaction with the service at least once during the three year framework.

11.00   CONSULTATION UNDERTAKEN

11.01   Surveys are planned for 2013.

12.00   APPENDICES

12.01   **A**. Flintshire County Council. Welsh Public Library Standards Annual Report 2011-12

B. Welsh Government. Fourth Framework of Welsh
Public Library Standards: Annual Return 2011-12 (Flintshire)

Copies are available in the members' Library and on the website.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Welsh Government. *Maintaining a valued service* and *How good is your public library service?*

http://wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymal/libraries/wpls/wpls201114/

?lang=en

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY 18 DECEMBER 2012

REPORT BY: DIRECTOR OF LIFELONG LEARNING

SUBJECT: INCLUSION SERVICE REVIEW PROGRAMME

1.00   PURPOSE OF REPORT

1.01   To inform members regarding the progress on implementation of the Inclusion Service Review Programme.

2.00   BACKGROUND

2.01   Flintshire County Council's Policy Framework for Children and Young people with Additional Learning Needs commits the Authority to a policy of inclusion for everyone. This is a principle that is positively pursued in practice by the Local Authority and its schools. A copy of the current Policy Framework has been placed in the Members' Room.

2.02   The service is underpinned by a structure (at Appendix 1), protocols and decision-making processes to assess and decide on support for pupils with Additional Learning Needs. These are matched by effective and co-ordinated advice and support for parents and carers and services supporting effective transition to help children and young people move between different stages of learning. Specialist provision is set out at Appendix 2.

2.03   In the October 2011 LAESCYP Inspection, Estyn concluded that the Local Authority's services to support Additional Learning Needs, social inclusion and wellbeing were all good. In relation to Additional Learning Needs, the assessment is set out below.

"Flintshire fulfils its statutory obligations for pupils with Additional Learning needs (ALN) well. Processes to support ALN are clear, efficiently managed, and effectively monitored. Well-understood procedures and rigorous multi-agency moderation of requests for additional support provide schools with responses that are consistent.

The authority monitors the progress of pupils with ALN effectively. This has recently led to a focus on improving achievements in reading and writing for pupils with ALN. As a result, pupils make good progress. The authority has recently improved its system for monitoring and evaluating a broad range of

data on the achievements of pupils with additional learning needs. It is piloting the system for the Welsh Government. There are positive early indicators of its effectiveness as a tool for school improvement.

The authority has undertaken a review to ensure that it meets the needs of all pupils. This is having a positive impact, such as supporting pupils with speech and language needs and those with hearing impairment in cluster-based mainstream schools."

2.04   Developments have been overseen by the Inclusion Service Steering Group which includes Elected Members (including the Cabinet Member for Education & Culture and Councillor Stella Jones), Headteachers, Parent Partnership and Additional Needs Coordinators.   The work programme is completed by a Project Team led by Inclusion Service Managers.

3.00   **CONSIDERATIONS**

3.01   The service is not complacent about current performance and recognises the need to maximise the impact of available resources on improving the life chances of children and young people with Additional Learning Needs. This means that a new phase in the review programme also needs to address:
- national reforms to Additional Learning Needs (some of which are being piloted in Flintshire);
- sustainable networks of provision meeting current and future demographic needs; and
- sustainable resources aligned with responsibilities in schools and the local authority.

3.02   The following are considered to be within scope of the next phase of the review focused on provision:
- all centrally funded Inclusion Services, e.g. Educational Psychology Services, Learning Support Service, Inclusion Welfare Service etc.;
- all specialist LA provision, i.e. Resources and Portfolio Pupil Referral Units (PPRU); and
- all specialist non Flintshire provision, known as Out of County (OOC).

3.03   The following aspects of the review programme have been completed to date:

3.04   **Finance**

Significant work has been undertaken with colleagues in Finance to re-profile the Inclusion Service budget and address the budget anomalies identified. This has given managers a clear profile of their individual services and regular monitoring is underway. The work has also given senior managers a clear understanding of resource pressures and has been crucial to moving the service forwards.

In response to the Welsh Local Government Association (WLGA) commitment, the majority of the budget for secondary Teaching Assistants has been delegated to the schools. A working party is underway looking at how funding to support pupils with BESD can be delegated to both primary and secondary schools. A consortium has been identified for a pilot and discussions are underway relating to implementation of this.

3.05 **Service Delivery**

Changes have been made in relation to service delivery to support schools to build their own understanding and capacity to meet the needs of pupils with ALN. A number of services that were previously accessible only to primary schools, e.g. Learning Support and Communication, Language Advisory Support Service (CLASS) have now been extended to working with educational establishments across all phases.

Work has been underway with regard to specialist provision. A working group has reviewed the role and suitability of Resourced provision against the presenting needs of Flintshire pupils. Gaps in provision have been identified, particularly in relation to Autistic Spectrum Disorder (ASD), Behaviour Emotional Social Difficulties (BESD), Specific Language Impairment (SLI), Hearing Impairment (HI) for secondary aged pupils. Revised models of delivery are being trialled within existing Resources (SLI and HI) with the aim being to broaden the number of pupils impacted upon by the specialist staff through a more efficient use of staff and retaining the mainstream placement where possible. Savings realised by the changes in delivery and potential closure of some existing Resources should fund the required additions. Work has been undertaken to source potential centres for new provision.

Where possible, necessary changes have been made to specialist provision. The Welsh Government agreed to the closure of the Applied Behavioural Analysis (ABA) Resource at Westwood Primary School and this formally closed on 26th October 2012. The KS2 Social Communication Resource has been relocated from Westwood to Ysgol Y Fron in Holywell. Within the Portfolio Pupil Referral Unit, the KS3 centre within Mold Alun has closed due to the lack of available space to extend the provision to KS4. In response to this a KS3/4 provision has been opened at John Summers High School. The provision within Bryn Tirion has been extended and includes increased support for pupils to access their local mainstream school to ensure links are maintained with their community. Work is underway to develop an Alternative Centre for Education which will increase the range of vocational accredited courses for pupils with BESD.

3.06 **Out of County Provision**

Inclusion Officers have worked alongside colleagues in Social Services for Children to review and improve procedures relating to 'Out of County' placements. The focus on clear outcomes for pupils and increased levels of challenge both internally and externally with providers has resulted in savings and in some cases, a return to local provision. Officers are investigating potential Invest to Save opportunities to reduce the number of pupils having to access their education outside of Flintshire.

Regional options are being explored where opportunities arise. Flintshire now shares a Principal Education Psychologist with Wrexham. The additional funding realised through this arrangement has enabled a Senior role within the Flintshire team to be developed. The long term aim is to merge the two services into one and officers are working closely with support services to implement this. Flintshire is working alongside Wrexham and Denbighshire to develop a three County Sensory Service. Consultation has taken place with staff and confirming the financial and governance arrangements are the next key tasks.

Consideration is also being given to the development of a regional provision for ICT assessments for pupils with ALN, including augmentative communication aids. Denbighshire has developed a facility within their specialist school Tir Morfa and a six local authority service level agreement has been drafted. Further information is required from the Welsh Government to enable this to move further towards implementation.

3.07 **Agile Working**

In line with the corporate Asset Management Plan, the Inclusion Service is looking to reduce the number of satellite centres it occupies as part of the review. The Education Psychology Service has been identified as the first service to move and implement agile working principles. The supporting technology has been identified and where possible is being utilised by the team. A suitable office space has been identified within County Hall for 'hot desk' arrangements and the team is awaiting a date for this to be vacated so the move can be implemented.

3.08 **Evaluation of Practice**

All central services have been working on systems to monitor and evaluate impact. Managers have also investigated the implication of delegation in relation to their particular service area. Potential models have been developed and along with the research completed to date and information acquired relating to the national reforms and regionalisation of school improvement, the service has initiated the formal review of central service provision.

4.00 RECOMMENDATIONS

4.01 To note progress in relation to the Inclusion Service review programme.

4.02 To commission development of a project initiation document for the next phase of the programme, to be considered in January 2013.

5.00 FINANCIAL IMPLICATIONS

5.01 The review has several financial implications. The redesign has to ensure that the Local Authority can deliver its statutory responsibilities within budget and does not result in additional financial pressures. Delegation has to be considered carefully and implemented where it can have a positive impact on pupils with Additional Learning Needs. Redundancy are a possible cost associated with the review along with site development costs for specialist provision.

6.00 ANTI POVERY IMPACT

6.01 The impact of poverty is a core consideration of the review. It is important that the service redesign does not negatively impact on

7.00 ENVIRONMENTAL IMPACT

7.01 It is anticipated that the review will reduce the corporate footprint associated with the Inclusion Service as a result of agile / collaborative working and a reduction in the number of satellites associated with the service.

8.00 EQUALITIES IMPACT

8.01 Equalities Impact Assessments are being undertaken where aspects of the review will lead to significant policy / provision change.

9.00 PERSONNEL IMPLICATIONS

9.01 Significant support from HR is required for the redesign of the service and the possible implications for employees. It is possible that changes will result in redundancies.

10.00 CONSULTATION REQUIRED

10.01 Stakeholders have been identified and a consultation / communication plan is to be developed to ensure all required consultation takes place.

11.00 <u>CONSULTATION UNDERTAKEN</u>

11.01 Consultation has taken place with regard to aspects of the regional work.

12.00 <u>APPENDICES</u>

Appendix 1 - Service Structure
Appendix 2 - Specialist Provision in Flintshire

<u>LOCAL GOVERNMENT (ACCES TO INFORMATION) ACT 1985</u>
<u>BACKGROUND DOCUMENTS</u>

Flintshire Local Authority Policy Framework for Children with Additional Learning Needs (ALN)

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┌──────────────────────┐
│   Lifelong Learning   │
│   School Services     │
└──────────────────────┘
           │
┌──────────────────────┐
│   Inclusion Service   │
└──────────────────────┘
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Lifelong Learning School Services

Inclusion Service

Social Inclusion & Wellbeing

- **Education Other Than At School**
- **Portfolio Pupil Referral Units**
- **Behaviour Support**
- **Inclusion Welfare**
- **Looked After Children**

Educational Psychology Service

- **Educational Psychology**
- **Counselling**

Data & Information

Sensory Support

Inclusion Assessment

Communication Language and Speech

English as an Additional Language / Gypsy Traveller

Autistic Spectrum Disorder

Integrated Disability

Learning Support

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Appendix 2

B16   SPECIALIST PROVISION IN FLINTSHIRE

Ysgol Maes Glas (BESD)

Ysgol y Fron (MLD & Social Communication)

Ysgol Pen Coch

Ysgol Maes Hyfryd

YPEC PRU

Learning Centre (School Refuser)

Ysgol Taliesin (MLD)

Shotton Infants (MLD)

Ysgol Bryn Coch (MLD)

Bryn Tirion (BESD)

Ysgol Bryn Gwalia (Hearing)

John Summers HS On-Site PRU

Delyn Centre PRU

Hawarden HS Resource (Dyslexia)

Alun HS Resources (BESD & Hearing)

Ysgol Glanrafon (Generic)

Ysgol Mynydd Isa (Language)

Argoed HS Resources (Language & Aspergers)

Elfed HS School Resources (YMH Satellite & Social /Emotional)

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **PROPOSED AMALGAMATION OF PENYFFORDD INFANT AND JUNIOR SCHOOLS**

1.00   **PURPOSE OF REPORT**

1.01   To seek approval to begin the consultations with the school communities with regard to amalgamation of the infant and junior schools to form a primary school.

2.00   **BACKGROUND**

2.01   The agreed policy of the Council is to amalgamate infant and junior schools whenever appropriate. County Council policy recognises the benefits of all-through Primary education. These include continuity of planning and provision for learners and their families. This process has been actioned over the last three years. The schools at Penyffordd are the last to be proposed for amalgamation and would mark the completion of the process to amalgamate all infant and junior schools in the County.

2.02   The Headteacher of the infant school has announced her intention to retire at the end of the academic year in August 2013. This provides a timely opportunity to consult with the school about the amalgamation, into a primary school with one Headteacher and one Governing Body.

3.00   **CONSIDERATIONS**

3.01   The existing Infant and Junior Schools are on separate sites. The new school would therefore be on a split site. However, evidence shows that where appropriately organised and managed this does not have a negative impact on the outcomes of the school. This is demonstrated by other primary schools on split sites, an example of which is at Mynydd Isa.

3.02   Consultations to be undertaken in the New Year would involve meetings with staff, governors, parents/carers and the community. After consultations, a further report to Cabinet would be prepared, which would detail the responses of Parents, Governors, Staff and Community. Approval would then be sought to publish statutory notices in which the proposal to amalgamate the schools by September 2013 would be detailed.

4.00   RECOMMENDATIONS

4.01   That members consider the report and approve the process of consultations to be undertaken by officers early in the New Year.

5.00   FINANCIAL IMPLICATIONS

5.01   There are no financial implications that will arise from the process of consultations.

6.00   ANTI POVERTY IMPACT

6.01   There are no implications that would arise from this report.

7.00   ENVIRONMENTAL IMPACT

7.01   There are no implications that would arise from this report

8.00   EQUALITIES IMPACT

8.01   The process of consultations will involve the reference to equalities impact on the Community and the Welsh language of any eventual amalgamation.

9.00   PERSONNEL IMPLICATIONS

9.01   There are no direct implications arising from this report.

10.00   CONSULTATION REQUIRED

10.01   Initial consultations are required in accordance with statutory requirements.

11.00   CONSULTATION UNDERTAKEN

11.01   None at the schools.

12.00   APPENDICES

12.01   None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **UPDATE ON YSGOL RHES Y CAE**

1.00   PURPOSE OF REPORT

To provide an update on the outcome of the statutory process relating to the proposed closure of Ysgol Rhes y Cae.

2.00   BACKGROUND

2.01   Following consultations and subsequent approval of the Cabinet to publish the statutory proposals to close the school at the end of the academic year, the process of publication and circulation of the notice was made in accordance with the Education (School Organisation Proposal) (Wales) Regulation 1999.

2.02   The notice was published on the 16th of October 2012 and the period of one month for formal (written) objections was allocated. Two objections have been received within the prescribed period. In brief the objections were as follows:

Mrs Sarah Wake, the Parent, Pentre Halkyn.

Mrs Wake's objection is based on the fact that she is in favour of small schools, believing that "they provide an excellent start for a child in their educational journey". She also was dissatisfied with the process of the consultation.

Mr Timothy Reese, Runcorn, Cheshire.

Mr Reese objected directly to the Minister to the proposed closure because of his belief that if given a few more years, the numbers of pupils would increase. He also believes that the proposed closure is motivated by cost.

Full copies have been placed in the Members' Library.

3.00   CONSIDERATIONS

Current legislation requires any proposal which attracts formal objections to be determined by Welsh Ministers. This means that the decision making process is therefore transferred to the relevant Minister.

4.00   RECOMMENDATIONS

That Members receive this update and await the decision made by Welsh Ministers with regard to the proposal.

5.00   FINANCIAL IMPLICATIONS

None as a result of this information report.

6.00   ANTI POVERTY IMPACT

None as a result of this information report.

7.00   ENVIRONMENTAL IMPACT

None as a result of this information report.

8.00   EQUALITIES IMPACT

None as a result of this information report.

9.00   PERSONNEL IMPLICATIONS

None as a result of this information report.

10.00   CONSULTATION REQUIRED

None in relation to this information report.

11.00   CONSULTATION UNDERTAKEN

In accordance with the requirement of the Welsh Government regulations.

12.00   APPENDICES

None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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<u>FOR INFORMATION</u>

<u>FLINTSHIRE COUNTY COUNCIL</u>

REPORT TO: CABINET

DATE: 18 DECEMBER, 2012

REPORT BY: CHIEF EXECUTIVE

SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 <u>PURPOSE OF REPORT</u>

1.01 To inform Members of action taken under delegated powers.

2.00 <u>BACKGROUND</u>

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 <u>RECOMMENDATION</u>

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 <u>FINANCIAL IMPLICATIONS</u>   5.00 <u>ANTI-POVERTY IMPACT</u>

4.01 As detailed in each report.   5.01 As detailed in each report.

6.00 <u>ENVIRONMENTAL IMPACT</u>   7.00 <u>EQUALITIES IMPACT</u>

6.01 As detailed in each report.   7.01 As detailed in each report.

8.00 <u>PERSONNEL IMPLICATIONS</u>

8.01 As detailed in each report

9.00 <u>CONSULTATION REQUIRED</u>

9.01 Not applicable

10.00 <u>CONSULTATION UNDERTAKEN</u>

10.01 Not applicable

11.00 <u>APPENDICES</u>

11.01 Summary of Decisions taken under Delegated Powers.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</u>

Background documents: See individual report.
Contact Officer: Detailed on the individual reports.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate   **Subject**

Lifelong Learning   Leisure Services Tariff 2013

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

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FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
DECEMBER 2012 TO MAY 2013

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
December					
Housing Overview & Scrutiny Committee	5 December 2012	Legal and Democratic Services	**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		
Housing Overview & Scrutiny Committee	5 December 2012	Housing	**HRA Subsidy** To receive an update on the potential amendments to the HRA subsidy, to include proposals to meet the WHQS		
Housing Overview & Scrutiny Committee	5 December 2012	Housing	**Gypsy/Travellers Needs Assessment** To consider the needs assessment that will inform the development of the Strategy		

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	**Forward Work Programme** To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**Health & Safety in Schools** To provide the Committee with information and data regarding Health & Safety incidents that occur in school settings		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**Salix Scheme** To receive a report on the Salix Scheme, its successes and learning		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**Estyn LAESCYP Inspection - Self Evaluation**		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**Regional School Effectiveness and Improvement Service (RSEIS) Update**		

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	**School Exclusions** Annual monitoring report to ensure effective mechanisms are in place for exclusions, together with appropriate levels of intervention and support.		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**School Balances** To provide the Committee with details of closing balances held by schools at the end of the financial year.		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**Flintshire Arts Strategy** To update members on the progress made in achieving the objectives/actions of the Flintshire Arts Strategy.		

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	Legal and Democratic Services	**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		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**Forward Work Programme** To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
Audit Committee	12 December 2012	Finance	**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.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Audit Committee	12 December 2012	Chief Executive's	**Annual Audit Letter** To report to the Committee the Annual Audit Letter from the Council's Appointed Auditor, Wales Audit Office (WAO).		
Audit Committee	12 December 2012	Legal and Democratic Services	**Annual Update of Code of Corporate Governance** Annual update of the Code of Corporate Governance	All Report Types	
Audit Committee	12 December 2012	Finance	**Action Tracking** To inform the Committee of the actions resulting from points raised at previous Audit Committee Meetings.		
Audit Committee	12 December 2012	Finance	**Audit Committee Self Assessment Against CIPFA Requirements** To inform Members of the results of the Audit Committee Self Assessment.		
Audit Committee	12 December 2012	Finance	**Certification of Grant Claims** To provide members with an update on the submission of Grant Claims for 2011/12.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Audit Committee	12 December 2012	Chief Executive's	**Improvement Assessment Letter from the Auditor General for Wales** To advise Members of the Council's Improvement Assessment Letter October 2012 from the Auditor General for Wales.		
Audit Committee	12 December 2012	Finance	**Forward Work Programme** To consider the Forward Work Programme for the Audit Committee for the next year.		
Corporate Resources Overview & Scrutiny Committee	13 December 2012	Legal and Democratic Services	**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		

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	Finance	**Revenue Budget Monitoring 2012/13 (Month 6) and Capital Programme 2012/13 (Quarter 2)** To provide Members with the Revenue Budget Monitoring 2012/13 (Month 6) report and Capital Programme 2012/13 (Quarter 2) report.		
Corporate Resources Overview & Scrutiny Committee	13 December 2012	Chief Executive's	**Forward Work Programme**		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	**Fostering Inspection 2012** To advise members of the outcome of this year's CSSIW Inspection of our Fostering Service		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	**Update on Adult Social Care Transport Policy** To inform Members of progress and further steps		

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	**CSSIW Annual Letter** To advise members of CSSIW Annual letter and response to ACRF.		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Legal and Democratic Services	**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		
Social & Health Care Overview & Scrutiny Committee	17 December 2012	Community Services	**Forward Work Programme** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee		

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	**Self-Evaluation of Local Authority Education Services for Children and Young People 2012** For Members to agree the self evaluation document for the forthcoming LAESCYP inspection in February.	Strategic	Cabinet Member for Education
Cabinet	18 December 2012	Environment	**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.	Strategic	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	18 December 2012	Environment	**Streetscene Review**	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 December 2012	Environment	**Review of Public Conveniences** To seek approval to review the provision of the public convenience service.	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	**Flying Start Strategic Plan 2013 - 2015** To seek Cabinet approval for the proposed expansion of the Flying Start Programme in Flintshire.	Strategic	Cabinet Member for Social Services
Cabinet	18 December 2012	Finance	**Capital Strategy and Capital Programme 2013/14 to 2022/23**	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	**Council Fund Revenue Budget 2013/14** To present the Council Fund Revenue Budget proposals for the 2013/14 budget, which are in progress, for endorsement and which will be subject to consideration by Overview & Scrutiny in January.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Chief Executive's	**Quarter 2 Performance Report**	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	18 December 2012	Finance	**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.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	**Capital Programme 2012/13 (Quarter 2)** 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	**Corporate Debt Policy** To approve the implementation of a Corporate Debt Policy.	Operational	Cabinet Member for Corporate Management
Cabinet	18 December 2012	Lifelong Learning	**Inclusion Services Review** Review implementation report for Members.	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	**Proposed Amalgamation of Penyffordd Infant and Junior Schools** In accordance with Council Policy to amalgamate schools when appropriate, the opportunity has arisen due to the announced retirement of one Headteacher to begin the process of amalgamating two schools into a single Primary School. The purpose of the report is to seek approval of the Cabinet to begin the consultation process with the schools.	Operational	Cabinet Member for Education
Cabinet	18 December 2012	Lifelong Learning	**Update on Ysgol Rhes y Cae** Following the publication of Statutory Notices, formal objections have been received within the prescribed period and as result the determination will be made by Welsh Ministers.	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	**Welsh Public Library Standards** Annual Report for Members on the Standards.	Operational	Cabinet Member for Education
Cabinet	18 December 2012	Environment	**Towns Capital Investment** To inform Members of the range of capital investment planned in the town centres.	Operational	Cabinet Member for Regeneration, Enterprise & Leisure
Cabinet	18 December 2012	Environment	**Welsh Government Highway Prudential Borrowing Initiative** To seek Cabinet approval for the Council's bid to Welsh Government for highway maintenance funding through their Prudential Borrowing initiative for the financial years 2013 – 14 and 2014 -15.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 December 2012	Environment	**Civil Parking Enforcement**	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	**Restructure of Housing Service Senior Management Team** To outline and seek agreement of Cabinet for the proposed restructure of the housing Service Senior Management Team.	Strategic	Cabinet Member for Housing
January					
Community Profile & Partnerships Overview & Scrutiny Committee	7 January 2013	Legal and Democratic Services	**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		
Environment Overview & Scrutiny Committee	9 January 2013	Environment	**Contracted Bus Services** To consider proposals following the national review.		

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	Legal and Democratic Services	**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		
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.		

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	**Recycling Income** To receive a report on the income generated via recycling activity.		
Cabinet	22 January 2013	Chief Executive's	**Regional Collaboration** To review progress against the portfolio of collaborative projects adopted regionally.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	22 January 2013	Community Services	**Gypsy and Travellers Needs Assessment** To consider the Gypsy-Traveller Needs Assessment that will inform the development of a Gypsy-Traveller Strategy.	Strategic	Cabinet Member for Housing
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
Cabinet	22 January 2013	Lifelong Learning	**CCTV Regional Report** Progress on feasibility of a Regional CCTV Service for North Wales	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	22 January 2013	ICT and Customer Services	**Flintshire Connects Centres - Options Appraisal for Connah's Quay and Flint** To provide an update on the overall progress for developing Flintshire Connects Centres at Connah's Quay and Flint.	Strategic	Cabinet Member for Corporate Management
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	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

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
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	Lifelong Learning	**Shotton 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*
Cabinet	22 January 2013	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
Cabinet	22 January 2013	Environment	**Flintshire Business Week** Evaluation of Flintshire Business Week 2012	Operational	Cabinet Member for Regeneration, Enterprise & Leisure
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.		

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	**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.		
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Social		
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Community Services	**Integrated Family Support Service** To inform Members of the rollout plan for Flintshire.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
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.		
Audit Committee	30 January 2013	Finance	**Risk Management Update** To receive an update on Risk Management matters.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Audit Committee	30 January 2013	Finance	**Management of Internal Audit** To advise Members of the management arrangements for the Internal Audit Department after 31st March 2013.		
Audit Committee	30 January 2013	Community Services	**Tracker Investigation Outcome** To up-date Members of the Audit Committee on the outcome of the tracker investigation in Housing.	Operational	Cllr Helen Brown
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	**Flood Risk Management Strategy** To advise Members of the need to develop Flood Risk Management Strategy for Flintshire.	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	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
Cabinet	19 February 2013	Finance	**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.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 February 2013	Finance	**Treasury Management Policy & Strategy Statement 2013/14** To present to Members the Treasury Management Policy Statement for 2013/14 for approval to Council.	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	19 February 2013	Finance	**Council Tax Grants for Pensioners** To provide Cabinet with information on the latest Welsh Government Grant Scheme in 2013-14 which provides financial assistance to pensioners to pay their Council Tax.	Operational	Cabinet Member for Corporate Management
Cabinet	19 February 2013	Finance	**Corporate Debt - Write Off** To request authorisation to write off a single Corporate Debt	Operational	Cabinet Member for Corporate Management
Cabinet	19 February 2013	Human Resources and Organisational Development	**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.	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
March					
Flintshire County 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	**Treasury Management Update** To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2012/13.		
Audit Committee	13 March 2013	Finance	**Financial Procedure Rules** To present recommendations to update the Council's Financial Procedure Rules.		
Audit Committee	13 March 2013	Finance	**Financial Procedure Rules** To provide Audit Committee with the proposed updated Financial Procedure Rules (FPRs) following the annual review.		
Cabinet	19 March 2013	ICT and Customer Services	**ICT STRATEGY UPDATE** To provide an update on progress with the implementation of the Corporate Information and Communications Technology [ICT] Strategy.	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 (Quarter 3)** 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	**Rural Development Plan** To receive regular updates on the progress of Business Plan 2 with particular consideration to any downturns in progress		
Cabinet	23 April 2013	Finance	**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.	Operational	Leader of the Council and Cabinet Member for Finance
May					
Cabinet	21 May 2013	Finance	**Revenue Budget Monitoring 2012/13 (Month 11)** To provide Members with the revenue budget monitoring information at Month 11 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance

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