

# Public Document Pack

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



To: Cllr Aaron Shotton (Leader)

CS/NG

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

11 September 2013

Nicola Gittins 01352 702345  
nicola.gittins@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 17TH SEPTEMBER, 2013** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

## AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST**
- 3 **MINUTES** (Pages 1 - 14)  
To confirm as a correct record the minutes of the last meeting.

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County Hall, Mold. CH7 6NA  
Tel. 01352 702400 DX 708591 Mold 4  
[www.flintshire.gov.uk](http://www.flintshire.gov.uk)  
Neuadd y Sir, Yr Wyddgrug. CH7 6NR  
Ffôn 01352 702400 DX 708591 Mold 4  
[www.siryfflint.gov.uk](http://www.siryfflint.gov.uk)

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

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

- 4 **HOUSING REVENUE ACCOUNT 30 YEAR BUSINESS PLAN** (Pages 15 - 28)

Report of Director of Community Services - Cabinet Member for Housing

- 5 **FLINTSHIRE CONNECTS UPDATE** (Pages 29 - 38)

Report of Head of ICT and Customer Services, Head of Housing - Cabinet Member for Corporate Management

- 6 **PROCUREMENT STRATEGY UPDATE** (Pages 39 - 48)

Report of Head of ICT and Customer Services - Cabinet Member for Corporate Management

- 7 **DEVELOPMENT OF A NATIONAL ADOPTION SERVICE FOR WALES** (Pages 49 - 126)

Report of Director of Community Services - Cabinet Member for Social Services

- 8 **COMMUNITY HEATING CHARGES 2013/2014** (Pages 127 - 130)

Report of Director of Community Services - Cabinet Member for Housing

- 9 **SCHOOLS FUNDING FORMULA REVIEW** (Pages 131 - 140)

Report of Director of Lifelong Learning - Cabinet Member for Education

- 10 **CONSULTATION RESPONSE ON THE HILL REVIEW OF EDUCATION SERVICES** (Pages 141 - 152)

Report of Director of Lifelong Learning - Cabinet Member for Education

- 11 **LEISURE STRATEGY - PROGRESS UPDATE** (Pages 153 - 158)

Report of Director of Lifelong Learning - Cabinet Member for Public Protection, Waste & Recycling

- 12 **CIVIL PARKING ENFORCEMENT AND TRAFFIC MANAGEMENT MEASURES IN MOLD, TALACRE AND LOWER GRONANT** (Pages 159 - 176)

Report of Director of Environment - Deputy Leader of the Council and Cabinet Member for Environment

- 13 **PEOPLE STRATEGY UPDATE** (Pages 177 - 208)

Report of Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management

### **OPERATIONAL REPORTS**

- 14 **PERFORMANCE REPORTING** (Pages 209 - 216)

Report of Chief Executive - Cabinet Member for Corporate Management

- 15 **OUTCOME AGREEMENT 2013/14 ONWARDS** (Pages 217 - 226)

Report of Chief Executive - Cabinet Member for Corporate Management

- 16 **ANNUAL MONITORING REPORTS: STRATEGIC EQUALITY PLAN AND WELSH LANGUAGE SCHEME** (Pages 227 - 232)

Report of Chief Executive - Cabinet Member for Corporate Management

- 17 **REVENUE BUDGET MONITORING 2013/14 (MONTH 3)** (Pages 233 - 270)

Report of Head of Finance - Leader of the Council and Cabinet Member for Finance

- 18 **COUNCIL TAX - PENSIONER GRANT SCHEME FOR 2013-14** (Pages 271 - 274)

Report of Head of Finance - Cabinet Member for Corporate Management

- 19 **TREASURY MANAGEMENT ANNUAL REPORT 2012/13** (Pages 275 - 290)

Report of Head of Finance - Cabinet Member for Corporate Management

- 20 **DOMESTIC ABUSE POLICY** (Pages 291 - 322)
- Report of Chief Executive - Cabinet Member for Corporate Management
- 21 **ATTENDANCE MANAGEMENT PERFORMANCE AND AREAS OF IMPROVEMENT** (Pages 323 - 330)
- Report of Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management
- 22 **WORKFORCE INFORMATION QUARTER 1 APRIL - JUNE 2013** (Pages 331 - 338)
- Report of Head of Human Resources and Organisational Development - Cabinet Member for Corporate Management
- 23 **ADULT SAFEGUARDING UPDATE** (Pages 339 - 356)
- Report of Director of Community Services - Cabinet Member for Social Services
- 24 **SCRAP METAL DEALERS ACT 2013** (Pages 357 - 360)
- Report of Director of Environment - Cabinet Member for Public Protection, Waste & Recycling
- 25 **NORTH EAST WALES SENSORY SUPPORT SERVICE** (Pages 361 - 364)
- Report of Director of Lifelong Learning - Cabinet Member for Education
- 26 **UPDATE ON STATUTORY NOTICES FOR SCHOOL MODERNISATION** (Pages 365 - 370)
- Report of Director of Lifelong Learning - Cabinet Member for Education
- 27 **LIQUIDATION OF AD WASTE**
- To receive a verbal update on the latest position regarding the Company from the Director of Environment - Cabinet Member for Public Protection, Waste & Recycling
- 28 **EXERCISE OF DELEGATED POWERS** (Pages 371 - 374)
- Report of the Chief Executive enclosed.

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

The following items were listed on the Forward Plan for this meeting but are not being submitted for the following reasons:

1. Corporate Debt Write Off - Deferred pending further information
2. Flint Housing Regeneration Scheme - Deferred to be reported following the Housing Overview and Scrutiny Committee on 23 September
3. Learning Disability Commissioning Plan - Deferred until October to ensure that feedback from Social and Health Care Overview and Scrutiny Committee can be included in the report
4. Flintshire Music Service Review – Deferred pending full financial data which will be received from schools by October

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## **CABINET** **16 JULY 2013**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 16 July 2013

### **PRESENT: Councillor Aaron Shotton (Chairman)**

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

### **ALSO PRESENT:**

Councillors: Veronica Gay, Ron Hampson, Patrick Heesom, Dave Mackie, Carolyn Thomas and Arnold Woolley

### **IN ATTENDANCE:**

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services and Head of Finance

The Leader and Cabinet Member for Finance provided copies of a letter signed by the 22 Leaders of local government in Wales which had been sent to the First Minister and Cabinet Members at the Welsh Local Government Association on local government finances prior to their last meeting of Cabinet before the recess. The letter highlighted the understanding by the Leaders of the impact of cuts on the Welsh budget and addressed problems which threatened the sustainability of Welsh public services.

A meeting was requested with the First Minister and Cabinet Members on the concerns detailed in the letter.

### **38. DECLARATIONS OF INTEREST**

None were received.

### **39. MINUTES**

The minutes of the meeting held on 18 June 2013 had been circulated with the agenda.

The Cabinet Member for Education suggested the following amended wording on minute number 31, Response from the Lifelong Learning Overview and Scrutiny Committee to the Call in of a Cabinet Decision:

- 1) 3<sup>rd</sup> paragraph, second bullet point on the last line – add in the word 'denominational' before 'school'
- 2) 3<sup>rd</sup> paragraph, last bullet point on the fifth line – replace the words 'Parents would continue to be supported in their choice of school' with 'The children of the same denomination of the school would continue to be supported in their choice of school'

## Update

The Leader and Cabinet Member provided an update on the Medium Term Financial Plan 2014/15 to 2018/19. A report had been submitted to Corporate Resources Overview and Scrutiny Committee on 11 July 2013 where supportive comments had been received. No recommendations were made.

### **RESOLVED:**

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

#### **40. A STRATEGY FOR FLINTSHIRE LIBRARIES 2013-2016**

The Cabinet Member for Education introduced the report which sought approval to implement a Strategy for Flintshire's Libraries 2013-16.

The draft Strategy had been published for public consultation on 7 January 2013 and responses were received from elected Members, Town and Community Council's, schools and individual library users. Many of the comments were supportive and constructive suggestions had been incorporated into the final draft.

A Strategy for Flintshire's Libraries 2013-2016 had been presented to Lifelong Learning Overview and Scrutiny Committee on 25 April 2013. The Committee endorsed the strategy and its five key objectives as a blueprint for the current and proposed offer from the Library Service over the next three years.

However, given the Council's revenue and capital pressures it could not be assumed that the service, at that level, was sustainable in the long term. In common with all Council services, it would be subject to future review and possible reprioritisation.

The library service was developing a new shared service under the Flintshire Connects programme at Connah's Quay which would demonstrate that libraries could be at the heart of both communities and the delivery of modern public services.

### **RESOLVED:**

That the Strategy and its five key objectives be endorsed as a blueprint for the current and proposed offer from the Library Service over the next three years.

#### **41. YOUTH SERVICE STRATEGY**

The Cabinet Member for Education introduced an updated Flintshire Youth Service Strategy in order to develop and enhance the service delivered to young people in Flintshire.

The Youth Service Strategy document was focused on the provision of high quality, responsive and accessible services as a universal entitlement with a particular emphasis on the assets. A high quality Youth Service would contribute to improving the quality of life and well-being of Flintshire's young people.



The Director of Lifelong Learning said the future service development needed to be part of a coherent plan, setting out the core values and principles of Youth Work and providing a framework for its direction. The plan would be based on a clear analysis of current needs and wants identified through a review process and engagement with young people shaping service provision across the county and in locations. Particular emphasis would be a review of buildings currently maintained by the Youth Service, many of which were no longer fit for purpose for a modern Youth Service.

Key recommendations for service provision included operating an expanded front line sessional youth work programme. One example was expansion to 2-3 weekly Duke of Edinburgh Open Award Centres, to build on the increase in demand and take up over recent years. Full details of the expanded programme were detailed in the report.

**RESOLVED:**

That the report be approved and the document be approved as a strategy for the improvement and development of the Youth Service for young people in Flintshire including the vision, strategic priorities, efficient provision and to support further consultation with scrutiny and the relevant service stakeholder groups.

**42. FLOOD RISK MANAGEMENT STRATEGY**

The Deputy Leader and Cabinet Member for Environment introduced the report which sought approval and endorsement of the Local Flood Risk Management Strategy prior to formal submission to Welsh Government.

The Council, as a Lead Local Flood Authority, was required to prepare a Local Flood Risk Management Strategy, the purpose of which was to address potential flood risks arising from local sources which were those within the boundaries of the Authority area.

An important part of the Local Strategy would be to ensure that communities were aware of what risks existed, were aware of what the County Council and other risk management partners' responsibilities were in terms of flood risk and what communities could do to involve themselves.

**RESOLVED:**

That the report and Strategy be approved and endorsed.

**43. SPEED LIMIT REVIEW**

The Deputy Leader and Cabinet Member for Environment provided information on the conclusions of the speed limit review covering the 'A class' and 'B class' road network within the Authority, and sought support and endorsement for the implementation of the remedial measures set out within the documentation.

All highway authorities had been requested to review, in accordance with the guidance, the speed limits of all their A and B roads, and implement any changes by 31 December 2014. Feedback from the consultation was detailed in Appendix A to the report, together with the response from officers on the requests and comments received. Plans detailing the extent of the 38 proposed changes were detailed in Appendix B to the report.

The proposed changes could not all be undertaken at the same time and the criteria in order to assist prioritisation was:

- Road traffic collision history
- A review of the layout and configuration of the road, to identify other safety measures that could be introduced
- Recommendations provided by the North Wales Police, through statistical information on routes with the highest casualty rates

**RESOLVED:**

- (a) That the proposals set out in Appendix A be supported and endorsed; and
- (b) That the Director, in consultation with the Deputy Leader and Cabinet Member for Environment, reviews comments raised by Members and be given authority to make amendments where it is deemed appropriate to do so.

**44. VIBRANT AND VIABLE PLACES**

The Leader and Cabinet Member for Finance updated Members on the invitation from Welsh Government (WG) to submit a bid for funding under the Vibrant and Viable Places programme.

On 15 May 2013, WG launched the Vibrant and Viable Places programme, the aims of which were:

- To revitalise and promote the sustainable development of town centres, coastal communities and Communities First clusters, making the most of their green infrastructure, heritage and historic character;
- To build sustainable and vibrant communities that are more prosperous, better educated and healthier;
- To tackle poverty by creating jobs, encouraging skills development and helping people into work;
- To encourage wider investment in housing; and
- To deliver strategic, regionally important projects of significant scale

The deadline for first stage bids was 12 July 2013. A request for an extension to align with the Cabinet meeting had not been granted. As a result, a draft bid had been submitted in accordance with the deadline, with reference to the fact it would be considered at this meeting.

A short-list of up to twelve proposals would be produced. Short-listed areas would then be asked to submit fully worked-up proposals by 4 November 2013,

based on the Treasury Five Case Business Model with project delivery expected to begin in April 2014.

The potential fit of each town in Flintshire against the criteria issued by WG was detailed in Appendix 2. The Chief Executive said Deeside offered the strongest case against the criteria which had the highest weighting and matched other towns in all the remaining criteria.

Deeside was considered to offer the most compelling option for WG due to the size of the community it embraced, the potential scale of the regeneration activity and investment anticipated. Delivering the programme in Deeside would offer WG the opportunity to use the programme to play a key catalysing role in releasing major housing, employment and regeneration investment. The Deeside proposal offered considerable benefits locally, to Flintshire and to the wider sub-region.

**RESOLVED:**

That approval be given to submit a bid to Welsh Government Vibrant and Viable Places programme to support the strategic regeneration programme in Deeside.

**45. DELIVERING HOUSING DEVELOPMENT IN FLINTSHIRE WITHOUT THE REQUIREMENT FOR PUBLIC GRANT SUBSIDY**

The Leader and Cabinet Member for Finance outlined the range of optional financial models available to the Council to facilitate housing development in Flintshire without the requirement for public grant subsidy.

The information would assist Cabinet to make informed choices when considering housing development opportunities across Flintshire to meet the needs identified within the agreed Local Housing Strategy.

The Council needed to ensure that the right types of housing offered in the right locations were delivered to meet the needs of existing households. The report provided the outcome of initial work undertaken and full details on all of the considerations.

The Leader added that Housing Overview and Scrutiny Committee would play an important role in developing new models of financing affordable homes and maintaining the progress towards achieving that aim.

**RESOLVED:**

That the variety of financial models available to the Council to facilitate housing development in Flintshire without the requirement for public grant subsidy be noted and the framework for making future decisions for specific schemes to meet its housing objectives be drawn upon.

#### **46. REVENUE BUDGET MONITORING 2012/13 (OUTTURN)**

The Head of Finance provided information on the Council Fund and the Housing Revenue Account (HRA) Outturn for 2012/13 (subject to audit) and the impact on the respective level of reserves at 31 March 2013. The figures had been included in the Draft Statement of Accounts 2012/13 which would be reported to Audit Committee on 17 July, 2013.

The significant in-year variances at final outturn for the Council Fund and the HRA were detailed in Appendices 2-8. The significant changes for the Council Fund from Month 12 were detailed in Appendix 1.

For the Council Fund, the outturn position was an underspend of £4.229m compared to the last report at Month 12 which was an underspend of £4.313m. Whilst this was a modest change, the Month 12 position as reported to Cabinet on 18 June 2013 had shown a significant projected movement of £1.979m to that previously reported at Month 11. It was reported that although in some areas the positive improvement reflected the outcome of planned activities and positive budget management, it also raised the issue of interaction between service managers and finance to ensure that variances were identified at an earlier stage and highlighted the need for tighter financial controls, forecasting and timelier reporting.

Following work undertaken by Heads of Service, reasons for the variances could be classified into the following main themes:

1. Grant maximisation – utilising external funding wherever possible
2. Year end recharge issues and accounting treatment
3. Communication of the financial impacts of service commissioning and demand levels
4. Treatment of vacancy savings
5. Difficulties and uncertainties in accurately projecting income

The Corporate Management Team had identified and agreed a range of actions to strengthen budget management and reporting in light of the issues identified.

A brief overview of the year on the General Fund was provided, full details of which were in the report.

The Finance Procedure Rules stated that any Directorate overspend would be carried forward into the following year as a first call on the budget for that year. In view of the overall financial position, it was recommended that the Lifelong Learning overspend of £0.033m be met from overall balances and not carried forward.

Appendix 7 to the report detailed the movements to date on unearmarked reserves and the level of contingency sum available. As a result of those movements the final level of Contingency Reserve was £3.409m.

In Month 11 it was reported that the £0.245m held in the Winter Maintenance Reserve had been utilised to fund the severe weather costs in 2012/13 and it was

recommended that £0.250m be allocated from the contingency reserve in 2013/14 to provide funding in that specific reserve for future years to replace the funding utilised.

It was also recommended that the £3.159m held in the contingency reserve be held at this stage and its use considered within the context of the Medium Term Financial Plan (MTFP) and 2014/15 budget strategy as a key strategic decision.

The final outturn on the HRA was an underspend of £1.076m (£1.047m at Month 12) which resulted in a final closing balance (subject to audit) at 31 March 2013 of £1.931m which at 6.98% of the total expenditure exceeded the recommended minimum level of 3%.

The Head of Finance tabled two additional recommendations to those included in the report, which were agreed (e and f).

**RESOLVED:**

- (a) That the report be noted;
- (b) That the Council Fund contingency sum as at 31 March 2013 be noted;
- (c) That the final level of balances on the Housing Revenue Account be noted;
- (d) That it be approved that the overspend in Lifelong Learning be met from overall balances and not carried forward as required by finance procedure rules;
- (e) That the reinstatement of the Winter Maintenance Reserve to the value of £0.250m be approved and that it be met from the Contingency Reserve; and
- (f) That it be approved that the £3.159m remaining as at the end of March be held in Contingency Reserve and its use considered within the context of the Medium Term Financial Plan and 2014/15 budget strategy as a key strategic decision.

**47. CAPITAL PROGRAMME 2012/13 (OUTTURN)**

The Head of Finance provided information on the capital programme outturn for 2012/13.

The report provided details on how the programme had changed during 2012/13. The previously reported programme total of £38.032m had decreased to £37.196m by way of the inclusion of net increased schemes of £4.494m, identified savings of £0.237m and an adjustment of £0.041m on the previously reported rollover of £3.657m. Those adjustments were offset by a year-end rollover total of £5.134m. Detailed cumulative information on each programme area was detailed in Appendix A to the report.

The value of 2012/13 rollover (Council Fund and HRA) at £8.750 represented an increase of £0.988m on the equivalent 2011/12 figure of £7.762m.

The Head of Finance explained that the report to be submitted in October 2013 contained the first monitoring information for 2013/14 and would be in a simpler format.

**RESOLVED:**

- (a) That the rollover adjustments detailed in paragraph 3.06 of the report be approved; and
- (b) That the report be noted and approved.

**48. PRUDENTIAL INDICATORS – ACTUAL 2012/13**

The Head of Finance provided Members with 2012/13 (actual) prudential indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

**RESOLVED:**

That the report be noted and approved.

**49. REVENUE BUDGET MONITORING 2013/14**

The Head of Finance provided Members with the first available revenue budget monitoring information for the Council Fund and Housing Revenue Account (HRA) for 2013/14.

Appendix 1 showed that based on the current forecasts there was a potential positive variation to the 2013/14 Council Fund budget of £1m which would have a £0.540m positive impact on the assumptions already in the Medium Term Financial Plan (MTFP). Details of the reasons for the variation were detailed in the report.

The final outturn report earlier on the agenda had outlined the reasons why the full projected year 2012/13 end position could not be reported earlier and the range of actions agreed and implemented to strengthen financial control, budget management and reporting from 2013/14 onwards, noting that the Council had decreasing financial flexibility year on year and therefore needed to tighten its reporting and control arrangements.

**RESOLVED:**

That the report be noted.

**50. OUT OF COUNTY PLACEMENTS COMMISSIONING PROJECT - OUTCOMES**

The Cabinet Member for Education informed Members on the outcomes of the Out of County (OOC) Placements Commissioning Project.

The project focused on OOC placements and was identified due to increasing demands on the budget allocated to cover that element of the Council's provision. The project board identified the key planned outcomes to be achieved. Progress and achievements against the key aims / work streams were detailed in the report.

The Director of Lifelong Learning said that the work against the planned outcomes had resulted in a reduction of OOC placements along with a significant reduction in spend against the budget, details of which were included in the report. It also meant that more children and young people with complex needs were being educated and cared for closer to their home communities, supporting family and friendship ties.

**RESOLVED:**

- (a) That the work of the OOC Project be recognised and its completion of role in relation to Planned Outcomes be confirmed; and
- (b) That any further opportunities for development in local provision and practice will be identified through the normal planning and decision making processes, e.g. MTFP, Service Plans and reported to Cabinet.

**51. PLAY PROVISION: CHILDREN'S PLAY AREAS**

The Cabinet Member for Public Protection, Waste and Recycling reported on progress with the identification of sustainable play provision from April 2014 with reference to the maintenance and upgrading of children's play areas.

During 2010/11 *Play Safe and Space Consultancy* undertook a County-wide analysis of 172 fixed equipment play areas, including those maintained by Town and Community Councils, and 26 link sites, including wheeled play areas and multi-use games areas.

The play survey employed a traffic light system, recognised within the Council as the 'RAG' system, to provide an instant overview of each site's survey conclusion. Out of the 172 play areas, 13 sites were identified in the 'Red' category, 141 in 'Amber' and 18 in 'Green'.

The 2010 play survey provided the Council with a considerable evidence base to inform its future investment programme for children's play areas, particularly in relation to the match-funding improvement scheme launched in 2010/11. This match-funding agreement between the Council and Town and Community Councils was in its fourth year and had resulted in more than a third of the current stock of play areas benefiting from upgrading works.

To date, the Council had contributed £413,780 (a match-funded total of £827,560) to enhance fixed play provision via the improvement scheme. A full list of enhancements was provided in Appendix 1 to the report.

However, investment was only being made in sites which were nominated for match-funding by Town and Community Councils. This resulted in a lack of strategic

direction, a consequence of which was that only six of the thirteen 'Red' sites had received investment. Seven of the thirteen 'Red' sites had neither received match-funding investment over the past four years nor been decommissioned.

Whilst recognising the benefits of the match-funding approach, and promoting its continuation, play areas remained corporate assets and therefore it was important that the Council targeted its future investment at those sites of greatest need in terms of play deprivation and strategic importance. Should further resources become available then individual play areas which were 'Red' sites may be considered for attention on an equitable basis, outside match-funding criteria.

### **RESOLVED:**

- (a) To consult with Overview and Scrutiny over renewal of the scheme for play area renewal based on the following principles:
- From 2014/15, the County Council aligns its match-funding improvement scheme to the findings of the play survey described in paragraph 2.01 of the report
  - Each Town and Community Council will be invited to express an interest in participating in the match-funding improvement scheme for 2014/15 and beyond. In order to ensure that the County Council's funding is directed at areas of need identified by the condition survey, Leisure Services will identify those play areas which will be in scope ('Red' and 'Amber' sites) and out of scope ('Green' sites). Approval of any proposed scheme will be:
    - Dependent upon the level of capital funding made available by the County Council
    - Based upon a maximum contribution of £10,000 per scheme
    - Determined on a priority basis in accordance with the findings of the play survey with investment targeted to strategically important sites
    - Confined to those play areas identified as red or amber
  - From 2014/15, 10% of the fixed plan match-funding budget will be allocated to meet the ongoing maintenance costs of the fixed play portfolio; and
- (b) That officers will provide a further report on the potential decommissioning of play areas recognised as being in a poor state of repair and of low strategic importance.

## **52. PLAY DEVELOPMENT: SUMMER PLAY SCHEMES**

The Cabinet Member for Public Protection, Waste and Recycling provided information on sustainable play provision from April 2014 on the summer play scheme programme.

In response to a reduction in funding from *Families First* (formerly *Cymorth*), and to ensure that the service could operate within budget, all Town and Community Councils had been advised that the number of play schemes available to them during summer 2013 would be limited to a maximum of two each and that summer play scheme provision would be reduced from five weeks to three weeks at locations to be agreed in local consultation.



At its meeting on 1 March 2013, the Council made a one-off allocation of £12,000 for the 2013 summer play scheme to ensure that requests for additional provision by Town and Community Councils could be met on a match-funding basis.

The Director of Lifelong Learning said that plans for 2013 were advanced and the level of take up and impact of the 2013 programme would be evaluated by the Play Unit and would inform the planning for future years.

The availability of grant funding for summer play schemes in 2014/15 and beyond had not been confirmed by *Families First*. However, planning assumptions were based upon continuity of funding.

**RESOLVED:**

That, subject to consultation with Overview and Scrutiny and confirmation of Families First funding for Summer Play Schemes in 2014/15 and beyond, to confirm the future allocation of grant funding for the provision of summer play schemes on the basis outlined in section 2.02 of the report with the same allocation being offered to each Town and Community Council on the present match-funding basis.

**53. PENYFFORDD INFANT / JUNIOR SCHOOL AMALGAMATION**

The Cabinet Member for Education introduced the report on the amalgamation of Abbots Lane Infants School, Park Crescent Penyffordd, and Penyffordd Junior School, Penymynydd Road, Penyffordd, to form a new all through Primary school using the existing school buildings.

Following the decision of Cabinet, the published notice set out the intention of the Council to close the existing infant and junior schools as of 31 August 2013 and to open the new school, in the existing buildings, on 1 September 2013.

No formal objections had been received during the statutory period which commenced on 10 May 2013 and concluded on 7 June 2013. As a result, the determination of the proposals could be made by the Cabinet of the Council, without reference to the Welsh Ministers.

**RESOLVED:**

That the proposal to effect an amalgamation of the infant and junior schools to form a new through primary school on the existing two sites from 1 September 2013 be approved.

**54. SWIM FLINTSHIRE**

The Director of Lifelong Learning provided information on the arrangements for the launch of the new Nofio Clwyd scheme for progression in swimming.

In 2010 it was proposed to end the Council's support for Swim Flintshire as a cost saving measure. At its meeting on 14 December 2010, Executive decided

instead to accept offers of £10,000 per annum from Swim Wales and £10,000 from Swim Flintshire with additional support from parents and to continue to support the programme.

The cost of supporting the programme was never included in the Leisure Services annual budget. The shortfall in funding, which was £52,000 in 2012/13, contributed to an unsustainable service overspend which needed to be addressed. The 2013/14 budget strategy was based on the cessation of funding for the current Swim Flintshire programme.

The Council had consulted Swim Flintshire and the National Governing Body, Swim Wales, about alternative approaches to developing elite swimming. This promoted discussions between those parties and local swimming clubs.

Negotiations had been concluded for the creation of a new body, Nofio Clwyd, for the delivery of a progression and elite programme of swimming. The National Governing Body would take the lead role in the programme from the start of the new swimming season in September 2013. Four of the five local swimming clubs had joined Nofio Clwyd.

**RESOLVED:**

That the new Nofio Clwyd scheme be welcomed and supported and the new partnership be endorsed.

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

**RESOLVED:**

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

**56. YOUTH SERVICE STRATEGY - STAFFING**

The Cabinet Member for Education provided details on the recommended updated staffing structure for the Flintshire Youth Services.

**RESOLVED:**

That the report be approved and the document as a strategy for the improvement and development of the Youth Service staffing structure for the benefit of young people be approved, ensuring efficient provision and further consultation with the relevant groups be supported.

**57. LEISURE SERVICES RESTRUCTURE**

The Cabinet Member for Public Protection, Waste and Recycling provided information on the proposals for the restructuring of the Leisure Services to provide a more flexible and effective service.

**RESOLVED:**

- (a) That the proposed changes be approved and delegated authority be granted to the Chief Executive, the Director of Lifelong Learning and Head of Human Resources and Organisational Development in consultation with the Cabinet Portfolio Member, to consider any representations made during the consultation process and agree to implement finalised structures within the budget limits set in the report; and
- (b) That the implementation date of the new structure be aligned to the implementation date of Single Status. This will avoid an immediate budget implication as the cost will rise from the current £5.599m to £6.282m.

**58. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE**

There were 3 members of the press in attendance.

(The meeting commenced at 9.30am and ended at 11.50am)

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**Chairman**

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17<sup>TH</sup> SEPTEMBER 2013**

**REPORT BY:** **DIRECTOR OF COMMUNITY SERVICES**

**SUBJECT:** **HOUSING REVENUE ACCOUNT 30 YEAR BUSINESS PLAN**

### **1.00 PURPOSE OF REPORT**

1.01 The purpose of this report is to present the final revised Housing Revenue Account Business Plan submitted to Welsh Government (WG) with two potential options to achieve WHQS, one for securing a 2022/23 deadline with no borrowing and one for a 2020/21 deadline with prudential borrowing.

### **2.00 BACKGROUND**

2.01 A 30 year business plan is submitted to WG each year for the purposes of MRA (Major Repairs Allowance) approval. This plan is also analysed by WG to assess progress in achieving the WHQS. WG has set a deadline of 2020/21 for the standard to be achieved in full. At the time of the Flintshire tenants ballot in 2012 the business plan identified a need for £166m to achieve the standard within a 5 year time frame. Flintshire Council could identify funding of £49m in its business plan over this same time frame, leaving a funding gap of £117m.

2.02 Following the outcome of the ballot and with the extension of the deadline to meet WHQS to 2020/21, further work was undertaken to reduce the gap. Following this work a business plan identifying a revised gap of £77.0m to achieve WHQS by 2020/21 was submitted to WG in January 2012/13.

2.03 A task force was established by WG to support delivery of the standard by 2020/21. See appendix 3 for their terms of reference. The aim of this was to work with authorities whose business plans showed they could not meet the standard by 2020/21. Flintshire, alongside Wrexham and Swansea, have been working with the WHQS task force to look at how the financial performance of the HRA can be maximised to enable achievement of the standard by 2020/21, (a date set by the previous Housing Minister Huw Lewis and further endorsed recently by Carl Sergeant AM as the new Housing Minister).

2.04 Senior Member and Officer colleagues from each authority met with the task force over a number of meetings. Areas discussed included :-

2.05 **Asset Management Approach**

Levels of non-traditional stock compared with other L.As and the higher costs of achieving WHQS associated with these types of stock.

2.06 **'Acceptable Fails'**

Allowances for 'acceptable fails', (which is a Welsh government term). Considering these in the following hierarchy:

1. Resident Choice (or refusal)
2. Physical Constraint
3. Timing of Remedy
4. Cost of Remedy

Initially Flintshire had no allowances in for 'acceptable fails'.

2.07 **Fees & Contingencies**

The fees included in the business plan appeared high at 15% and Flintshire agreed to review these together with the level of contingencies.

2.08 **Life Cycles of Components**

Flintshire agreed to review component life-cycles to reflect its experience of when components realistically need replacement. In particular extending the expected life cycle of gas boilers from 10 to 15 years and smoke alarms from 6 to 10 years.

2.09 **Stock Condition Survey**

The latest survey was carried out by Savills in 2010 and the task force recommended updating this survey. A new survey is taking place this summer with the outcomes of the survey to be reported in the Autumn with any changes reflected in the Business Plan in 2014.

**3.00 CONSIDERATIONS**

3.01 Additionally work has been undertaken to identify where the HRA can maximise income and reduce costs. The main changes are shown below:-

3.02 **Expenditure assumptions**

- Reduced fees for capital programme to 6% (current costs c3%)
- Re programmed 10% internal investment needs to after 2020 to

account for tenant refusals

- Reprogrammed 80% of non traditional stock costs. 20% remaining to be used as match for ECO. This should mean all investment needs can be met by 2020 but if this doesn't materialise then the remainder is budgeted for after 2020.
- Increased boiler life cycles to 15 years
- Assumed further savings in management costs due to stock loss and stretching efficiency potential. (Assumed 83k savings in management costs in 14/15 and nothing further after that unless linked to stock loss)
- Added in £0.5m capital expenditure for non WHQS urgent work and contingency
- Assumed self financing costs of £6174m per annum (as advised)
- Modelled a 20% reduction in revenue maintenance expenditure from 2021 to reflect improved stock condition. Average annual cost per property reduced from £1,138 to £1,053 (includes voids).

### 3.03 **Income assumptions**

- Rents –adjusted plan for rents to be RPI plus 2%
- Reduced voids to 1.85% from 2%, which better reflects current performance
- Service charges- assumed a phased implementation from 15/16, (as per Welsh Government guidance)
- Rents- assumed 5% above guideline
- Modelled an increase in bad debts from 1.5% to 4.28% for Welfare Reform impact.

3.04 The cumulative effect of these changes is to leave a shortfall of only £14.5m by close of 2020/21 year in meeting the standard, with the standard met fully by the end of the following year. The council is confident that it has fully stretched the income and efficiency assumptions and is controlling costs and expenditure tightly. There are always risks in making assumptions and the plan will need to be revised on an annual basis as risks and assumptions are reviewed in the light of actual events. In addition some of the income assumptions require policy consideration and will need to be reviewed in the light of that consideration,

3.05 Flintshire had a final meeting with the task force in May and discussed two options to achieve WHQS by 2020.

- Further improved financial performance of the Housing Revenue Account over current forecasts and assumptions over the next 8 years, which could free up further revenue savings and efficiencies to close the £14.5m gap and enable achievement of WHQS without recourse to borrowing;
- Flintshire obtains borrowing permission for the capital funding gap it predicts at this point, and borrows as required, following a mid-term review of the investment portfolio and the performance of the Housing Revenue Account.

3.06 Borrowing at the level needed to achieve WHQS by 2020 is affordable and would only have a marginal negative impact on the plan in future years.

3.07 Welsh Government confirmed in July that they had reached agreement with Central Government to end the Housing Revenue Account Subsidy system. Work is now underway with Welsh Government and all eleven affected councils to agree Flintshire's share of the "buy out" figure and its ability to prudentially borrow. The outcome of this will be modelled in the business plan and reported to members as soon as there is further clarity. Overall this is expected to have a positive impact on the plan.

#### **4.00 RECOMMENDATIONS**

4.01 That Cabinet notes the revised business plan and that Flintshire is now able to achieve the WHQS standard by 2020/21.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 Two business plans have been modelled and are attached.

- Appendix 1 – HRA Business Plan without prudential borrowing showing a £14.5m gap to meet WHQS by 2020/21.
- Appendix 2 – HRA Business Plan with £17m of prudential borrowing in the last three years in order to meet WHQS by 2020/21.

#### **6.00 ANTI POVERTY IMPACT**

6.01 None specifically associated with the content of this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None specifically associated with the content of this report.

#### **8.00 EQUALITIES IMPACT**

8.01 None specifically associated with the content of this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None specifically associated with the content of this report.



**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Appropriate consultation with WG officials and WHQS Task Force Members.

**12.00 APPENDICES**

- 12.01 • Appendix 1 – HRA Business Plan without prudential borrowing
- 12.02 • Appendix 2 – HRA Business Plan with £17m of prudential borrowing.
- 12.03 • Appendix 3 – WG Task force terms of reference

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

None.

**Contact Officer:** Rachael Corbelli

**Telephone:** 01352 703363

**Email:** Rachael.Corbelli@flintshire.gov.uk

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## Flintshire Housing Capital Operating Account

| Year No  | Year           | Capital Expenditure | Funding B/fwd | Major Repairs Allowance | Usable Capital Receipts | HRAS Supported Borrowing | Prudential Borrowing | CERA          | Funding C/FWD | Shortfall   | Cumulative Shortfall | Shortfall Exc Inflation |
|----------|----------------|---------------------|---------------|-------------------------|-------------------------|--------------------------|----------------------|---------------|---------------|-------------|----------------------|-------------------------|
|          |                | £000                | £000          | £000                    | £000                    | £000                     | £000                 | £000          | £000          | £000        | £000                 | £000                    |
| 1        | 2013.14        | 14,851              | 0             | 5,200                   | 0                       | 0                        | 0                    | 5,777         | 0             | 3,874       | 3,874                | 3,874                   |
| 2        | 2014.15        | 15,903              | 0             | 5,200                   | 1,192                   | 0                        | 0                    | 5,815         | 0             | 3,697       | 7,571                | 7,459                   |
| 3        | 2015.16        | 14,785              | 0             | 5,200                   | 0                       | 0                        | 0                    | 6,493         | 0             | 3,091       | 10,662               | 10,349                  |
| 4        | 2016.17        | 15,006              | 0             | 5,200                   | 0                       | 0                        | 0                    | 7,537         | 0             | 2,270       | 12,932               | 12,367                  |
| 5        | 2017.18        | 15,231              | 0             | 5,200                   | 0                       | 0                        | 0                    | 8,416         | 0             | 1,615       | 14,547               | 13,706                  |
| 6        | 2018.19        | 15,460              | 0             | 5,200                   | 0                       | 0                        | 0                    | 9,339         | 0             | 921         | 15,468               | 14,358                  |
| 7        | 2019.20        | 15,692              | 0             | 5,200                   | 0                       | 0                        | 0                    | 10,876        | 0             | -384        | 15,084               | 13,795                  |
| <b>8</b> | <b>2020.21</b> | <b>15,927</b>       | <b>0</b>      | <b>5,200</b>            | <b>0</b>                | <b>0</b>                 | <b>0</b>             | <b>11,306</b> | <b>0</b>      | <b>-579</b> | <b>14,505</b>        | <b>13,069</b>           |
| 9        | 2021.22        | 7,169               | 0             | 5,200                   | 0                       | 0                        | 0                    | 14,184        | 0             | -12,216     | 2,289                | 2,032                   |
| 10       | 2022.23        | 4,373               | 0             | 5,200                   | 0                       | 0                        | 0                    | 15,313        | 0             | -16,140     | -13,851              | -12,114                 |
| 11       | 2023.24        | 11,377              | 0             | 5,200                   | 0                       | 0                        | 0                    | 16,211        | 0             | -10,035     | -23,886              | -20,582                 |
| 12       | 2024.25        | 7,496               | 0             | 5,200                   | 0                       | 0                        | 0                    | 17,027        | 0             | -14,731     | -38,617              | -32,783                 |
| 13       | 2025.26        | 7,608               | 0             | 5,200                   | 0                       | 0                        | 0                    | 18,683        | 0             | -16,274     | -54,891              | -45,910                 |
| 14       | 2026.27        | 12,050              | 0             | 5,200                   | 0                       | 0                        | 0                    | 18,843        | 0             | -11,992     | -66,884              | -55,114                 |
| 15       | 2027.28        | 12,231              | 0             | 5,200                   | 0                       | 0                        | 0                    | 19,774        | 0             | -12,743     | -79,627              | -64,645                 |
| 16       | 2028.29        | 12,415              | 0             | 5,200                   | 0                       | 0                        | 0                    | 20,734        | 0             | -13,519     | -93,146              | -74,503                 |
| 17       | 2029.30        | 12,601              | 0             | 5,200                   | 0                       | 0                        | 0                    | 21,724        | 0             | -14,323     | -107,469             | -84,689                 |
| 18       | 2030.31        | 12,790              | 0             | 5,200                   | 0                       | 0                        | 0                    | 22,702        | 0             | -15,112     | -122,581             | -95,170                 |
| 19       | 2031.32        | 12,139              | 0             | 5,200                   | 0                       | 0                        | 0                    | 24,683        | 0             | -17,744     | -140,325             | -107,336                |
| 20       | 2032.33        | 12,321              | 0             | 5,200                   | 0                       | 0                        | 0                    | 24,879        | 0             | -17,758     | -158,083             | -119,132                |
| 21       | 2033.34        | 12,506              | 0             | 5,200                   | 0                       | 0                        | 0                    | 25,997        | 0             | -18,691     | -176,774             | -131,249                |
| 22       | 2034.35        | 12,694              | 0             | 5,200                   | 0                       | 0                        | 0                    | 27,150        | 0             | -19,656     | -196,430             | -143,688                |
| 23       | 2035.36        | 12,884              | 0             | 5,200                   | 0                       | 0                        | 0                    | 28,289        | 0             | -17,758     | -217,035             | -156,414                |
| 24       | 2036.37        | 10,660              | 0             | 5,200                   | 0                       | 0                        | 0                    | 29,563        | 0             | -19,656     | -241,138             | -171,217                |
| 25       | 2037.38        | 10,820              | 0             | 5,200                   | 0                       | 0                        | 0                    | 31,887        | 0             | -20,605     | -267,405             | -187,062                |
| 26       | 2038.39        | 10,982              | 0             | 5,200                   | 0                       | 0                        | 0                    | 32,129        | 0             | -24,103     | -293,753             | -202,456                |
| 27       | 2039.40        | 11,147              | 0             | 5,200                   | 0                       | 0                        | 0                    | 33,473        | 0             | -26,267     | -321,279             | -218,155                |
| 28       | 2040.41        | 11,314              | 0             | 5,200                   | 0                       | 0                        | 0                    | 34,858        | 0             | -26,347     | -350,023             | -234,161                |
| 29       | 2041.42        | 8,609               | 0             | 5,200                   | 0                       | 0                        | 0                    | 36,229        | 0             | -27,526     | -382,844             | -252,332                |
| 30       | 2042.43        | 8,738               | 0             | 5,200                   | 0                       | 0                        | 0                    | 37,760        | 0             | -28,744     | -417,067             | -270,826                |

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## Flintshire Housing Revenue Account

| Year No | Year    | Management Costs | Repairs | HRA Subsidy | Capital Financing Costs | Total Expenditure | Rental Income | Other Income | Total Income | Surplus/ Deficit For Year | Balance B/Fwd | CERA Contribution | Balance C/Fwd |
|---------|---------|------------------|---------|-------------|-------------------------|-------------------|---------------|--------------|--------------|---------------------------|---------------|-------------------|---------------|
|         |         | £000             | £000    | £000        | £000                    | £000              | £000          | £000         | £000         | £000                      | £000          | £000              | £000          |
| 1       | 2013.14 | 5,508            | 8,297   | -           | 8,219                   | 22,023            | 26,638        | 1,003        | 27,641       | 5,618                     | 1,070         | 5,777             | 911           |
| 2       | 2014.15 | 5,409            | 8,318   | -           | 8,283                   | 22,009            | 26,543        | 1,297        | 27,840       | 5,830                     | 911           | 5,815             | 927           |
| 3       | 2015.16 | 5,387            | 8,390   | -           | 8,138                   | 21,914            | 27,126        | 1,484        | 28,610       | 6,696                     | 927           | 6,676             | 947           |
| 4       | 2016.17 | 5,521            | 8,557   | -           | 8,062                   | 22,140            | 28,237        | 1,687        | 29,924       | 7,784                     | 947           | 7,760             | 971           |
| 5       | 2017.18 | 5,659            | 8,728   | -           | 8,024                   | 22,412            | 29,366        | 1,726        | 31,092       | 8,681                     | 971           | 8,656             | 995           |
| 6       | 2018.19 | 5,801            | 8,903   | -           | 8,443                   | 23,147            | 30,541        | 1,766        | 32,307       | 9,160                     | 995           | 9,135             | 1,020         |
| 7       | 2019.20 | 5,946            | 9,081   | -           | 8,795                   | 23,821            | 32,343        | 1,806        | 34,150       | 10,328                    | 1,020         | 10,303            | 1,046         |
| 8       | 2020.21 | 6,094            | 9,263   | -           | 9,036                   | 24,393            | 33,033        | 1,848        | 34,881       | 10,488                    | 1,046         | 10,462            | 1,072         |
| 9       | 2021.22 | 6,247            | 7,595   | -           | 8,982                   | 22,824            | 34,355        | 1,891        | 36,245       | 13,421                    | 1,072         | 13,394            | 1,099         |
| 10      | 2022.23 | 6,403            | 7,747   | -           | 8,929                   | 23,079            | 35,729        | 1,934        | 37,663       | 14,584                    | 1,099         | 14,556            | 1,126         |
| 11      | 2023.24 | 6,563            | 7,902   | -           | 8,876                   | 23,341            | 36,876        | 1,979        | 38,855       | 15,514                    | 1,126         | 15,485            | 1,154         |
| 12      | 2024.25 | 6,727            | 8,060   | -           | 8,824                   | 23,611            | 37,947        | 2,024        | 39,971       | 16,360                    | 1,154         | 16,331            | 1,183         |
| 13      | 2025.26 | 6,895            | 8,222   | -           | 8,773                   | 23,889            | 39,874        | 2,071        | 41,945       | 18,056                    | 1,183         | 18,026            | 1,213         |
| 14      | 2026.27 | 7,068            | 8,386   | -           | 8,722                   | 24,175            | 40,296        | 2,119        | 42,415       | 18,239                    | 1,213         | 18,209            | 1,243         |
| 15      | 2027.28 | 7,244            | 8,554   | -           | 8,672                   | 24,470            | 41,504        | 2,168        | 43,672       | 19,203                    | 1,243         | 19,172            | 1,274         |
| 16      | 2028.29 | 7,425            | 8,725   | -           | 8,622                   | 24,772            | 42,750        | 2,218        | 44,968       | 20,195                    | 1,274         | 20,163            | 1,306         |
| 17      | 2029.30 | 7,611            | 8,899   | -           | 8,573                   | 25,084            | 44,032        | 2,269        | 46,301       | 21,218                    | 1,306         | 21,185            | 1,338         |
| 18      | 2030.31 | 7,801            | 9,077   | -           | 8,525                   | 25,404            | 45,311        | 2,322        | 47,632       | 22,229                    | 1,338         | 22,195            | 1,372         |
| 19      | 2031.32 | 7,996            | 9,259   | -           | 8,477                   | 25,732            | 47,612        | 2,375        | 49,987       | 24,255                    | 1,372         | 24,221            | 1,406         |
| 20      | 2032.33 | 8,196            | 9,444   | -           | 8,430                   | 26,070            | 48,115        | 2,430        | 50,545       | 24,475                    | 1,406         | 24,440            | 1,441         |
| 21      | 2033.34 | 8,401            | 9,633   | -           | 8,383                   | 26,417            | 49,558        | 2,487        | 52,045       | 25,628                    | 1,441         | 25,592            | 1,477         |
| 22      | 2034.35 | 8,611            | 9,826   | -           | 8,337                   | 26,774            | 51,045        | 2,544        | 53,589       | 26,815                    | 1,477         | 26,779            | 1,514         |
| 23      | 2035.36 | 8,827            | 10,022  | -           | 8,292                   | 27,140            | 52,527        | 2,603        | 55,131       | 27,990                    | 1,514         | 27,953            | 1,552         |
| 24      | 2036.37 | 9,047            | 10,222  | -           | 8,247                   | 27,516            | 54,154        | 2,664        | 56,817       | 29,301                    | 1,552         | 29,262            | 1,591         |
| 25      | 2037.38 | 9,273            | 10,427  | -           | 8,202                   | 27,902            | 56,851        | 2,725        | 59,576       | 31,674                    | 1,591         | 31,634            | 1,631         |
| 26      | 2038.39 | 9,505            | 10,635  | -           | 8,158                   | 28,299            | 57,452        | 2,788        | 60,240       | 31,941                    | 1,631         | 31,901            | 1,672         |
| 27      | 2039.40 | 9,743            | 10,848  | -           | 8,115                   | 28,706            | 59,175        | 2,853        | 62,029       | 33,323                    | 1,672         | 33,281            | 1,713         |
| 28      | 2040.41 | 9,986            | 11,065  | -           | 8,072                   | 29,123            | 60,951        | 2,919        | 63,870       | 34,747                    | 1,713         | 34,704            | 1,756         |
| 29      | 2041.42 | 10,236           | 11,286  | -           | 8,029                   | 29,552            | 62,721        | 2,987        | 65,708       | 36,156                    | 1,756         | 36,112            | 1,800         |
| 30      | 2042.43 | 10,492           | 11,512  | -           | 7,987                   | 29,991            | 64,663        | 3,056        | 67,719       | 37,728                    | 1,800         | 37,683            | 1,845         |

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## **Welsh Housing Quality Standard: Ministerial Task Force**

### **Purpose**

The Welsh Housing Quality Standard (WHQS) was introduced in 2002 to improve the quality of social housing. It set a minimum standard for all homes provided by local authorities and housing associations. The target date for all social housing to meet the standard was 2012.

The Standard has been instrumental in improving social housing but the Auditor General's report (Progress in delivering the Welsh Quality Housing Standard – 2012) confirmed that the 2012 target will not be met. According to landlords' projections, 98 per cent of housing association owned homes and 51 per cent of local authority owned homes (79 per cent of all social housing) will meet the Standard by 2017. The majority of homes that will not meet the Standard by 2017 are owned by local authorities that have retained ownership of their housing stock.

The White Paper 'Homes for Wales' published in May 2012 reaffirmed the Welsh Government's commitment to the Standard and that all social landlords must meet it by 2020. Three local authorities are currently unable to produce acceptable business plans to meet this date and this was considered of such importance to warrant the establishment of a Ministerial Task Force. Its main purpose will be to help these three local authorities to identify options and produce a costed plan to meet the Standard by 2020.

### **Remit and Scope**

The output of the Task Force is a report that recommends clearly and concisely to the Minister for Housing, Regeneration and Heritage how the three local authorities will meet the Standard by 2020 and what action has been agreed with the local authorities individually and collaboratively to enable that to happen. This will include information on the barriers they face

an acceptable timeframe and to co-ordinate collaborative approaches to overcoming them.

The group, made up housing specialists and professionals, will critically consider and challenge potential governance models and financial plan options.

### **Aim and Objectives**

The Task Force will:

1. Understand the barriers to the achievement of the WHQS by 2020 for the three local authorities.
2. Identify the boundaries within which solutions can be shaped and consider the implications of current policy environment, in particular the Rent Policy changes and Housing Revenue Account Subsidy reform.
3. Work collaboratively with them to explore all potential options and alternative financial and governance models to achieve the Standard, calling on expert help as required.
4. Identify and recommend specific strategies appropriate to each local authority to ensure that the Standard is met by 2020.
5. Identify any other major issues relevant to the achievement of the Standard by these local authorities and make recommendations as appropriate.

The Taskforce will need to work jointly and collaboratively with the local authorities, key partners and the Welsh Government. It will also be able to draw on technical and expert help and will have a budget available to support this advice.



The first meeting of the Task Force will determine the work programme, timetable and key milestones to achieve its aims.

The Task Force will be time limited, meeting for a maximum period of 9 months. It will provide report regularly to the Minister on progress, issues and findings.

## **Membership**

The initial membership comprises:

|                       |  |
|-----------------------|--|
| Peter McHugh          | Denbighshire County Council            |
| Mike Owen             | Merthyr Valleys Homes                  |
| Kathleen Kelly        | Joseph Rowntree Foundation             |
| Bob Smith             | Cardiff University                     |
| Keith Edwards         | Chartered Institute of Housing (Cymru) |
| Kath Palmer           | Welsh Government (Housing Directorate) |
| Chris O'Meara (Chair) | Cadwyn Housing Association             |

The Task Force will also be able co-opt additional members when necessary and when appropriate to the matter under discussion. Membership will be non-renumerated.

## **Meeting Frequency**

Initially the Task Force will meet every four weeks with flexibility to vary the frequency as circumstances dictate.

Meeting dates will be agreed by the Task Force in advance. The initial meeting will be in Cardiff on 5 September.

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

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

**SUBJECT:** **FLINTSHIRE CONNECTS UPDATE**

### **1.00 PURPOSE OF REPORT**

1.01 To provide an update to Cabinet on the Flintshire Connects Programme.

### **2.00 BACKGROUND**

2.01 Flintshire Connects is a key element of our Improvement Plan and identified as a priority for 2013/14. The vision for Flintshire Connects is to improve customer service by providing simpler and more “*joined up*” access to County Council and public sector services in a modern and welcoming environment.

2.02 The first Flintshire Connects centre opened at Holywell in November 2012, and currently receives 350 customer service enquiries each week relating to key County Council Services such as Housing, Council Tax, Benefits and Streetscene. In addition, customers are also able to access Job Centre Plus and North Wales Police services and information at Holywell.

2.03 Plans are at various stages of development for Flintshire Connects centres in Flint, Connahs Quay and Buckley.

### **3.00 CONSIDERATIONS**

#### **Flint: County Offices**

3.01 The Flintshire Connects Centre at Flint will be located on the ground floor of County Offices, Flint. The building will also accommodate North Wales Police and JobCentre Plus. The creation of a modern and welcoming Flintshire Connects Centre will also support the delivery of the Flint Master Plan.

3.02 Detailed plans have been developed for the Flint facility including proposals for the ground floor refurbishment. This will increase the floor space available for the public to access the integrated reception

counter which will be shared by the County Council and Jobcentre Plus. The Flintshire Connects Centre will be accessed from Church Street, and it is proposed to introduce a modest glazed canopy which will clearly demarcate the new main entrance to the building. Church Street is classed as a conservation area, and extensive negotiation has taken place with the County Council's Conservation Planning Officer to ensure that the proposed refurbishment and external improvements are sympathetic to the many historic buildings located in close proximity.

- 3.03 A planning application for the construction works at County Offices, Flint was approved by the County Council's Planning Department in June 2013. Both Jobcentre Plus and North Wales Police have signed-off the plans for the areas which they will occupy within the Flintshire Connects Centre. The detailed design work element of the project has now been completed, with the view of undertaking the work to both the Flintshire Connects and North Wales Police sections as a single contract. Key dates for the project are listed below;

| <b>Key Milestones</b>             | <b>Target Date for Completion</b> |
|-----------------------------------|-----------------------------------|
| Detail Design and Scheme Sign-off | 12/07/2013 (completed)            |
| Production of Design Information  | 09/08/2013 (completed)            |
| Tender                            | 06/09/2013 (completed)            |
| Tender Evaluation                 | 20/09/2013                        |
| Contractor Lead In                | 04/10/2013                        |
| Start of Construction Phase       | 01/10/2013                        |
| End of Construction Phase         | 14/02/2014                        |

#### **Temporary Reception County Offices, Flint**

- 3.04 The main reception and Cash Office at County Offices, Flint will be closed during the construction period. A temporary reception will be located in the shop next door from the middle of September 2013 until the end of February 2014. During this period, all customers wanting to make payments over the counter will be directed to Flint Post Office, which is conveniently located near the existing cash office in Chapel Street. All customers using the Cash Office have received written confirmation of these changes by the County Council. In addition, all scheduled appointments in Flint with the Housing Options Team will be held in the Flintshire Connects Centre at Holy well.

#### **Connah's Quay: Integration with the Library and Learning Centre**

- 3.05 The preferred option for a Flintshire Connects Centre in Connah's Quay is the integration with Connah's Quay Library and Learning

Centre. This option will enable service integration and shared facilities and it is envisaged that the addition of the Flintshire Connects Centre will increase footfall to the Library and Learning Centre. The scheme will also involve the creation of a dedicated Heritage Exhibition Centre displaying artefacts of local, historical interest to the local area.

- 3.06 The central location of the site, prominent position local to shops and amenities, excellent pedestrian and transport links, along with low capital and on-going revenue costs makes the modular integration of a Centre within the existing Library and Learning Centre a viable option.
- 3.07 This project will increase the floor space available for the public to access the integrated reception counter, increase the size of the existing children’s library, and provide a dedicated Heritage Exhibition Display. A working group which includes local Elected Members and County Council staff has been established to monitor the delivery of the project in order to ensure that the Heritage Exhibition Display meets the aspirations of the local community to showcase the history of Connah’s Quay.
- 3.08 The scheme will also provide office accommodation on the first floor for the County Council’s East Housing team which will have a permanent presence at the new Flintshire Connects Centre. In addition, agile working space will be provided on the first floor, enabling County Council and partner organisation employees to work when visiting the locality.
- 3.09 A planning application for the scheme was approved by the County Council’s Planning Department in August 2013. Key dates for the project are listed below;

| <b>Key Milestones</b>             | <b>Target Date for Completion</b> |
|-----------------------------------|-----------------------------------|
| Detail Design and Scheme Sign-off | 23/09/13                          |
| Production of Design Information  | 21/10/13                          |
| Tender                            | 22/11/13                          |
| Tender Evaluation                 | 06/12/13                          |
| Contractor Lead In                | 20/12/13                          |
| Start of Construction Phase       | 06/01/14                          |
| End of Construction Phase         | 18/04/14                          |

- 3.10 Whilst only the County Council will be permanently based at the new integrated Flintshire Connects Centre, other organisations have indicated they would like to hold regular weekly community surgeries. This will include North Wales Police who work closely with the County Council on community safety initiatives. Both Jobcentre Plus and Communities First have also indicated a strong interest in using the community IT / training room for job search workshops and training

courses. This will be complimented by regular and on-going surgeries from key County Council services including Benefits, Welfare Rights, Streetscene and Housing.

### **Temporary Library Arrangements**

- 3.11 Options to enable the continued use of the current library during the construction phase are currently being developed.

### **Flintshire Connects Centre Buckley**

- 3.12 An Options Appraisal has been undertaken to identify a suitable site to house the Buckley Flintshire Connects Facility, considering key factors such as value for money, accessibility to the public, proximity to local facilities and partner organisation views. The Buckley Town Council building has been identified as the preferred location, the options appraisal included the existing Library, Police Station and vacant retail unit near the main shopping centre.

- 3.13 Buckley Town Council Building is a two storey, Grade 2 Listed building which has a central location in the town. It is distinct in character and would certainly benefit from a scheme of sympathetic improvement and repair works. The ground floor currently consists of Buckley Town Council Chamber and offices and the County Council's Cash Office. The first floor provides accommodation for the Citizens Advice Bureau, Victim Support and North Wales Trunk Road Agency. There is also an upstairs room which is used for community activities. Under this proposal, the Flintshire Connects Centre would occupy a section of the ground floor, with the integration of the existing Cash Office into Flintshire Connects.

- 3.14 Due to the nature of the building and time of construction, there is currently no provision for disabled access. There are a number of level differences within the building which need to be overcome to meet the requirements of the Equality Act 2010. The outline proposals provide all services and sanitary accommodation on the entrance level. Constructive discussions have taken place with CADW and the Conservation Officer around required structural alterations and external works will be required to provide the necessary ramped access. These improvements have been approved in principle by CADW and the County Council's Conservation Officer.

- 3.15 North Wales Police have expressed an interest in occupying an office on the first floor. They are currently conducting internal discussions and assessment of their likely future space and service requirements for their occupation. North Wales Police will meet the entire capital refurbishment costs of the area they will use solely.

### **Self-serve Payment Machines**

- 3.16 Self-serve payment machines will be installed at the Flintshire Connects Centres to enable customers pay any County Council account. Flintshire Connects Customer Service Advisors will be available at all times to support all customers using the self-serve payment machines, which will provide a 50% cost reduction per transaction to the County Council.

### **4.00 RECOMMENDATIONS**

Cabinet are asked to:-

- 4.01 Note the update report on the delivery of the Flintshire Connects Centre at County Offices, Flint and Connah's Quay;
- 4.02 Agree the preferred location for the Buckley Flintshire Connects Centre on the ground floor of the Town Council Building at Buckley, subject to further consultation with partner organisations and local Buckley Members.
- 4.03 Authorise lead officers to proceed to design approval and conclude negotiations with North Wales Police on their proposed occupation at Buckley Town Council Building as part of the Flintshire Connects Programme;

### **5.00 FINANCIAL IMPLICATIONS**

#### **Capital Costs**

- 5.01 The Flintshire Connects Centres at Flint, Connah's Quay and Buckley can be delivered within the budget figures of £250K.
- 5.02 The County Council's element of the Flintshire Connects Capital Programme will be met through a combination of the County Council's Capital Programme Budget and Invest-2-Save funding. The County Council's revised Capital Programme Budget for 2013/14 has a capital allocation of £650K for the provision of Flintshire Connects Centres at Flint, Connah's Quay and Buckley. A £50K Housing Revenue Account (HRA) capital allocation has also been earmarked for use towards the Flintshire Connects Programme.

#### **Welsh Government Invest-2-Save Fund**

- 5.03 In order to increase the pace and scale of the implementation of the programme a successful bid of £698K has been made with North Wales Police and Jobcentre Plus to the Welsh Government's "*Invest-2-Save Fund*" for the capital works at the Flintshire Connects Centres at Flint and Connah's Quay. Investments made from the Fund are fully repayable but there are no interest charges. The payback period

is as follows:

2013/14 - £300K

2014/15 - £398K

- 5.04 The Invest-2-Save Funding will reduce pressure on the County Council's Capital Programme budget, and enable the Flintshire Connects Programme to be implemented to Flint and Connah's Quay in the timescales identified.

#### **Tenure and revenue arrangements County Offices, Flint**

- 5.05 The inclusion of the vacant hair salon as part of the Connects Centre will necessitate re-designation from a non-operational unit, and a loss of rental income of £11K per annum; however this is more than offset by partner contributions to revenue costs in County Offices which will provide an overall net efficiency on current running costs.
- 5.06 The County Council is currently working with partner organisations on the tenure arrangements for County Offices, Flint. It is proposed that the County Council will charge an occupation fee to Jobcentre Plus on a pro rata basis determined by the amount of space occupied overall. The County Council will sub-let the ground and first floor areas solely occupied by North Wales Police, who will be responsible for the rent and running costs.
- 5.07 It is anticipated that revenue costs for the ground floor of County Offices, Flint will be circa £16K per annum, with revenue contributions from North Wales Police and Jobcentre Plus totalling £30K per annum. This will represent an annual efficiency saving in the running costs for the ground floor of County Offices, Flint of circa £14K.

#### **Revenue arrangements Connah's Quay**

- 5.08 The on-going revenue costs will be apportioned with the Library Service. The establishment of a Flintshire Connects Centre in Connah's Quay will facilitate the closure of Civic Offices, generating annual revenue saving of £92K.

#### **Tenure and revenue arrangements Town Council Building, Buckley**

- 5.09 Initial discussions have taken place with Buckley Town Council to determine the terms of occupancy likely to be offered to the County Council and its partner organisations. This has been confirmed as being £5.5K p.a. This excludes other on-going utility and Business Rates.

#### **Flintshire Connects Revenue Costs and Efficiencies**



5.10 The original proposal for £300k to be released to cover revenue costs for the Flintshire Connects Centre at Holywell has realised £240k, which includes £100k from Housing, £50k from Community Services, £50k from Environment and £40k from ICT and Customer Services. Discussions are currently taking place to establish proposals to fund the further revenue requirements for all three sites.

5.11 There is also £100K staff cost efficiency in each of the next three years, totalling £300K as the programme develops.

## **6.00 ANTI POVERTY IMPACT**

6.01 The provision of Flintshire Connects Centres at Flint, Connah's Quay and Buckley respectively will improve face-to-face access to key County Council and partner organisation services and information locally and reduce the need to travel to centralised office locations.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 It is proposed that the Flintshire Connects Programme will support the Town Action Plan Programme, which is the County Council's agreed strategic approach to regenerating town centres by boosting footfall. Data will be regularly measured to assess whether the presence of Flintshire Connects Centres on the High Street of Flintshire's towns to gauge business performance and confidence across town centre based-businesses.

7.02 It is anticipated that locating Connects Centres in town centres will support each town's centre regeneration priorities as set out in the respective "*Masterplan*" strategy documents for Holywell, Connah's Quay, Flint and Buckley by improving the physical appearance of buildings and stimulating economic activity by increasing the number of people visiting the town centre.

7.03 Approved drawings for the Flintshire Connects Centres at Connah's Quay and Flint will incorporate recommendations from the County Council's Energy Unit to maximise energy efficiency in accordance with the Environmental Policy.

7.04 Less carbon will also be emitted as households will be able to access key Council and partner organisation services and information locally.

## **8.00 EQUALITIES IMPACT**

8.01 The main focus of Flintshire Connects is to improve access and quality of services to vulnerable groups who often favour face to face contact when interacting with the County Council and partner organisations.

8.02 An Equalities Impact Assessment has also been undertaken to ensure

that the needs of all households across Flintshire are considered during the scoping, planning, delivery and monitoring of all Council services. This will include consultation with a number of local stakeholder groups, including Flintshire Deaf Forum, Flintshire Disability Forum, Gypsy and Traveller Group, Flintshire Youth Service and local Welsh speakers.

- 8.03 All Flintshire Connects Centres will also be DDA compliant.
- 8.04 A Welsh Language Impact Assessment proforma has been completed to ensure that Flintshire Connects complies with the Council's approved Welsh Language Scheme.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 Recruitment for Customer Service Advisors (CSAs) for Flintshire Connects Centres will continue to be undertaken from the existing Council workforce, subject to the required skills and experience being met.
- 9.02 The migration of cash collection services into the Flintshire Connects Programme will result in the phased closure of the Council's Cash Office network. There will be a need to undertake a full assessment of the staffing impact of these changes in line with the corporate policies already in place, avoiding compulsory redundancies where possible and offering redeployment opportunities.
- 9.03 As the provision of Flintshire Connects Centre at Connah's Quay will mean integration with the existing Library and Learning Centre, detailed discussion and consideration will be given to the future role of the library staff.
- 9.04 There will also be personnel implications arising from the intention for Flintshire Connects Centres to have extended opening hours for face to face contact, including Saturday mornings.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 A Communications Plan is being jointly developed with partner organisations and local stakeholders in both Connah's Quay and Flint to raise awareness of the services and information which will be delivered through the Flintshire Connects Centres. The feedback received will be considered when developing service delivery options from each of the Flintshire Connects Centres.
- 10.02 Subject to Cabinet approval, this process will be repeated for Buckley.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 A regular update on progress with the Flintshire Connects programme

is given to the County Forum, which is the representative forum for Town and Community Councils.

- 11.02 Employee Briefings on the Flintshire Connects Programme took place at Flint and Connah's Quay in June which were also attended by North Wales Police and JobCentre Plus colleagues. A total of 110 employees attended these briefings.

**12.00 APPENDICES**

None.

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

None.

**Contact Officer:** Melville Evans  
**Telephone:** 01352 701436  
**Email:** [melville.evans@flintshire.gov.uk](mailto:melville.evans@flintshire.gov.uk)

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

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

**SUBJECT:** **PROCUREMENT STRATEGY UPDATE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide an update to Cabinet in relation to local, regional and national procurement initiatives.
- 1.02 To gain Cabinet approval for Flintshire to become a member of the Welsh Procurement Consortium

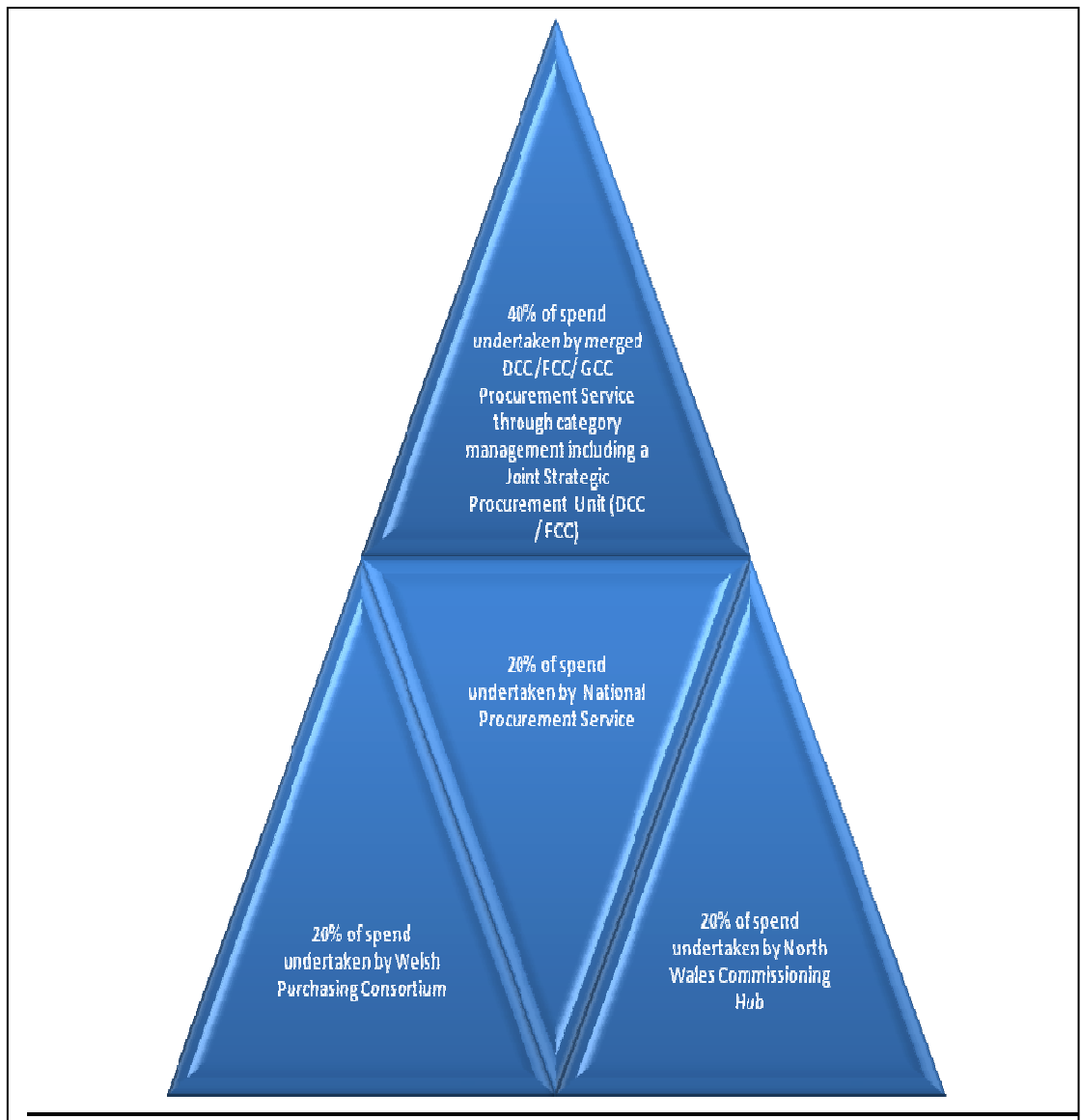
### **2.00 BACKGROUND**

- 2.01 Procurement and commissioning of goods and services accounts for approximately 50% of out total spend, in 2012/13 this was £154 million.
- 2.02 Procurement is a major work stream within the Flintshire Futures programme with the major focus being to simplify, standardise and automate procurement activities, improve procurement professional practice and where appropriate aggregate spend with other public sector organisations to achieve savings.
- 2.03 There is a considerable focus on procurement at a national level by the Welsh Government with high expectations for large savings across the Welsh Public Sector. A recent policy statement from the Finance Minister reinforced this and the Welsh Government will shortly be undertaking Procurement Health Checks across the public sector to ensure our arrangements align with the policy statement.

### **3.00 CONSIDERATIONS**

- 3.01 We have made significant progress locally over the past few years in simplifying and standardising procurement processes and introducing modern e-procurement systems to automate procurement activities.
- 3.02 We have seen savings of £2 million per annum achieved from improved procurement practice and spend control systems. We are confident that this level of savings can be increased going forward and will be a key contributor to addressing our projected Medium Term Financial Plan deficit.

- 3.03 To support standardisation, use of the new e-procurement systems, improved procurement practice and spend control a new set of Contract Procedure Rules have been developed and approved by County Council earlier this month.
- 3.04 At a regional level the North Wales Procurement Partnership (NWPP) has now been dissolved. Staff from the partnership have been transferred to North Wales councils and management arrangements established for all residual contracts. Following the dissolution a letter was received inviting us to become a member of the Welsh Procurement Consortium (WPC). The letter was sent by the WPC Management Board with the support of the WLGA.
- 3.05 During its 5 years of operation the NWPP realised £2.4 million of savings across the 6 North Wales Councils, proving that there are benefits from collaborative procurement. By accepting the invitation to join the WPC we would in effect be utilising a similar procurement arrangement to the NWPP but on a national rather than regional level. The membership fee for the WPC is £13,500 per annum, compared to £62,000 for the NWPP. Attached at **Appendix 1** is a document setting out the scope of the WPC and the benefits current members have gained since its formal establishment in 2009. Other North Wales Councils are currently considering WPC membership.
- 3.06 Flintshire have already committed to be a member of the new Welsh National Procurement Service (NPS) and obviously we would want to avoid duplication with the WPC activities. The NPS accounts for only 20% of our procurement spend, the WPC have recognised this and will be focussing on categories of spend not covered by the NPS.
- 3.07 The diagram below shows the new developing model for procurement going forward. If we fully utilise the NPS, WPC and the North Wales Social Care Commissioning Hub that still leaves a considerable level of procurement activity to be undertaken at a local or regional level.



- 3.08 A bid supported by the North Wales Regional Leadership Board has been submitted to the Welsh Government Regional Collaboration Fund to establish sub regional procurement arrangements to firstly merge the Flintshire and Denbighshire procurement functions building on the joint management arrangements that have now been in place for the past 18 months, and secondly with Gwynedd to consider the introduction of category management arrangements across the 3 Councils.
- 3.09 We are still awaiting the final outcome of the funding bid and when this is confirmed a further report and business case will be brought to Cabinet regarding both projects.
- 3.10 The potential for the merger of the Flintshire and Denbighshire Procurement Units has been under consideration for some time. During the last 18 months, management support for the Flintshire Corporate Procurement Unit has been provided on a part time basis by the Denbighshire Strategic Procurement Manager. During this period, it has become increasingly apparent that there is

not only a common procurement agenda but also a clear duplication of effort across various procurement initiatives and activities within both councils.

- 3.11 There are clear opportunities to leverage the current level of procurement resource by joining together the FCC & DCC Procurement Units, since both Councils still have a limited procurement resource and capability. The procurement capacity and capability issue seems to be a general and common issue across Local Government in Wales, it was highlighted in the recent McClelland Review undertaken for the Welsh Government, that there is currently up to 50% procurement capacity shortage in Local Government in Wales.
- 3.12 In order to continue and build on the procurement progress already made it is proposed subject to the full business case to take further formal steps and to merge both Corporate Procurement Units. The model of a collaborative procurement service with Denbighshire would demonstrate a clear commitment to increased collaborative working.
- 3.13 A new Operating Model and structure for the combined unit is currently being developed with a target date for implementation being early 2014 subject to business case and formal approval. During this period full consultation will take place with staff in both councils.
- 3.14 It is anticipated that the new outline Operating Model will include the following functions:
- Category Management
  - Contract Management and Supplier Relationship Management
  - Procurement Policy
  - E-Procurement
  - Contract Solicitor Support

3.15 **Benefits of a Joint Procurement Unit**

The new joint service of a combined Strategic Procurement Unit working across both councils would derive the following benefits:

- To leverage the current level of limited procurement resource capacity across both councils
- To reduce the duplication of effort across various procurement projects and initiatives, where staff in both councils undertake similar tasks
- To maximise the cashable efficiencies through economies of scale by greater collaboration across a combined total spend of £270 million
- To introduce a Category Management structure by ensuring officers are focused on individual category areas with specific savings targets allocated. This would be a pilot and proof on concept to the proposed Three County Procurement Service
- To ensure a greater cohesive approach in the implementation and management of the common e-procurement solution, which will have benefits of not duplicating implementation effort and also sharing system support helpdesk facility



- To implement more robust contract management especially across strategic critical contracts
  - To ensure greater focussed capacity can be allocated in ensuring procurement policy is integrated within all procurement projects, especially around delivery of community benefits and supporting SME friendly procurement initiatives.
- 3.16 The Three County Project which currently includes Flintshire, Denbighshire and Gwynedd is developing proposals for the introduction of category management within North Wales.
- 3.17 Category Management is a structured way of organising and managing procurement activities and resources by grouping together related supplies and services across the council and mapping them to their relevant supply market. We believe that although category management will deliver benefits across Flintshire and Denbighshire there are greater benefits to be gained applying category management on a regional or sub-regional level.
- 3.18 Category Management can radically improve professional procurement practice and deliver major efficiencies if implemented correctly and resourced appropriately. The principle is for a defined category of spend to be allocated to a category manager with an associated savings target. It requires organisational discipline and compliance to maximise savings and ensure compliance with CPR's and procurement legislation.
- 3.19 The Three County Procurement project is based on regional category management and the business case is unlikely to be completed until April 2014 so learning from any Flintshire Denbighshire arrangements implemented prior to this could be valuable.

#### **4.00 RECOMMENDATIONS**

- 4.01 Cabinet approve membership of the WPC and for officers to provide regular reports regarding the consortium activities and savings achieved.
- 4.02 Cabinet to support in principle the merger of the Flintshire and Denbighshire Procurement Units subject to agreeing final business case and detailed arrangements which will be subject to a separate report to cabinet.
- 4.03 Cabinet to support the further development of the 3 County Procurement Service initially involving Flintshire, Denbighshire and Gwynedd based upon a category management structure subject to a final business case which will be subject to a separate report to cabinet.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The annual subscription to the WPC is £13,500 and will be funded from the budget provision for the transitional NWPP arrangements. Based on total savings to date from the WPC work programme the average cashable savings per Council is £185,000 per year.

5.02 The full financial implications of the Flintshire/Denbighshire merger and 3 County projects will be detailed in the business cases which will be reported separately.

**6.00 ANTI POVERTY IMPACT**

6.01 None directly related to this report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None directly related to this report.

**8.00 EQUALITIES IMPACT**

8.01 None directly related to this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly related to WPC membership, full personnel implications of the Flintshire/Denbighshire merger and 3 County project will be reported as part of the final business cases.

**10.00 CONSULTATION REQUIRED**

10.01 None at this time.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

**12.00 APPENDICES**

12.01 Appendix 1 – Benefits of WPC Membership

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

**Contact Officer: Chris Guest  
Telephone: 01352 702800  
Email: [chris.guest@flintshire.gov.uk](mailto:chris.guest@flintshire.gov.uk)**

## Appendix 1

### Scope and Benefits of Welsh Purchasing Consortium Membership.

The WPC consists of the sixteen Unitary Authorities in South Mid & West Wales.

Governance is provided by a Management Board which consists of Members/Senior Officers from each Authority.

Member Authorities currently pay an annual membership fee of £14,892. The WPC Management Board has decided to reduce this fee to £13,500 from April 2013 in order to ensure a balanced budget i.e. with no further contribution to the reserve.

In addition there are five Associate members who pay an annual fee based on their non-pay spend (currently £11,000 per annum in total). Associate members do not play any part in governance arrangements but are entitled to attend WPC Category Group meetings and are included in WPC Framework Scoping exercises.

The Central Management Team was created in 2009 and consists of three Officers whose role is to support and coordinate WPC procurement activity which is operationally undertaken by member Authorities on a reciprocal basis.

Benefits – The WPC has :-

- Established a portfolio of compliant procurement arrangements that can be accessed by all member Authorities. Under our reciprocal arrangement each full member Authority is expected to undertake a “Lead” role for a maximum of 4 Frameworks and has in return access to over 60 framework agreements. This will be amended incrementally over the next 2/4 years as the NPS is develops.
- Established a standard procurement efficiency identification and recording model /mechanism that ensures a robust approach. Cumulative efficiency savings amounting to £14.1 million have been realised since 2009. These are detailed below:-

| <u>Authority</u>   | <u>Cashable</u> | <u>Non-Cashable</u> |
|--------------------|-----------------|---------------------|
| Swansea CC         | £1,259,799.00   | £423,574.00         |
| Neath Port Talbot  | £625,166.00     | £320,686.00         |
| Bridgend           | £521,791.00     | £341,182.00         |
| Vale of Glamorgan  | £338,297.00     | £316,166.00         |
| Rhondda Cynon Taff | £873,015.00     | £396,341.00         |
| Merthyr            | £231,515.00     | £230,417.00         |
| Caerphilly         | £776,828.00     | £648,341.00         |
| Cardiff CC         | £1,187,656.00   | £423,044.00         |
| Newport            | £602,042.00     | £309,039.00         |
| Torfaen            | £399,777.00     | £266,760.00         |

|                 |                      |                      |                       |
|-----------------|----------------------|----------------------|-----------------------|
| Monmouthshire   | £416,419.00          | £262,403.00          |                       |
| Blaenau Gwent   | £413,330.00          | £365,813.00          |                       |
| Pembrokeshire   | £438,618.00          | £260,467.00          |                       |
| Powys           | £344,797.00          | £221,732.00          |                       |
| Ceredigion      | £24,428.00           | £176,000.00          |                       |
| Carmarthenshire | £432,038.00          | £230,034.00          |                       |
| Total           | <u>£8,885,516.00</u> | <u>£5,191,999.00</u> | <u>£14,077,515.00</u> |

- Adopted an optional approach to contracting in that each member Authority unilaterally decides whether to take part in the exercise or not, which fully recognises the local policy decisions and pressures within Authorities
- Worked positively through the following Category Groups in order to define a forward work programme and to ensure that as much as possible in our procurement strategies to support our indigenous supply base. This includes completion of a Sustainable Risk Assessment for all WPC Arrangements which will determine individual lotting strategies, together with Project specific Supplier Awareness Events
  - Energy Group,
  - Building Materials, Environmental Services & Highways Category Group,
  - Corporate Needs and Professional Services Group
  - Social Services Group
  - Construction Services Group
  - Fleet Category Group
  - Food Category Group
- The success of these initiatives is reflected in the fact that evidenced in that of the 260 suppliers that were formally appointed to WPC Procurement Arrangements during the period 1st September 2010 to 31st August 2012, 73% were detailed as being based in Wales.
- Developed a suite of standard documentation including ITT templates, Standard Letters (debrief, standstill, award etc) together with common sets of Terms and Conditions of Contract for Goods, Services and ICT. We have created a WPC pre- procurement and procurement process that is used for all WPC procurement projects.
- Suppliers are continually asking for a more consistent approach to procurement by public sector organisations and this initiative has been very positively received. The intention is to develop and expand standardisation in everything we do.
- Commissioned practical “risk based” procurement guidance relating to compliance with EU Procurement Directives in the context of collaborative contracting. This is aimed at reducing the potential for legitimate challenge

and gives organisations using WPC arrangements further confidence in the arrangements.

- Developed a Category Management approach to collaborative procurement ensuring that our Category Groups consist of product/service/technical specialists as well as procurement professionals which maximises potential for practical progress and “fit for purpose” collaborative procurement arrangements.
- In conjunction with Environmental Health colleagues WPC Food Group has developed a Food Complaints process which is viewed as best practice.
- As the largest public sector collaborative organisation in Wales the WPC is seen as a leading reference Group in terms of the relationship with Welsh Government. This is evidenced through input into “Smarter Buying in Tougher Times”, the National Procurement Service Business Case, xchangewales Futures project and the Construction related Collaborative Works Group.
- The WPC has a comprehensive website which provides comprehensive information on our strategic aims, structure, contract portfolio and Forward Contract Plan.

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **DIRECTOR OF COMMUNITY SERVICES**

**SUBJECT:** **DEVELOPMENT OF A NATIONAL ADOPTION SERVICE FOR WALES**

### **1.00 PURPOSE OF REPORT**

- 1.01 To secure approval of the plan to establish a National Adoption Service for Wales, supported by Regional Adoption Collaboratives.
- 1.02 To secure agreement that Wrexham will continue to act as the lead authority for the North Wales Adoption Service.

### **2.00 BACKGROUND**

- 2.01 Adoption must be seen in the broader context of planning placements and permanence for children and as part of an integrated system of services for meeting their needs and promoting their well-being. Adoption Services as a whole are complex, provided to a wide range of service users from very young children who are being placed for adoption to older adults who are seeking to be reunited with their birth families.
- 2.02 There is a clear requirement that children in care must have plans for permanence in place which consider the full range of permanence options and which are put into effect with appropriate urgency.
- 2.03 Cabinet will be aware that the creation of a National Adoption Service is one of the key policy strands of the Welsh Government and that if enacted, the Social Services and Well-Being (Wales) Bill will allow Ministers to prescribe arrangements by local authorities.
- 2.04 Working closely with the Welsh Local Government Association (WLGA), ADSS Cymru produced a functional model for delivery of Adoption Services across Wales. A copy of this report is attached at Appendix A. The model was endorsed by the Expert Advisory Group on Adoption established by Welsh Government. The outline proposal developed by ADSS Cymru was agreed in principle by Leaders at WLGA Council in April.
- 2.05 Subsequently, in a Written Statement on 25<sup>th</sup> April 2013, the Deputy Minister for Children and Social Services endorsed the proposals for

achieving a National Adoption Service and the development of a Functional Model for the delivery of services across Wales, as presented by ADSS Cymru and the WLGA. A copy of the Written Statement is attached at Appendix B.

### **3.00 CONSIDERATIONS**

3.01 The proposals outlined in detail in Appendix A, provide an ambitious but realistic pathway for creating an effective and responsive National Adoption Service. This will help to ensure:

- A new direction for the delivery of Adoption Services that is particularly suited to the Welsh context.
- Timely implementation of the improvements required.
- An increase in the pace of collaboration and the capacity to build sustainable services for the future.
- A reduction in bureaucracy and a streamlining of service delivery.
- An improvement in service accessibility for all key stakeholders.
- Maintenance of the essential integrity and coherence between all elements of Adoption Services, to prevent a mismatch between the needs of children requiring adoption placements and the adopters being recruited.
- Long term and lasting improvements to address the weakness identified in some elements of current service provision.
- A central place for the significant contribution made by the Voluntary Sector as valued co-producers and delivery partners.
- Collective opportunities for local authorities to respond effectively to rising pressures within the care system.

3.02 The proposal will be underpinned by a National Standardised Performance Framework that will allow the National Adoption Service to identify, review and highlight key performance measures. The framework will set performance thresholds and make clear the Welsh Government's minimum expectations for timeliness in the adoption system, for both the child and prospective adopter.

3.03 The National Adoption Service will be responsible for:

- Establishment of a National Board.
- Monitoring the delivery of services in accordance with the national performance framework.
- Producing an Annual Report and action plan.
- Developing a national marketing and awareness raising strategy.
- Providing a single point of contact for anyone seeking information about adoption.
- Providing a database of information.



- Developing and maintaining a National Adoption Register.
  - Co-ordination of Adoption Panels, Panel Members, Pre-approval Training, Post Adoption Support Services and provision of the Independent Review Determination Service.
  - Acting as a Centre of Excellence for Adoption in Wales.
- 3.04 The functional model proposes five Regional Adoption Collaboratives are established, to deliver the functions of a National Service including:
- Ensuring compliance with legislation, regulation and the performance measuring framework.
  - Recruitment and assessment of prospective adopters.
  - Ensuring appropriate matching of children.
  - Provision of the whole range of support services including birth parent counselling, step parent adoptions, intermediary services and letterbox contact.
  - Ensure effective links are maintained with local authorities Children's Social Services.
- 3.05 The proposed five regional collaboratives are:
- North Wales – Wrexham, Flintshire, Gwynedd, Conwy, Denbighshire and Ynys Mon;
  - South East Wales – Blaenau Gwent, Monmouthshire, Torfaen, Newport and Caerphilly;
  - West & Mid Wales – Ceredigion, Carmarthenshire, Pembrokeshire and Powys;
  - Western Bay – Bridgend, Neath Port Talbot and Swansea; and
  - Mid & South Wales – Cardiff, the Vale of Glamorgan, Merthyr Tydfil and Rhondda-Cynon-Taff.
- 3.06 These collaboratives are currently at different stages of development but it is planned that all five Regional Collaboratives will be established by April 2014.
- 3.07 The North Wales regional collaborative has been in place since 01.04.10. [The North Wales Adoption Service] The Service is currently hosted by Wrexham and overseen by the 6 North Wales Heads of Children's Service who meet quarterly as the NWAS Board. The current collaborative recently held a workshop to evaluate its operations and three workstreams have been established to take forward the actions arising from the workshop and ensure that we are prepared for the new arrangements. A copy of the NWAS Annual Report 2012-13 is attached as Appendix (c).
- 3.08 Within the future model each local authority will retain responsibility for the following:
- Assessment and care planning and reviewing of Looked After Children and young people.
  - Ensuring the Agency Decision Maker functions are fulfilled.

- Assessment of the Adoption Support needs of children for whom the plan is adoption.
- Involvement in the matching and linking of children and adopters.
- Providing birth parent counselling, although in North Wales this is also provided as a collaborative via NWAS.
- Making applications to the Courts for appropriate orders.
- Attending Adoption Panels where proposed matches are being considered.

#### **4.00 RECOMMENDATIONS**

##### 4.01 That Cabinet

- a) Notes the contents on this report and;
- b) Endorses the proposals for achieving a National Adoption Service in Wales as detailed in the report of the Association of Directors of Social Services (ADSS) Cymru
- c) Agrees that Wrexham will continue to act as the lead authority for the North Wales Adoption Service.

By so doing Flintshire County Council can ensure that the Council's statutory functions in relation to providing an Adoption Service are fully met, in accordance with legislation and guidance.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 A Task and Finish Group will be established with representatives from Welsh Government, ADSS Cymru, Care and Social Services Inspectorate Wales (CSSIW), British Association for Adoption and Fostering (BAAF), Voluntary Adoption Agencies and each of the five Regional Collaboratives. The purpose will be to produce a robust change programme for implementing the functional model.

5.02 It is recognised that Programme Management capacity is required to drive through these changes in a timely fashion and the Deputy Minister has awarded £50k to ADSS Cymru to support implementation.

5.03 The following key milestones have been agreed:

- Membership and brief of the Task and Finish Group – June.
- Identification of the five Lead Authorities – June.
- Development of a common Implementation Plan format – July.
- Support Lead Authorities in their role – July.
- Outline business components for the infrastructure of the National Service – July.
- Regional Implementation Plans in place – August.

5.04 As the North Wales Adoption Service is already in existence the funding formula was agreed in 2009/10 and is as follows:

|              |       |
|--------------|-------|
| Wrexham      | 19.4% |
| Flintshire   | 22.4% |
| Denbighshire | 14.0% |
| Conwy        | 16.5% |
| Gwynedd      | 17.6% |
| Ynys Mon     | 10.1% |

[based on child population / adoption activity in 2009/10]

Flintshire's current cash contribution is £96,640 per annum, plus 2x FTE posts at £86,257 (with on costs) making the total Flintshire contribution £182,897. The overall operating costs for the consortium are £758,493. Flintshire's contribution is already met within existing base budget.

## **6.00 ANTI POVERTY IMPACT**

6.01 None arising directly from this report.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 None arising directly from this report.

## **8.00 EQUALITIES IMPACT**

8.01 None arising directly from this report.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 As the NWAS is already in existence the structure of the service is in place but currently subject to review following the evaluation workshop.

## **10.00 CONSULTATION REQUIRED**

10.01 See background.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 See background.

## **12.00 APPENDICES**

12.01 Appendix A Proposals for Achieving a National Adoption Service in Wales and development of the Functional Model – ADSS Cymru, April 2013.

12.02 Appendix B Written Statement by the Deputy Minister – 25<sup>th</sup> April 2013.

12..03 Appendix C North Wales Adoption Service Annual Report 2012/13

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

None.

**Contact Officer:** Carol Salmon  
**Telephone:** 01352 702504  
**Email:** [carol.salmon@flintshire.gov.uk](mailto:carol.salmon@flintshire.gov.uk)



Leading Social Services  
in Wales  
Yn arwain  
Gwasanaethau Cymdeithasol  
yng Nghymru

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**PROPOSALS FOR ACHIEVING  
A NATIONAL ADOPTION SERVICE IN WALES  
AND  
DEVELOPMENT OF THE FUNCTIONAL MODEL**

ADSS Cymru Uned Fusness / Business Unit  
c/o Torfaen County Borough Council  
Fairfield House  
Civic Centre  
Pontypool NP4 6YB  
Ffon / Tel: 01633 648574  
Ebost / Email: [adss.cymru@torfaen.gov.uk](mailto:adss.cymru@torfaen.gov.uk)  
Dyddiad / Date: 15/04/13

## **Proposals for achieving a National Adoption Service in Wales and Development of the Functional Model**

- This paper sets out ADSS Cymru's proposals for achieving, as quickly as possible, radical reforms to Adoption Services in Wales and the creation of a National Adoption Service. It is grounded in a strong and shared commitment to building only on the best of current practice and to ensuring that the changes enable us to keep the child's best interests throughout their life at the core of adoption work.
- Adoption should be seen in the broader context of planning placements and permanence for children and as part of an integrated system of services for meeting their needs and promoting their well-being. There is a clear requirement that children in care must have plans for permanence in place that consider the full range of permanence options and that are put into effect with appropriate urgency. These plans should be agreed as soon as possible after admission and reviewed regularly thereafter.
- As a leadership organisation, ADSS Cymru acknowledges that reform on the scale set out in this document is delivered most effectively if there is a strong consensus across the key stakeholders and a coherent and professional approach to managing change. With others, local government has a key role to play in helping to generate these preconditions and so the plans have been produced in collaboration with the WLGA. A clear political mandate across local government has been achieved in respect of those issues which touch most directly on its role in bringing about change.
- The proposals acknowledge the significant contribution that the Voluntary Sector plays in the delivery of Adoption Services in Wales and its unique expertise. It is only by the statutory and voluntary sectors working together inclusively and collectively, drawing on best practice, that the vision of a National Adoption Service can be realised. Key voluntary adoption organisations have been involved in considering the plan put forward by ADSSC, in part through the national Expert Reference Group which has endorsed the proposals.
- The proposals provide an ambitious but realistic pathway for creating an effective and responsive National Adoption Service, a goal to which local

government is committed. The Local Government Implementation Plan for Sustainable Social Services includes responsibility for developing the operational model. These proposals build on two previous papers submitted to the Expert Reference Group and they are underpinned by the ten principles for adoption services devised by BAAF (December 2011).

- The proposals will help to ensure:
  - A new direction for the delivery of Adoption Services that is particularly suited to the Welsh context.
  - Timely implementation of the improvements required.
  - An increase in the pace of collaboration and the capacity to build sustainable services for the future.
  - A reduction in bureaucracy and a streamlining of service delivery.
  - An improvement in service accessibility for all the key stakeholders in every aspect of Adoption Services.
  - Maintenance of the essential integrity and coherence between all the elements of Adoption Services, to prevent a mismatch between the needs of children requiring adoptive placements and the adopters being recruited.
  - Long-term and lasting improvements to address the weaknesses identified in the some elements of current service provision.
  - A central place for the significant contribution made by the Voluntary Sector as valued co-producers and delivery partners.
  - Collective opportunities for local authorities to respond effectively to rising pressures within the care system.
- Adoption Services are governed by a number of detailed Regulations. These proposals recognise that changes in Regulations may be required in due course but progress in implementing key aspects can be made, pending those changes.

## Context

1. In February 2011, *Sustainable Social Services: A Framework for Action* made clear that some services could be delivered more effectively at a national level. The Deputy Minister was keen to pioneer this approach in exploring, with stakeholders, the remit and functions of a National Adoption Service.
2. The Deputy Minister is clear that the new powers being sought under the Social Services and Well-Being (Wales) Bill will allow Welsh Ministers to direct local authorities (adoption agencies) to come together to form such a service. The law is to be underpinned by a National Standardised Performance Framework that will allow the National Adoption Service management team to identify, review and highlight key performance measures - such as how swiftly local authorities place children in need of adoption and how swiftly they deal with prospective adopters. The framework will set performance thresholds and make clear the Welsh Government's minimum expectations for timeliness in the adoption system, for both the child and the prospective adopter. It will allow local authority adoption agencies and others to monitor their own performance and compare it with that of others.
3. The case for change is widely accepted: BAAF estimate that 1 in 4 children available for adoption will not be placed primarily because an adoptive parent resource is not available. There are clearly issues about variability, both in performance between different local authorities and in the experience of prospective adopters. Services are insufficiently coordinated and they have not tackled well enough issues about supply and demand, to overcome barriers to recruitment and matching.
4. In November 2012, following an in-depth inquiry into adoption in Wales, the Children and Young People Committee published recommendations calling for radical action. It proposed a major shift in the way adoption services are organised and delivered, re-invigorating the momentum and the aims of the 2002 Adoption Act and strategies for placement choice and stability.

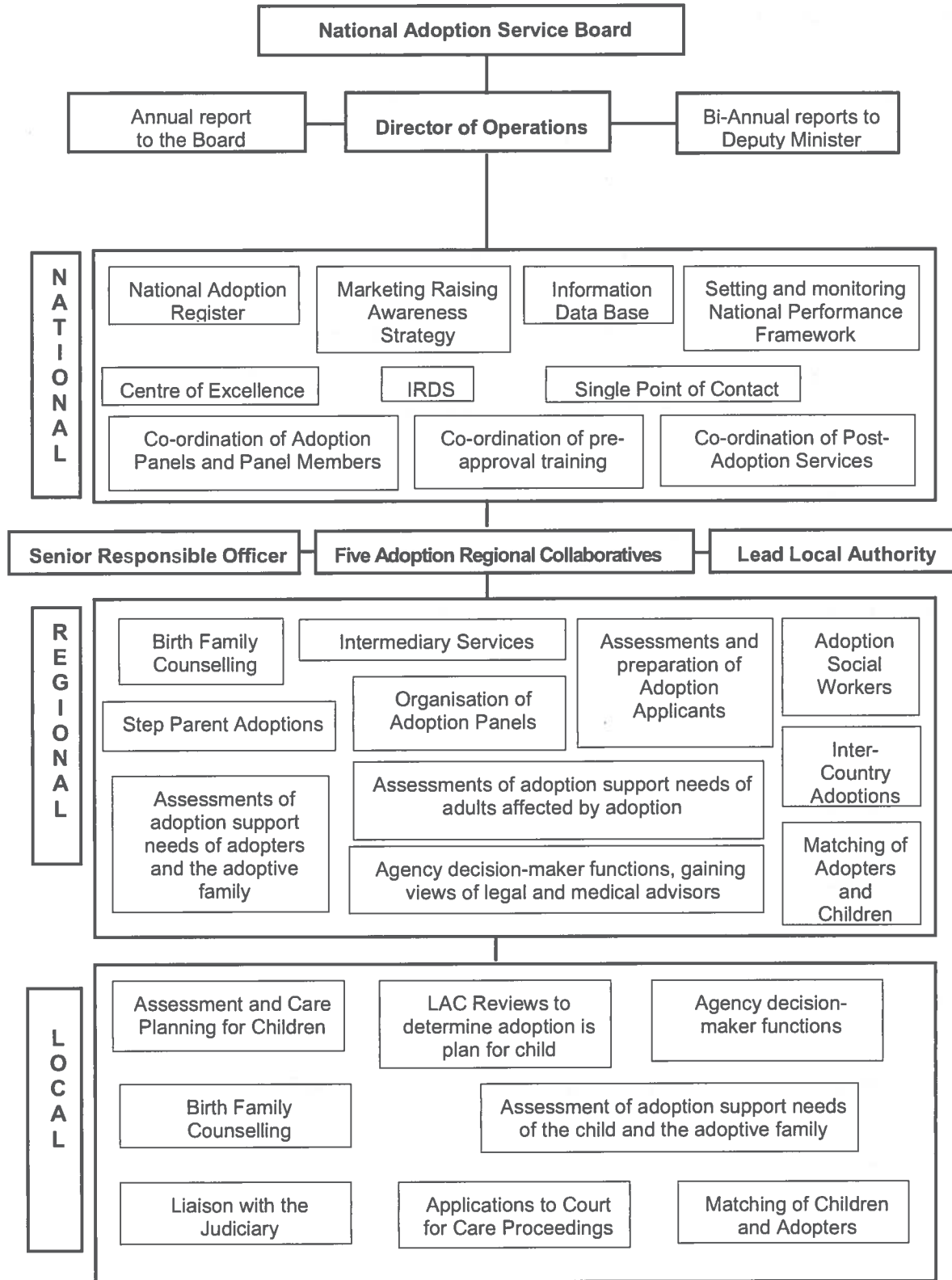


5. The Deputy Minister then repeated her commitment to establishing a National Adoption Service, which will have the power to deliver services across Wales. She has established her expectations about what the new system must offer:
  - eradicating 'drift' for children in care
  - eliminating waiting lists for training and assessment
  - improving the matching process
  - allaying adoption breakdown by providing comprehensive adoption support services
  - streamlining the process and ensuring better linking and understanding between social workers
  - providing the widest choice of placements through the increased use of voluntary adoption agencies; and
  - most importantly, ensuring consistent delivery across Wales.
  
6. The Children and Young People Committee recognised too that some services are best delivered regionally. The Deputy Minister supports this approach "as the key to change is not the location of the service, but rather the delivery of a national framework for the recruitment, training and approval of prospective adopters. The focus of the National Adoption Service will be on promoting excellence and driving continued improvements, ensuring that opportunities for collaboration are maximised whilst maintaining the necessary local links and knowledge, which are crucial aspects of adoption services."
  
7. Adoption Services are complex, provided to a wide range of service users from very young children who are being placed for adoption to older adults who are seeking to be re-united with their birth families and governed by a large number of detailed Regulations. These proposals are formulated as an appropriate response to that complexity.
  
8. One of the crucial tasks has been to ensure that the proposals provide a means of addressing urgently the concerns outlined earlier, without sacrificing the acknowledged strengths within the existing system – what the Deputy Minister describes as "achieving change without detriment." For this reason, ADSS Cymru has worked with the WLGA to ensure that there is support for the proposals from

local authorities across Wales as well as from the professional leadership organisation for social services. We believe the National Adoption Service would reap great benefits from harnessing this support for change.

9. The report of the *National Inspection of Adoption and Permanency Services delivered by Local Authorities*, undertaken by CSSIW in 2009/10 has also been revisited. These proposals incorporate the strengths the Inspectorate identified in the provision of Adoption Services across Wales and address the areas that were identified as requiring attention.
  
10. A functional model for the National Adoption Service is set out in the chart overleaf. To ensure a seamless service, co-ordinated activity between the national, regional and local elements is critical. It is only in this way that children, adopters and those affected by adoption will receive the best possible service regardless of where they live in Wales.

# National Adoption Service – Functional Model



## **A The National Adoption Service**

11. Welsh Government would establish a national performance management framework. All Agencies will be required to operate within the framework set for by the National Service.
  
12. The National Service would undertake the following roles and functions.
  - i **Monitoring delivery in accordance with the national performance management framework.** The Regional Adoption Collaboratives described later would be accountable to a National Board for their performance and the National Board would have the powers to intervene if they are not delivering the service to the required standards. The Regional Adoption Collaboratives will have day-to-day line-management of the staff delivering the service at a regional level.
  
  - ii **Establishing a National Board** with the following membership:
    - Representatives from Voluntary Adoption Agencies
    - Adoptive Parents
    - Adopted Adults/Young People
    - The senior responsible officer of the lead Local Authorities for the Regional Adoption Collaboratives
    - NHS representative
    - Education representative
    - Academic representation
    - Director of Operations of the National Adoption Service (in attendance).
  
  - iii **Producing an Annual Report and action plan on the delivery of Adoption Services in Wales.** The Annual Report should be presented to the Board and to the Deputy Minister. In addition, the Director of Operations will produce bi-annual reports for the Deputy Minister.

- iv **Developing and delivering a national marketing and raising awareness strategy.** This would involve developing a national brand, a set of images to be used uniformly, to ensure brand recognition across Wales. Potential adopters would get a more accessible and consistent message. It will also help dispel some of the commonly held myths about the children who are seeking adoptive parents and which adults who can adopt children. The national marketing strategy will need to pay particular attention to attracting adopters for children whose circumstances make placement more difficult to achieve.
  
- v **Providing a single point of contact for anyone who is seeking information about adoption.** A National Adoption website and helpline will provide consistent information to children, young people and adults who may be interested in any aspect of adoption. It will also provide information on inter-country adoption. There is an increasing use of the Internet and social media sites by service users to gain information. It is essential that the National Service keeps abreast of these developments and maximises the opportunities they create.
  
- vi **Providing a database of information** to monitor where the greatest demand for services is being received by the Regional Collaboratives. This will allow resources to be deployed to areas of greatest demand or need.
  
- vii **Developing and maintaining a National Adoption Register.** This will enable linking and matching of children requiring adoptive placements with adopters across Wales, a service currently delivered by BAAF. It will maximise the opportunities for Welsh children being placed in Wales. A number of existing collaborative arrangements currently operate regional registers and a National Register could build on those experiences. Close links would be needed to the systems operating in the other three Administrations in England, Northern Ireland and Scotland.
  
- viii **Providing the Independent Review Determination Service.** This service is currently commissioned by Welsh Government and delivered by BAAF. The

service is being delivered to a high standard and it would be appropriate for this service to continue to be delivered at a national level only.

- ix **Co-ordination of Adoption Panels and Panel Members** to ensure that all the Adoption Panels are performing to the same required standards and Panels in all the Regional Collaboratives are being held frequently enough to avoid any delay for prospective adopters. It would also administer a list of suitably qualified panel members who could be called upon if any of the Regions were experiencing difficulties in ensuring quoracy on their Panels.
- x **Co-ordination of Pre-approval Training Courses** to ensure they are being held at regular intervals across the Regions, to avoid any delay for prospective adopters and to ensure consistency in the course content.
- xi **Co-ordination of Post Adoption Support Services** to ensure there is a robust range of adoption support services in place, particularly to support children with complex needs and their adopters
- xii **Acting as a Centre of Excellence for Adoption in Wales.**  
The National Service will ensure that a set of policies and good practice guidelines are developed and maintained which reflect the very best practice in the delivery of all adoption services. It will arrange specialised training for staff in the Regional Collaboratives so that they are properly equipped for their role. There should be links to academic institutions and opportunities for promoting research.

### **Governance Arrangements at the national level**

13. The National Adoption Service will have a Director of Operations who will be accountable professionally to the National Board for Adoption Services. The Director will prepare and present bi-annual information reports to the Deputy Minister and an annual report to the National Board.

## **B Regional Adoption Collaboratives**

14. Five regional adoption collaboratives would be created in Wales, building on existing and emerging networks. This change will:
  - Assist in implementing as soon as possible the National Adoption Service.
  - Cause least disruption for children, approved adopters and adoptive applicants.
  - Ensure the speedy and appropriate matching of children requiring adoptive placements, making best use of knowledge about these children held locally.
  - Concentrate practitioner and managerial expertise, experience and skill into the regional hubs.
  - Achieve far greater consistency in the delivery of services.
  - Embed a culture of statutory and voluntary sectors working in partnership to deliver the objectives of the National Adoption Service.
  - Achieve efficiencies in number of adoption Managers required to deliver the service, staff accommodation required and support services needed.
  - Achieve appropriate economies of scale
  - Ensure sustainable services
  - Ensure regional contribution to marketing strategies, to recruit the numbers and types of adopters required.
  - Reduce the number of Adoption Panels required.
  - Allow the Director of Operations to ensure resources are deployed to areas that have a particular need at any one time.
  
15. The Regional Collaboratives would deliver the following functions of the National Service.
  - i Ensure compliance with legislation, regulations and the performance management framework set by the National Board.
  
  - ii Report on a regular basis to the Director of Operations and in turn to the National Board on performance.

- iii Recruit and assess adoptive applicants and provide pre-approval training. This will include the initial counselling service to ensure a speedy, knowledgeable response to possible applicants.
- iv Ensure that the children requiring adoptive placements are appropriately matched with adopters who can meet their needs for their entire childhood.
- v Manage and host Adoption Panels to ensure compliance with Regulations.
- vi Ensure that the statutory and voluntary sectors, working in partnership, provide the range of integrated post adoption support services as prescribed by the current Regulations and subsequently in accordance with the standards set by the National Service. These can include a number of services provided by colleagues in health, education, CAMHS, as well as letter-box contact with birth parents and relatives.
- vii Deliver birth parent counselling for birth parents and relatives who have had their children removed from their care and placed for adoption. Close working relationships with Children's Social Workers and other key stakeholders are essential in the delivery of this service.
- viii Undertake stepparent adoption assessments, as directed by the courts
- ix Provide intermediary services for those adopted adults who are seeking to be reunited with their birth families
- x Provide inter-country adoption services for those adults who are seeking to adopt a child from abroad.
- xi Engage with key stakeholders- the judiciary, statutory and voluntary agencies.
- xii Employ and manage staff delivering functions of the National Service at a regional level.



xiii Link to each Local Authority Children's Services Department within the region to assist with the training and support of social work staff and to ensure a seamless service for children, adopters and prospective adopters.

16. It is planned that the five Regional collaboratives will be:

- North Wales - Wrexham, Flintshire, Gwynedd, Conwy, Denbighshire and Ynys Mon;
- South East Wales - Blaenau Gwent, Monmouth, Torfaen, Newport and Caerphilly;
- West & Mid Wales - Ceredigion, Carmarthenshire, Pembrokeshire and Powys;
- Western Bay – Neath Port Talbot, Swansea, and Bridgend;
- Mid & South Wales - Cardiff, the Vale of Glamorgan, Merthyr and Rhondda-Cynon-Taff.

17. These Regional Collaboratives are currently at different stages of development.

North Wales led the way with their service becoming operational in April 2010 and the South East Wales Service followed in April 2012. This will facilitate shared learning across Wales, to ensure speedy implementation of these plans. It is planned that all the Collaboratives will be fully operational by April 2014.

#### **Governance arrangements at the regional level**

18. Each Regional Adoption Collaborative will have the same set of responsibilities and functions and operate within a performance management framework developed at a national level. Each Collaborative will be accountable to the Director of Operations for its performance and then to the National Board. The Director of Operations, in consultation with the National Board, will have the powers to intervene if the performance of a Regional Collaborative is not meeting required standards.

19. It is likely that one local authority within each Regional Collaborative will agree to act as the lead authority for the delivery of all the regional roles and functions. The Senior Responsible Officer from the lead Authority will be a member of the

National Board. This will ensure accountability of the Regional Collaboratives to the National Board.

20. Directors of Social Services will continue to exercise their statutory accountabilities through a Regional Collaborative Board and maintain the link to the executive and scrutiny functions of their own local authorities.

### **C The Local Authority Adoption Service**

21. Each local authority will retain the following roles and responsibilities.
  - i Assessment and care-planning for children in need and those looked after conducting timely Looked After Children Reviews where the recommendation is for adoption to be the plan for that child.
  - ii Ensuring the Agency Decision Maker functions are fulfilled in compliance with Regulations.
  - iii Undertaking the assessment of adoption support needs of children for whom the plan is adoption.
  - iv Being involved in the matching and linking of children with prospective adopters.
  - v Providing Birth Parent counselling for parents who have had their children removed from their care and placed for adoption.
  - vi Making applications to the Courts for care orders where the plan is for adoption.
  - vii Attending Adoption Panels where a proposed match between a child and prospective adopter is being considered.
  - viii Ensuring that staff maintain their knowledge and understanding of best practice in adoption.

#### **Next Steps:**

22. A task and finish group will be established with representatives from Welsh Government, ADSS Cymru, CSSIW, BAAF, VAA and each of the Regional

Collaboratives. The purpose will be to produce a robust change programme for implementing the functional model as set out in this paper.

23. Programme management capacity would need to be available on a temporary basis to drive through these changes in a timely fashion. It might be possible to consider allocating responsibility for any posts to ADSS Cymru and/or one of the social services regional improvement collaboratives. A time-framed project plan would be produced for the task and finish group. The creation of the National Service will require fundamental change at many different levels. Robust financial analysis and planning will be required to cost the delivery of a National Adoption Service. New IT systems will be required and there are significant Human Resource implications.
24. It is anticipated that this initiative will be taken forward using the wider leadership framework established for the ten-year strategy set out in *Sustainable Social Services for Wales: A Framework for Action*. The National Social Services Partnership Forum, Strategic Leadership Group and the Local Government Implementation Board will exercise oversight of the change programme. The Boards of Directors for the Regional Social Services Improvement Collaboratives will have a key role in steering through these changes to the required timescales at the regional and local level.
25. It is recognised that each of the agreed Regional Collaboratives are at different stages. Each Region will be required to develop its own detailed project plan, using a common format and approach. The project plans for each Region will need to reflect the performance management framework agreed by the National Service Board. It is planned that all five Regional Adoption Collaboratives will be established by April 2014.
26. ADSS Cymru awaits Welsh Government direction on the development of the National Service as outlined in these plans. We very much welcome the opportunity to work with the Welsh Government and colleagues in the Voluntary Sector to ensure we deliver a sustainable National Adoption Service of which Wales can be proud.

PE/170413

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Llywodraeth Cymru  
Welsh Government

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**WRITTEN STATEMENT  
BY  
THE WELSH GOVERNMENT**

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**TITLE** The Establishment of a National Adoption  
Service – ‘case for change’  
**DATE** 25 April 2013  
**BY** Gwenda Thomas AM, Deputy Minister for Children and  
Social Services

You will recall that in February 2011, *Sustainable Social Services: A Framework for Action* was published, this document provided the platform that identified the need for a major shift in adoption services and my vision of a national adoption service. Evidence had been collated from various sources, and although able to demonstrate excellence within some areas, there remained a great disparity in service delivery across Wales which reaffirmed the need for radical reform.

The proposal of a national adoption service was one of the key strands identified within the consultation on the principles of the Social Services and Well-being (Wales) Bill, which ran between March and June 2012; officials visited the established adoption services and consortiums throughout Wales and explored the key issues, challenges, best practises and lessons learned of working within a collaborative. The information gleaned from these visits consolidated the need for an Expert Advisory Group on Adoption to be established.

The Group brought together key stakeholders from within the adoption system in Wales and provided a community of understanding and common purpose to oversee coordinate and deliver improvement of services and outcomes for children and young people in Wales for whom adoption is in their best interest. Delivering on these improvements included the introduction of a national adoption service and consideration of a national service model proposed by ADSS and WLGA. The remit identified was simple, I wanted to see greater collaboration and partnership working, a model which operated under a two tier system, dispelled duplication and delay, addressed current concerns and provided the mechanism for driving performance improvements across Wales ensuring a service that encouraged and welcomed a broad range of adopters to meet the diverse needs of our looked after children.

In conjunction with the task of reform undertaken by the Expert Advisory Group the Children and Young People Committee also identified a need to review the delivery of adoption services in Wales and calls for evidence from the Committee were made in December 2011. After an in-depth scrutiny of the evidence presented both verbally and written the Committee presented its report in November 2012 which compounded our earlier findings and remit of a national service. I was encouraged and heartened that we had the same shared values and aspirations on such an important agenda.

I am pleased to inform Members that good progress has been made; discussions have concluded in the group and a consensus has been reached. I have now received a functional model for a national adoption service proposed by the Association of Directors of Social Services in conjunction with the Welsh Local Government Association, and endorsed by the Expert Advisory Group - it is a model that I believe will achieve the step-change and radical reform we have all sought.

The proposal acknowledges the significant contribution and the unique expertise the Voluntary Sector plays in the delivery of adoption services in Wales. Embedded in the proposal is the message that 'only by statutory and voluntary sectors working together inclusively and collectively, drawing on best practice, the vision of a National Adoption Service can be realised'. It embraces a tiered model, the different elements making up an effective and efficient service which is appropriately aligned at a local, regional and national level, the functions of each determined where they best fit in the restructured service model.

- \* It foresees the National Adoption Service having a Director of Operations who will be accountable professionally to the National Board for Adoption Services. He /she will prepare and present bi-annual information reports to me and an annual report to the National Board.

It proposes that five regional adoption collaboratives are created, configuration building on existing and emerging networks, it is planned that these will be:

- North Wales - Wrexham, Flintshire, Gwynedd, Conwy, Denbighshire and Ynys Mon;
- South East Wales - Blaenau Gwent, Monmouth, Torfaen, Newport and Caerphilly;
- West & Mid Wales - Ceredigion, Carmarthenshire, Pembrokeshire and Powys;
- Western Bay – Neath Port Talbot, Swansea, and Bridgend;
- Mid & South Wales - Cardiff, the Vale of Glamorgan, Merthyr and Rhondda-Cynon-Taff.

Each collaborative will have the same set of responsibilities and functions and operate within a performance management framework developed at a national level. Each collaborative will be accountable to the Director of Operations for its performance and then to the National Board. The Director of Operations, in consultation with the National Board, will have the powers to intervene if the performance of a Regional Collaborative is not meeting required standards. One local authority within each collaborative will act as the lead authority for the delivery of all the regional roles and functions. The Senior Responsible Officer from the lead authority will be a member of the National Board. This will ensure accountability of the regional collaboratives to the National Board.

Directors of Social Services will continue to exercise their statutory accountabilities through a Regional Collaborative Board and maintain the link to the executive and scrutiny functions of their own local authorities.

Each local authority will retain the role and responsibilities pertinent to the child and aligned to the wider social care legislation.

### **Next Steps**

A task and finish group will be established, and a time-framed project plan will be produced. Representatives on the group will be from Welsh Government, ADSS Cymru, CSSIW, BAAF, VAA and each of the Regional Collaboratives. The purpose of this group will be to produce a robust change programme for implementing the functional model. To facilitate this change programme I am pleased to confirm that I have secured £50K which will assist ADSSC in the commissioning of resource to undertake a number of key tasks looking at both the business model and the processes and procedures for the proposed National Adoption Service. The key milestones undertaken by Autumn this year will be:

- Membership and brief for the Task & Finish Group for the National Service to be established;
- Identification of the five Lead Authorities;
- Development of the common format for the Implementation Plans to be agreed by each Region;
- Begin work on supporting the Lead Authorities in their role;
- Outline business components required for the infrastructure of the National Service; and
- Each Region to have in place an implementation plan.

It is acknowledged that creation of the National Service will require fundamental change at many different levels. It is anticipated that this initiative will be taken forward using the wider leadership framework established for the ten-year strategy set out in *Sustainable Social Services for Wales: A Framework for Action*. The National Social Services Partnership Forum, Strategic Leadership Group and the Local Government Implementation Board will exercise oversight of the change programme. The Boards of Directors for the Regional Social Services Improvement Collaboratives will have a key role in steering through these changes to the required timescales at the regional and local level.

It is recognised that each of the agreed regional collaboratives are at different stages. Each region will be required to develop its own detailed project plan, using a common format and approach. The project plans for each region will need to reflect the performance management framework agreed by the National Service Board. It is planned that all five regional adoption collaboratives will be established by April 2014.

We must remember that adoption must be seen in the broader context of planning for permanence and as part of an integrated system of services for children in care. Children in care need permanence plans that consider the full range of permanence options and it is imperative that these plans are implemented with appropriate urgency, that is why I am carefully considering the potential of introducing further provision within the Social Services and Well-being (Wales) Bill, the purpose of which would be to place a child with their prospective adopter at the earliest possible juncture „once a decision has been made that adoption is in the child’s best interest and that every effort has been made to rehabilitate the child with birth parents or family and friends. . Hopefully this would negate

disruption to the child and provide earlier permanence for them. The detail of such a provision is currently being explored.

We are about to embark on yet another unique way of working in Wales, championing transformational change in service delivery and I am proud to be apart of that and to witness all sectors working together. We are pressing ahead with this agenda so the Welsh Government can consider any necessary changes required in legislation to accommodate this pioneering way forward.

I would like to conclude by thanking all those involved in embracing partnership and delivering a model which provides us with the first major stepping stone towards a flagship adoption service for Wales.



Gwasanaeth  
**Mabwysiadu**  
Gogledd Cymru



North Wales  
**Adoption**  
Service

## **ANNUAL REPORT AND QUALITY OF CARE REVIEW**

**APRIL 2012 – MARCH 2013**

North Wales Adoption Service

Host Authority - Wrexham County Borough Council

3<sup>rd</sup> Floor Lambpit Street

Wrexham

LL11 2AR

Telephone number 01978 295311

Author/Team Manager - Mandy Humphries



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## Index

| <b>Subjects</b>  | <b>Page No</b> |
|--|----------------|
| 1. Introduction.....   | 2              |
| 2. Background.....   | 3              |
| 3. Current Position .....  | 4              |
| 4. Staffing .....  | 8              |
| 5. Adoption Panel, Membership and Training .....                               | 11             |
| 6. Panel Activity and Workload .....   | 18             |
| 7. Advertising and Marketing.....  | 22             |
| 8. Training.....   | 27             |
| 9. Children .....  | 35             |
| 10. Adopters.....  | 39             |
| 11. Matches.....   | 41             |
| 12. Disruptions .....  | 41             |
| 13. Notifications.....   | 43             |
| 14. Non Agency Activity.....   | 43             |
| 15. Management Information and Development Work.....                           | 43             |
| 16. Legal Issues.....  | 44             |
| 17. Adoption Support.....  | 44             |
| 18. Development of Adoption Support.....                                       | 47             |
| 19. Policies and Procedures .....  | 47             |
| 20. CSSIW .....  | 47             |
| 21. Consultation .....   | 48             |
| 22. Complaints, Comments and Compliments.....                                  | 49             |
| 23. Reporting Process in respect of Senior Management, Scrutiny & Members..... | 49             |
| 24. Agenda for Change and Future Challenges .....                              | 49             |
| 25. Conclusion .....   | 50             |

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**North Wales Adoption Service**  
**Adoption Agency Annual Report and Quality of Care Review**  
**April 2012 – March 2013**

**1. Introduction**

The Adoption Service (Wales) Regulations 2007, Regulation 22, require all adoption agencies to complete a review of the quality of the service and for this to be completed on an annual basis.

This is set out below.

**Review of Quality of Service**

- (1) The local authority must make suitable arrangements to establish and maintain a system for monitoring, reviewing and improving the quality of adoption services provided by the local authority.
- (2) The system established under paragraph (1) must make provision by the local authority for —
  - (a) the quality of service to be reviewed at least annually; and
  - (b) the local authority to obtain the views of—
    - (i) adoptive and natural parents and children being adopted;
    - (ii) any person receiving services from the local authority or their representatives in relation to adoption;
    - (iii) staff employed by the local authority; and
    - (iv) any local authority,on the quality of care provided, as part of any review undertaken.
- (3) Following a review of the quality of care, the local authority must within 28 working days prepare a report of that review and make a copy of the available report in an appropriate format when requested by —
  - (a) the National Assembly;
  - (b) service users;
  - (c) representatives of service users;
  - (d) staff employed by the local authority.

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The North Wales Adoption Service has now concluded its final year of the original three year Partnership Agreement. All six local authorities, Conwy, Denbighshire, Flintshire, Gwynedd, Wrexham and Ynys Môn have agreed to extend the current arrangements for a further 12 months. Meanwhile a review of the service is being undertaken by a consultant from the Institute of Public Care, Oxford Brookes University; with the intention of developing a 3 to 5 year plan for the service. The general feedback from the initial review is positive, reflecting the success of the partnership to date. In addition, areas for development have been identified and will be dealt with in the proposed plan. Issues include, the development of adoption support services for adoptive families and their children; improving timescales for assessments and placing of children; office accommodation and Human Resources issues regarding staff secondments.

The manager of the service has been a member of the Welsh Governments Expert Advisory Group on Adoption attending all meetings in Cardiff during 2012/13. The group was set up to oversee, coordinate and deliver improvement of services and outcomes in adoption services across Wales. It included the consideration of the model for a National Adoption Service proposed by ADSS and WLGA. This model was endorsed by the group and was to be presented to the Deputy Minister in April 2013.

In light of the Welsh Governments intention to establish a task and finish group to produce a time-framed project plan for the National Adoption Service in Wales, it is acknowledged that this may have an impact on the current activities. As a common format for implementation plans have yet to be devised and agreed; it is deemed essential that the NWAS continues to develop the 3-5 year plan as proposed in the recent review. NWAS is keen to identify and implement any areas of improvement which will benefit all those involved in adoption until decisions are made on the structure, governance, business model and processes and procedures of a National Adoption Service.

The service continuous to be hosted by Wrexham County Borough Council and the main office was relocated from Crown Buildings Wrexham to Lambpit Street, Wrexham in February 2013.

## **2. Background**

The North Wales Adoption Service was established in April 2010 following the introduction of the new legislation relating to adoption in 2005 and subsequent governments initiatives requiring local authorities to work in partnerships to provide more efficient, cost effective and equitable services. The change in legislation and the demands on local authorities to provide additional support services without additional finance and resources, prompted the North Wales local authorities to take the lead in developing a regional service. Having an

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already established regional service, NWAS is in an advantageous position to move forward in line with the new government plans for a National Adoption Service, which will involve national, regional and local elements of delivery.

Since the inception of the service the numbers of children being referred for adoptive families has risen in general and more significantly in the last financial year. This has been more significant following the changes in legislation to remove the 'should be adopted' decisions from adoption panels since September 2012. These figures can be viewed in Section 8 Children.

### **3. Current Position**

The North Wales Adoption Service in partnership with the six local authorities is responsible for providing the following services:

- Recruitment, Training, Assessment and Supporting prospective and approved adopters
- Matching children to adopters
- S98 Access to records, Search and Intermediary Services for adopted adults and their relatives
- Birth Parent counselling
- Adoption Support
- Development and management of joint adoption panels
- Partner of Parent Adoptions
- Adoptions with A Foreign Element

**CURRENT SITUATION (figures at end of March 2013)**

**ADOPTERS**

|  | Conwy | Denbigh | Flint | Gwynedd | Wrexham | Ynys Mon | Other | Total |
|--|-------|---------|-------|---------|---------|----------|-------|-------|
| Adopters Recommended for Approved at panel this financial year | 4     | 5       | 5     | 11      | 12      | 3        | 2     | 42    |
| Adopters Currently Under Assessment                            | 3     | 5       | 6     | 5       | 4       | 5        | 2     | 30    |
| On hold for potential matches                                  | 2     | 2       | 4     | 3       | 5       | 1        | 1     | 17    |
| Available  | 1     | 3       | -     | 3       | 1       | -        | -     | 8     |
| Adopters – checks in progress and waiting allocation           | 3     | -       | 2     | 1       | 2       | -        | 1     | 9     |
| Partner of Parent Under Assessment                             |       | 1       | 3     | 1       | 3       |          |       | 8     |

**CHILDREN**

|  | Conwy | Denbigh | Flint                  | Gwynedd | Wrexham | Ynys Mon | Other | Total |
|--|-------|---------|------------------------|---------|---------|----------|-------|-------|
| Children Matched at Panel during this financial Year         | 9     | 2       | 6(+ 1 not recommended) | 6       | 12      | 3        | -     | 38    |
| Children Placed for Adoption as above                        | 7     | 3       | 4                      | 10      | 4       | 1        | 1     | 30    |
| Children On Hold for potential matches                       | 7     | 4       | 3                      | 2       | 3       | 1        | -     | 20    |
| Children on Waiting list with no identified match at present | 5     | 5       | 1                      | 8       | 11      | 6        | -     | 36    |

**CHILDREN WAITING:**

| Ref        | AGENCY | DOB                      | SHOBPA                   | NOTIFIED                 | PLACEMENT ORDER          | COMMENTS   |
|------------|--------|--------------------------|--------------------------|--------------------------|--------------------------|--|
| 206<br>207 | Gwyn   | 07/10/2009<br>10/09/2010 | 17/03/2011<br>17/03/2011 | 14/07/2011<br>14/07/2011 | 04/05/2011<br>04/05/2011 | Update via OMG 18/04/2013 – pursuing long term fostering, awaiting official notification   |
| 221<br>222 | Wrex   | 02/01/2008<br>28/11/2008 | 04/08/2011<br>04/08/2011 | 11/08/2011<br>11/08/2011 | 16/01/2012<br>16/01/2012 | Update via OMG 18/04/2013 – potential match identified for 1 f willing to separate.<br>Update 11/04/2013 – Professionals meeting held 19/03/2013 re future plans. Future request to Register 11/03/2013. Outcome to continue to search together and separately. Addendum report from CAMHS requested. LAC review 16/04/2013. Profile sent to Barnardos |
| 314        | Ynys   | 08/09/2009               | 06/01/2012               | 26/03/2012               | 02/03/2012               | Update 22/01/2013 – Foster Carers would consider adoption if no family identified in next 12-months. Linking visit due 08/04/2113 to 544   |
| 315<br>316 | Ynys   | 25/04/2007<br>14/12/2009 | 13/06/2012<br>13/06/2012 | 27/06/2012<br>27/06/2012 | 08/08/2012<br>08/08/2012 |  |
| 317        | Conwy  | 18/11/2009               | 23/03/2012               | 12/04/2012               | 28/05/2012               | Update via OMG 18/04/2013 – withdrawn due to long term fostering, awaiting official notification   |
| 318        | Conwy  | 20/04/2007               | 23/03/2012               | 12/04/2012               | 28/05/2012               | Update via OMG 18/04/2013 – planning for permanency, need to evidence rationale<br>Update 18/12/2012 – FC considering SGO. Update 22/01/2013 – viability assessment being undertaken   |

|     |       |            |            |            |            |  |
|-----|-------|------------|------------|------------|------------|--|
| 328 | Conwy | 24/02/2006 | 23/03/2012 | 03/05/2012 | 28/05/2012 | Update via OMG 18/04/2013 – potential match identified, with possibility of taking sibling in the longer term if direct contact is successful. Consider professionals meeting.                                 |
| 329 | Conwy | 04/08/2007 | 23/03/2012 | 03/05/2012 | 28/05/2012 |  |
| 442 | Gwyn  | 25/04/2011 | 05/07/2012 | 24/08/2012 | 10/07/2012 | Link not recommended by panel- another potential link identified   |
| 452 | Wrex  | 26/02/2008 | 02/11/2012 | 21/09/2012 | 25/01/2013 | Update 11/04/2013 – Profile sent to all LA's. Meeting re placement planned for 07/05/2013. No success to date with the register. Profile sent to Barnardos   |
| 591 | Wrex  | 20/06/2008 | 08/10/2012 | 11/10/2012 | 10/10/2012 | Update via OMG 18/04/2013 – professionals meeting to be held, it is not believed children are ready for adoption, may need to be withdrawn for additional work to be undertaken with children due to behaviour |
| 592 |       | 02/09/2009 | 08/10/2012 | 11/10/2012 | 10/10/2012 |  |
| 606 | Conwy | 08/08/2012 | 12/10/2012 | 15/10/2012 | 01/03/2013 | Viability Assessment being undertaken  |
| 621 | Wrex  | 09/09/2008 | 02/11/2012 | 02/11/2012 | 13/12/12   | Update 11/04/2013 – LAC review 05/04/2013 to continue to search for a separate placement. Potential link explore not appropriate. Profile sent to Barnardos  |
| 622 | Wrex  | 27/08/2007 | 02/11/2012 | 02/11/2012 | 13/12/12   | Update 11/04/2013 – LAC review 05/04/2013 to continue to search for a separate placement. No response from the Register. Profile sent to Barnardos   |
| 647 | Gwyn  | 16/10/2010 | 06/11/2012 | 22/11/2012 | 12/11/2012 | Update via OMG 18/04/2013 – possible link in the near future   |
| 648 |       | 13/06/2009 | 06/11/2012 | 22/11/2012 | 12/11/2012 |  |
| 657 | Denb  | 05/10/2012 | 25/10/2012 | 27/11/2012 | 28/02/2013 | Update 11/04/2013 – Birth father no longer contesting, Placement   |



|     |       |            |            |            |            |   |
|-----|-------|------------|------------|------------|------------|---|
| 658 |       | 20/01/2012 | 25/10/2012 | 27/11/2012 | 28/02/2013 | Order granted   |
| 682 | Ynys  | 17/01/2005 | 05/11/2012 | 17/12/2012 |            |   |
| 683 | Ynys  | 26/03/2007 | 05/11/2012 | 17/12/2012 |            |   |
| 684 | Ynys  | 15/04/2011 | 05/11/2012 | 17/12/2012 |            |   |
| 685 | Wrex  | 19/06/2012 |            | 21/12/2012 |            |   |
| 692 | Gwyn  | 03/05/2012 | 17/12/2012 | 03/01/2013 | 02/01/2013 | Update via OMG 18/04/2013 -<br>Potential link identified                      |
| 693 |       | 09/06/2011 | 17/12/2012 | 03/01/2013 | 02/01/2013 |   |
| 715 | Wrex  | 13/12/2007 | 04/01/2013 | 25/01/2013 |            |   |
| 716 |       | 15/09/2009 | 04/01/2013 | 25/01/2013 |            |   |
| 740 | Wrex  | 30/12/2011 | 01/02/2013 | 04/02/2013 |            | Update via OMG 18/04/2013 –<br>need to establish where siblings<br>are placed |
| 744 | Denb  | 26/03/2011 | 08/02/2013 | 27/02/2013 |            |   |
| 751 | Flint | 26/05/2012 | 04/01/2013 | 07/03/2013 | 25/02/2013 | Awaiting links  |
| 753 | Denb  | 30/08/2008 | 07/01/2013 | 06/03/2013 | 28/02/2013 |   |
| 758 | Denb  | 02/08/2012 | 11/01/2013 | 18/03/2013 | 04/02/2013 |   |
| 763 | Gwyn  | 02/07/2012 | 21/02/2013 | 25/03/2013 |            |   |

#### 4. Staffing

##### **Registered Manager**

The registered Manager of the Adoption Service is Mandy Humphries who was appointed in June 2009 and has been manager of the service since April 2010.

In 2012-13, in line with the requirements contained in the Local Authority Adoption Service and Miscellaneous Amendments (Wales) Regulations 2003, the manager, has undertaken regular training and has achieved the Post Graduate Certificate with merit in Managing Practice Quality in Social Care. One Deputy Manager is currently studying for this Certificate and a second Deputy Manager is undertaking the ILM Managers' course.

The service consists of staff members directly employed by the host authority and staff seconded to the service from the remaining five local authorities. Additional sessional

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workers are employed via Wrexham County Council and based across North Wales. The staffing situation is as follows:

**Main Office: Lambpit Street, Wrexham:**

|                      |                 |                                    |
|----------------------|-----------------|------------------------------------|
| Manager:             | Mandy Humphries | 37 hours                           |
| Admin:               | Larry Groom     | 37 hours                           |
|                      | Sarah Picken    | 28 hours                           |
| Social Worker:       | Lesley Davies   | 37 hours                           |
|                      | Helen Kinney    | 37 hours                           |
| Training Officer:    | Denise Roberts  | 32 hours                           |
| Recruitment Officer: | Wendy Thomas    | 37 hours                           |
| Contact Coordinator: | Santosh Prihar  | 25–37 hours weekly (Agency Worker) |
| Contact – Admin:     | Clare Pearce    | 37 hours                           |
| CHARMS IT Admin:     | Martin Evans    | 18.5 hours                         |

Sessional Social Workers: Pat Fairclough  
Nicholas Gore  
Christine Williams 06/10/11 -November 2012 – now on long term sick  
Gina Orbetelli December 2012 now on maternity leave)  
Jackie Lloyd – seconded in Flintshire on a part time basis

**Office Location: County Hall, Mold**

|                 |                  |            |
|-----------------|------------------|------------|
| Social Workers: | Bob Proctor      | 18.5 hours |
|                 | Nicola Kernighan | 37 hours   |
|                 | Jackie Lloyd     | 18.5 hours |

**Office Location: Bedford Street, Rhyl.**

|                 |               |  |
|-----------------|---------------|--|
| Social Workers: | Tracy Roberts | 37 hours   |
|                 | Polly Edwards | 37 hours (vacant as from the 31 <sup>st</sup> March) |

**Office Location: Glan-y-Don, Conwy**

|                      |                     |            |
|----------------------|---------------------|------------|
| Deputy Manager East: | Trish Welsh         | 37 hours   |
| Social Workers:      | Beverley Herrington | 37 hours   |
|                      | Barbara Jones       | 18.5 hours |
|                      | Marilyn Owen        | 15 hours   |

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**Office Location: County Offices, Llangefni, Ynys Môn**

Social Workers: Lydia Murphy 37 hours  
Carolyn Jones 37 hours

**Office Location: Caernarfon**

Deputy Manager West: Heather Pearson 37 hours  
Admin: June Owen 18.5 hours  
Social Worker: Sue Adams 37 hours  
Sessional Workers: Nia O'Marah  
Jenny McGugan  
Sian Peacock start date post March 2013

**Staff Sickness:**

4 staff had 1 day of sick

5 staff had 2 days off sick

3 staff had 3 days off sick

1 member of staff had a total of 3 months off sick – this had a significant effect on the availability of staff in Denbighshire for assessment and family finding and other staff caseloads. This member of staff will also be leaving the service for another post at the end of April and the LA is actively seeking to fill this post initially via internal secondments and more recently external recruitment.

**Staff development and training – see training section 8.**

Student placements – A 20 day student placement was supported by Tracy Roberts in Denbighshire.

Questionnaires were sent to all staff members in March and the responses were as follows:

- 96% were able to access the Statement of Purpose and Policies and Procedures (these have now been made available to all staff on the CHARMS online system.
- 75% had access to the National Minimum Standards for Adoption (some responses were from the administrators who may not require access to these on a regular basis)
- 86% felt supported by the management team
- 96% were clear about the lines of accountability and reporting mechanisms
- 78% felt there was effective communication between management and staff
- 67% received regular supervision (12 social workers) other staff includes admin. Supervision responsibilities have now been revised as many social workers were not

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receiving copies of supervision as these were being held on the IT system. This has now been amended and supervision sessions are recorded on case files.

- 78% receive appraisals regularly
- 75% agreed they had access to training
- 54% have received training in Child Protection in the last 3 years – all other relevant staff have been requested to ensure they attend this training which is available through their own LA's
- 80% felt the standard of care offered to children and families was good. Adoption Support highlighted as a need in some areas this may be resolved in part via the Safe Base programme to start in 2013.

Some staff continue to feel isolated and many comments have been made regarding a review of the location of team members. This will be considered in the review and in the 3-5 year plan being undertaken at present.

## 5. Adoption Panel Membership / Advisors and Training

The previous six adoption panels have now been amalgamated into three joint panels covering the following areas:

Flintshire/Wrexham – established since September 2012

Conwy/Denbighshire – established in January 2012

Gwynedd/Ynys Môn – established November 2013

All panels are held on a monthly basis and emergency panels have been organised where the capacity has exceeded individual panels and cases need to be presented. This is particularly important in the matching of children with adopters in order to prevent delay in introductions and placements. All adoption panels are appropriately resourced with independent members from a good cross section of the community including, adopted adults, adopters, birth parent, foster carers, CAMHS professionals, voluntary agency representatives as well as the statutory required members i.e. medical advisers, elected members, social workers and legal advisers with each local authority being represented appropriately. (see below for detailed information on all 3 panel membership).

### **Changes to membership, number, recruitment issues.**

The Flintshire/Wrexham panel has had two changes in membership over the past year. One elected member from Flintshire resigned and a new elected member from Flintshire was appointed in November 2012. The NWAS social worker resigned from the adoption panel due to moving to part-time employment and was replaced with a social worker with significant adoption experience from the Flintshire Family Placement Team. Opportunities

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to observe the panel, an induction session with the panel adviser and reading materials were provided on both occasions.

There have been no changes in membership of the Conwy/Denbighshire panel or the newly established Gwynedd/Ynys Môn panel. A joint induction session was provided by Gwynedd and Ynys Môn for the members of the new panel which was also attended by the Chairs as representatives from the other joint panels who shared their experience to date.

### **Panel members training:**

The following training has been offered to panel members over the past twelve months:

- The Pathway to Adoption (Flintshire & Wrexham Panel members)
- Education and Attachment
- Facing up to Facebook
- Foetal Alcohol Spectrum Disorder

A total of 8 panel members have taken the opportunity to attend these courses over the past 12 months.

A two day training courses 'An overview of Themes and Processes relating to Adoption' has been organised and will be presented to all panel members in April 2013.

Verbal feedback from members who have attended the courses has been positive and they have taken the opportunity to encourage other panel members to attend when given the opportunity.

### **Panel Member appraisals (numbers undertaken/issues arising/ actions taken or to be taken)**

Flintshire/Wrexham – Panel members appraisal have been undertaken, 2 are outstanding due to cancellations due to sickness and annual leave but have been re-arranged to be undertaken by the end of April 2013. In order to ensure continuous improvement and quality, panel members are requested to provide written comments on all cases presented to panel each month, comments from annual appraisals and an annual survey is undertaken with panel members, social work professionals and adopters who have attended panel. These comments have been collated and any issues requiring attention have been acted on as follows:

During previous appraisals several panel members from the Flintshire and Wrexham joint panel identified the need for some basic information on the legal process for children leading up to the point of the 'should be adopted decision', in order to understand the

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issues that arise in the process and lead to delay for some children. Two child care team managers were invited to a panel meeting to provide information on their role from the point of referral to the 'should be adopted' stage. This was later followed up with a training session from the NWS training officer, namely "*The Pathway to Adoption*" which was well received by panel members and noted in subsequent reviews.

Issues regarding the lack of attendance and difficulties in undertaking a review by a panel member was also raised and resolved by the Head of Service. No other issues were identified during the appraisal process, the majority of members stating that the minor difficulties arising at the inception of new joint panels were now resolved and panels were working well.

### **Quality Assurance issues**

Panel members have yet to experience the matching of children whose 'should be adopted' decision 'has been removed from panel since the change in legislation in September 2013. Concerns have been raised that the information provided to panel previously will now not be available in such depth at matching consideration. Panel members feel that the panels have lost an element of their ability to quality assure the documentation and information provided in CARA's at this initial stage. To date there is not enough evidence to support that this will have any detrimental effect on matching and further consultation will be undertaken on this issue in the coming months.

An issue that has been raised in recent CSSIW inspections is the quality of the adoption support plans. Discussion has taken place in OMG and in the review of the service being undertaken at present. It is envisaged that further training for child care social workers will be identified as a requirement in the action plan. Proposals for a working group to look at these issues with managers from NWS and the child care teams will be discussed at the next OMG meeting attended by Child Care managers.

## Panel members

### Flintshire/Wrexham Joint Adoption Panel Membership and advisors

|                          | Name  | Panel Role                     | Term of Office | End Date First Term | Date of Appraisal   |
|--------------------------|---|--------------------------------|----------------|---------------------|---|
| <b>Members</b>           |   |                                |                |                     |   |
| 1                        | David Beard   | Panel Chair                    | 27/09/2010     | 26/09/15            | 04/13   |
| 2                        | Dr Ewoud Bos  | Medical Advisor – Flintshire   | 27/09/2010     | N/A                 | 12/02/2013  |
| 3                        | Dr Anil Ninan   | Medical Advisor – Wrexham      | 27/09/2010     | N/A                 | 06/12/2012  |
| 4                        | Paula Spencer   | Independent Member Adopter     | 27/09/2010     | 26/09/15            | 05/12/2012  |
| 5                        | Denise Nicholls   | Independent Member Adoptee     | 27/09/2010     | 26/09/15            | Cancelled on 2 occasions health reasons to be re-arranged |
| 6                        | Denise Preece   | Independent Member             | 27/09/2010     | 26/09/15            | 13/12/2012  |
| 7                        | Linda Vickery   | Independent Member             | 27/09/2010     | 26/09/15            | Re-arranged 22/04/13                                      |
| 8                        | Councillor Cindy Hinds  | Elected Member – Flintshire    | 12/11/2012     | 12/10/2017          | n/a   |
| 9                        | Councillor Lloyd Kenyon   | Elected Member – Wrexham       | 27/09/2010     | 26/09/15            | 05/12/12  |
| 10                       | Hazel Reid  | Social Worker - Flintshire     | 23/07/2012     | 23/06/2017          | 13/12/2012  |
| 11                       | Julie Canovan   | Social Worker - Wrexham        | 27/09/2010     | Mid 2013            | 06/12/2012  |
| <b>Advisors – Formal</b> |   |                                |                |                     |   |
|                          | Glenda Jones (Wrex)<br>Beth Evans (Flint)<br>Sally Shenton (Flint)<br>Jenny (Flint) | Legal Advisors                 |                | n/a                 |   |
|                          | Mandy Humphries   | Panel Advisor and co-ordinator |                | n/a                 |   |
| <b>Administrator</b>     |   |                                |                |                     |   |
|                          | Sarah Picken  | Panel Administrator            |                | n/a                 |   |

## Conwy/ Denbighshire Joint Adoption Membership and advisors

|                          | Name   | Panel Role                      | Term of Office | End Date   | Date of Appraisal         |
|--------------------------|--|---------------------------------|----------------|------------|---------------------------|
| <b>Members</b>           |  |                                 |                |            |                           |
| 1                        | Sue Roberts                                  | Panel Chair                     | 27/01/2012     | 26/01/2017 | 11/2012                   |
| 2                        | Dr Sue Roberts                               | Medical Advisor - Denbighshire  | 27/01/2012     | N/A        | 11/2012                   |
| 3                        | Dr Lindsay Groves                            | Medical Advisor - Conwy         | 27/01/2012     | N/A        | 11/2012                   |
| 4                        | Kate Dyke                                    | Independent Member Adopter      | 27/01/2012     | 26/01/2017 | 11/2012                   |
| 5                        | Gaynor Lanyon                                | Independent Member Birth mother | 27/01/2012     | 26/01/2017 | 11/2012                   |
| 6                        | Rod Bowden                                   | Independent Member              | 27/01/2012     | 26/01/2017 | 11/2012                   |
| 7                        | Jaqui Doll                                   | Independent Member - Education  | 27/01/2012     | 26/01/2017 | 02/2013                   |
| 8                        | Cllr Chamberlain Jones                       | Elected Member - Denbighshire   | 27/01/2012     | 26/01/2017 | 11/2012                   |
| 9                        | Cllr Carlisle                                | Elected Member - Conwy          | 27/01/2012     | 26/01/2017 | arranged for - 24/05/2013 |
| 10                       | Sarah Halley                                 | Social Worker - Denbighshire    | 27/01/2012     | 26/01/2017 | 11/2012                   |
| 11                       | Ian Turner                                   | Social Worker - Conwy           | 27/01/2012     | 26/01/2017 | 11/2012                   |
| <b>Advisors – Formal</b> |  |                                 |                |            |                           |
|                          | Wayne Cooper / Ceri Williams / Heidi Roberts | Legal Advisor                   | n/a            |            |                           |
|                          | Trish Welsh                                  | Panel Advisor and co-ordinator  | n/a            |            |                           |
| <b>Administrator</b>     |  |                                 |                |            |                           |
|                          | Wendy Roberts                                | Panel Administrator             | n/a            |            |                           |



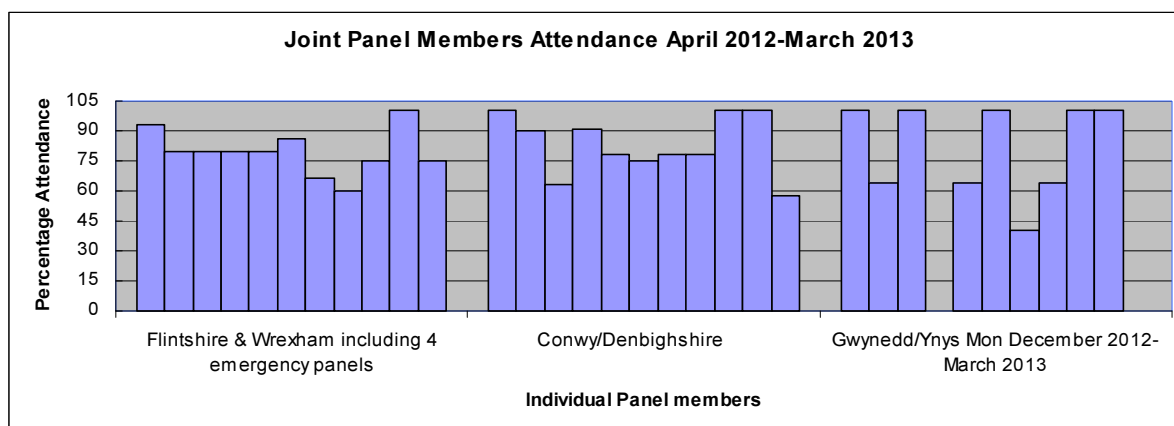
## Gwynedd/Ynys Môn Joint Adoption Membership and advisors

|                                  | Name                   | Panel Role                                   | Term of Office | End Date | Date of Appraisal |
|----------------------------------|------------------------|--|----------------|----------|-------------------|
| <b>Members</b>                   |                        |  |                |          |                   |
| 1                                | Non Davies             | Panel Chair Independent BAAF                 | 21/12/12       | 20/12/17 | Due Dec 2013      |
| 2                                | Dr Teyrnon Powell      | Medical Advisor                              | 21/12/12       | 20/12/17 | "                 |
| 3                                | John Peach             | Independent Member                           | 21/12/12       | 20/12/17 | "                 |
| 4                                | Vernon Rowlands        | Independent Member Education Advisor         | 21/12/12       | 20/12/17 | "                 |
| 5                                | Melanie Jones          | Independent Member Social Worker – Barnardos | 21/12/12       | 20/12/17 | "                 |
| 6                                | Trish Girling          | Independent Member CAMHS                     | 21/12/12       | 20/12/17 | "                 |
| 7                                | Dylan Jones            | Elected Member Ynys Môn                      | 21/12/12       | 20/12/17 | "                 |
| 8                                | Mandy Williams-Davies  | Elected Member Gwynedd                       | 21/12/12       | 20/12/17 | "                 |
| 9                                | Sharon Williams-Carter | Social Worker – Gwynedd                      | 21/12/12       | 20/12/17 | "                 |
| 10                               | Carolyn Jones          | Social Worker – Ynys Môn                     | 21/12/12       | 20/12/17 | "                 |
| 11                               | Vacant Position        |  |                |          |                   |
| <b>Advisors – Formal</b>         |                        |  |                |          |                   |
|                                  | Sarah Lloyd Evans      | Legal Advisor Gwynedd                        |                |          |                   |
|                                  | Rhys Hughes            | Legal Advisor Ynys Môn                       |                |          |                   |
|                                  | Heather Pearson        | Panel Advisor and co-ordinator               |                |          |                   |
| <b>Administrator</b>             |                        |  |                |          |                   |
|                                  | Glesni Williams        | Panel Minute Taker                           | N/A            |          |                   |
|                                  | June Owen              | Panel Administrator                          |                |          |                   |
| <b>Panel Advisors – Specific</b> |                        |  |                |          |                   |
|                                  | Dr Janet Horne         | Medical Advisor - Ynys Môn                   | N/A            |          |                   |

### Attendance rates of Panel members 2012-2013

Panel Members are familiar with the requirement to attend a minimum of 75% of panel meetings. The chart demonstrates that in most cases this has been achieved, or exceeded in 2012/13.

## Panel Members Attendance rates 2012-2013



Panel Members Attendance rates 2012-2013

### Flintshire & Wrexham Joint Panel:

In addition to the 11 regular panel meetings for the Flintshire and Wrexham Joint Panel an additional 4 emergency panels were organised due to the number of cases to be heard and in order to prevent any delay for approval of adopters and matching. One panel in December was cancelled as there were no cases to be heard. Two new members have joined this panel during the past year following the resignation of an elected member and social worker. Both attended a panel for observation and attended an induction with the panel adviser.

### Conwy & Denbighshire Joint Panel:

No additional panels were required during this period and none were cancelled. The date of one panel meeting was re-arranged to accommodate annual leave.

### Gwynedd and Ynys Môn:

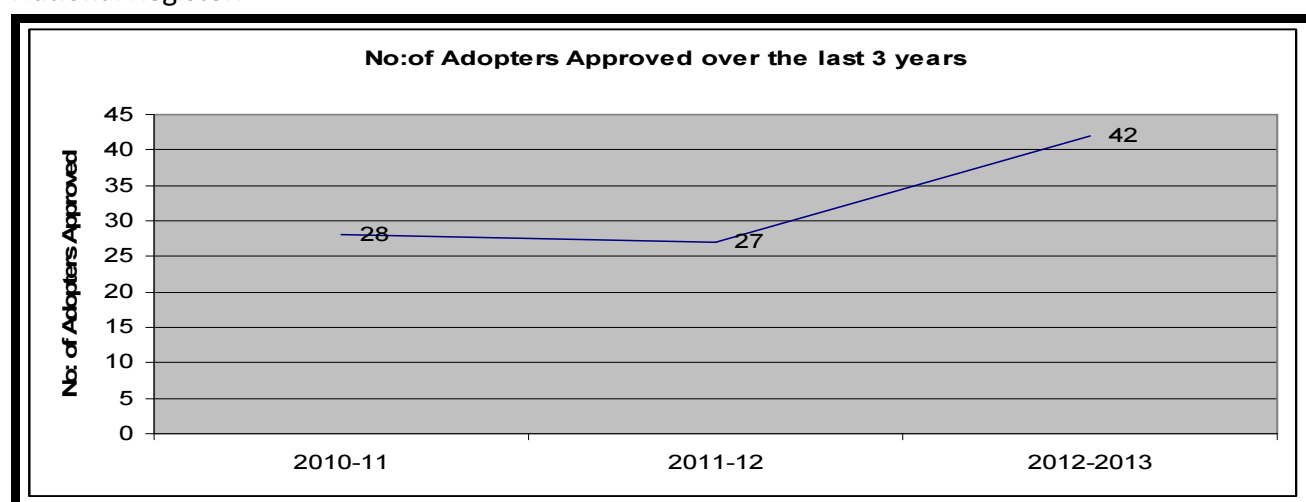
Five panels meetings have been held since the inception of the new joint panel. The first panel did not consider any cases as the only case to be presented was withdrawn requiring additional work to be completed by the child care social worker. One panel date was re-arranged to accommodate work commitments of the presenting social worker. Further recruitment of independent panel members will be required this year in order to fulfil the full complement of panel members.

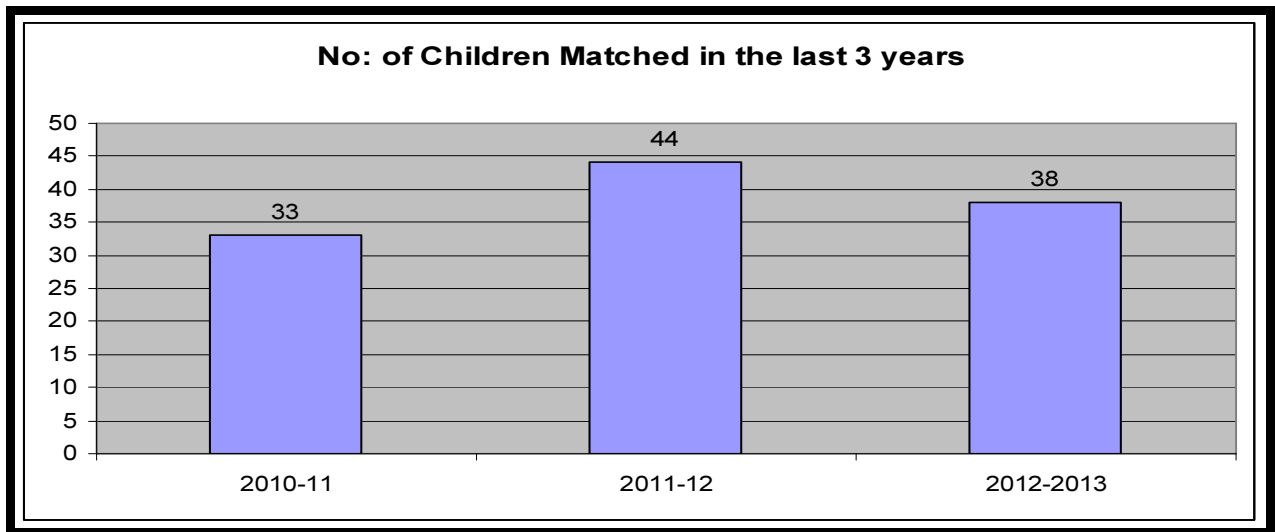
Each Joint Panel plans to conduct a monthly panel and all dates are planned in advance. Where additional panels have been required panels over the past twelve months members have been contacted to ascertain their availability. This has not proven to be an issue over the past as panel members have been extremely accommodating to ensure quoracy.

### Panel Activity April 2012 –March 2013

| Panels               | Flintshire / Wrexham | Conwy / Denbighshire | Gwynedd<br>(01/04/2012 – 18/10/2012) | Ynys Môn<br>(01/04/2012 – 18/10/2012) | Gwynedd / Ynys Môn | Total |
|----------------------|----------------------|----------------------|--------------------------------------|---------------------------------------|--------------------|-------|
| Adoption Assessments | 17                   | 10                   | 8                                    | 2                                     | 5                  | 42    |
| Should Be Adopted    | 8                    | 6                    | 4                                    | 0                                     | 0                  | 18    |
| Matching             | 18                   | 11                   | 3                                    | 1                                     | 5                  | 38    |
| Total                | 43                   | 37                   | 15                                   | 3                                     | 10                 | 108   |

The following graph shows a 64% increase in the number of adopters approved at panel over the past year. This has been achieved by the availability of a full complement of staff and additional sessional workers being employed to undertake assessments. A number of sessional workers are unavailable for further assessments due to health issues and maternity leave. Additional recruitment of sessional workers or full time staff will be required if this level is to be sustained or improved. Added to this is the increasing number of children being referred for family finding and the lack of placements available via the National Register.





There has been a slight decrease in the number of children matched at panel this year. However, the figures for 2011 -12 include 9 sibling groups as opposed to 4 /5 sibling groups in 2010-11 and 2012-13 accounting for the increase in number placed. The actual numbers of placements were 29, 35 and 32 over the past 3 years.

**Number of Panels held by year.**

| Joint Panels                                      | Flintshire / Wrexham<br>(as from Sept 2010) |           |                             | Conwy / Denbighshire<br>(as from January 2012) |           |           | Gwynedd / Ynys Môn<br>(as from December 2012) |           |           |
|---|---|-----------|-----------------------------|--|-----------|-----------|---|-----------|-----------|
|   | 2010-2011                                   | 2011-2012 | 2012-2013                   | 2010-2011                                      | 2011-2012 | 2012-2013 | 2010-2011                                     | 2011-2012 | 2012-2013 |
| Number of Panels held                             |   |           | 15                          | -  |           | 12        | -   | -         | 5         |
| Number of Panels cancelled due to lack of quoracy | 0   | 0         | 0                           | -  | 0         | 0         | -   | -         | 0         |
| Number of Panels cancelled for other reasons      |   |           | 1<br>(No cases to be heard) | -  |           | 0         | -   | -         | 0         |

All panel dates for 2013/2014 have been confirmed and all panel members are aware of the panel dates for the coming year well in advance. Despite the increase in number of children referred for matching it is not anticipated that additional panels will be required at this present time, additional panel space for cases has been made available due to the removal of the should be adopted decisions from the joint panel.

NWAS was able to achieve the amalgamation of the six LA panels into three joint panels by November 2012. As NWAS is now responsible for the co-ordination and management of all three joint panels NWAS proposes to set up a working group to consider the organisational and procedural aspects of these panels in order to ensure equity across the region. This will be undertaken, following a settling in period for the Gwynedd and Ynys Môn Joint Panel. It is anticipated that this will also be highlighted and timetabled in the proposed 3 – 5 year plan currently being drawn up.

In light of the current proposals by the Welsh Government for speeding up the assessment process and the development of the new PAR the Joint Panel Working Group will be considering and agreeing standard paperwork that will be presented to panels in future. NWAS has been involved in piloting the new PAR which will be introduced in April 2013. Joint Panel training for panel members on the new PAR will be required by mid 2013.

Joint training for all 3 adoption panels has been organised for the 29<sup>th</sup> and 30<sup>th</sup> April 2013 which will be providing panel members with an overview of all aspects of the pre approval training provided to prospective adopters via the NWAS training officer. This will also be the

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first opportunity for all panel members to meet together to begin to build up relationships and share experiences and issues arising in panel business across the region.

**Responses to Quality Assurance Questionnaires and panel members comment sheets regarding Panel Activity:**

44% of panel members felt they received documentation in a timely manner and 56% most of the time. The Conwy and Denbighshire panel paperwork is compiled and sent out from different venues. This can cause difficulties for the advisor and paperwork is sometimes sent out at different intervals. The consistency in organisation and administration of all panels is an issue that will need to be addressed in the proposed plan and in the Joint Panel Working Group.

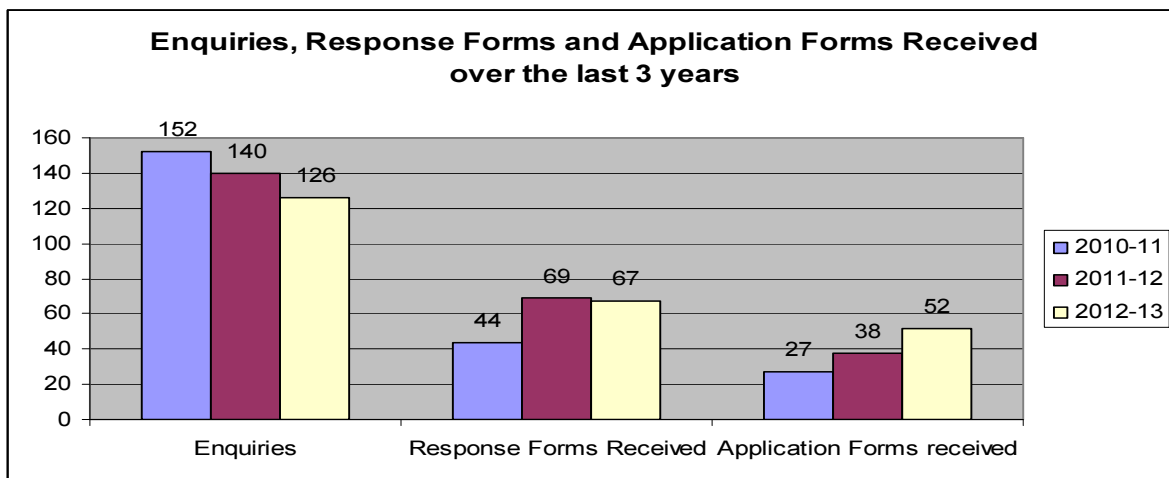
The quality of reports presented to panel are deemed to be good (63%) or excellent (25%) with significant improvement in the last year, particularly in analysis and some deemed to be useful as examples of good practice. The new PAR and an agreed format for the CARA's are now beginning to come through to the individual panels and should provide further consistency in paperwork. In the last year NWS social workers have been provided with additional training on the PAR, including an emphasis on analysis and they have been provided with a Tool Kit for use in assessments. The quality of some reports continues to be dependent on the reporting skills of individual adoption and child care social workers. Additional training and support for adoption social workers is currently being sought and addressed. 94% felt that the knowledge and experience of the adoption staff was excellent or good. 87% felt able to express their views on improvements/developments of the panel to the adoption team, one suggestion was joint training with other panels. This is already being addressed in the training plan for 2013-14 and awaits approval from Heads of Service and all panel members have been requested to attend the joint panel training in April.

Responses from prospective adopters attending panel indicate that most felt that their experience of attending panel was positive rating the experience 8 /9 out of 10. Some were provided with written information regarding the process of panel and information on panel members. All panel administrators will need to ensure that these information leaflets are sent to all prospective adopters due to attend panel. The information for the Gwynedd and Ynys Môn joint panel is currently being translated. All attendees felt supported by their social workers and comments were made that panel chairs from all three panels made them feel comfortable and put them at ease. One couple suggested it may be helpful if they were informed of the question prior to going into panel and given time to consider due to them being so nervous. The only issue to arise was that one couple were kept waiting a long time and found this stressful. This issue is sometimes inevitable if a difficult case has been

presented prior to their appointment, however, panels need to be aware of the anxiety this is likely to cause prospective adopters. Should this become an issue timescales between cases may need to be considered. Issue to be raised at the proposed Joint Working Group.

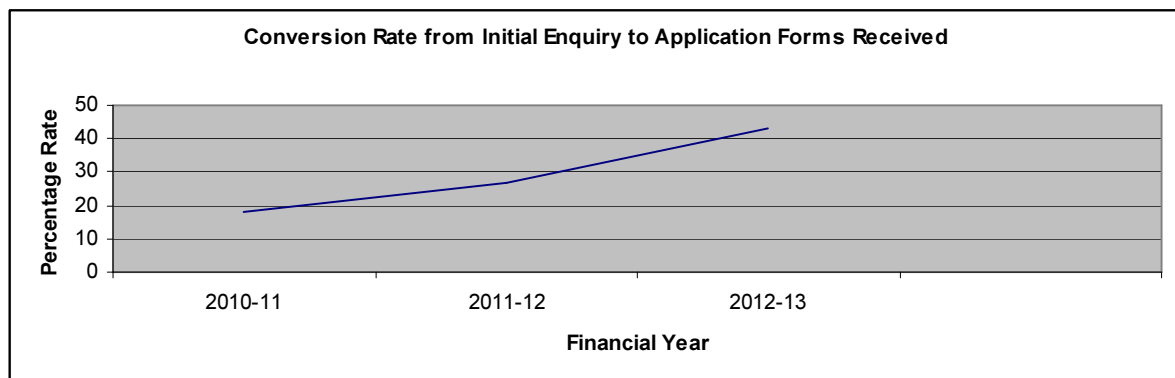
## 7. Advertising and Marketing

NWAS employs a Recruitment Officer to undertake specific recruitment activities for prospective adopters. The following graph highlights the conversation rates between specific events in the recruitment process.



The graph identifies a decrease in the number of general enquiries over the last 3 years, however, the conversion rate to response forms improved significantly in the second year of the service and remained fairly static in the third year. The conversion rate from response to application forms being received following training has risen from 61% in Year 1 to 78% in Year 3.

Conversion rates from initial enquiries to application forms being received have also shown a steady increase over the last 3 years as follows:



**Marketing Source for all enquiries between April 2013 – March 2013**

| Marketing Source              | April-June | July-Sept | Oct-Dec | Jan- March | Total Enquiries |
|-------------------------------|------------|-----------|---------|------------|-----------------|
| NWAS Website                  | 12         | 16        | 9       | 26         | 63              |
| LA Direct                     | 6          | 8         | 9       | 17         | 40              |
| LA Website                    | 5          | 3         | 1       | 1          | 10              |
| Other                         | 1          | 1         | 2       | 5          | 9               |
| Foster Carers                 | 4          | 3         | 0       | 0          | 7               |
| Word of Mouth                 | 2          | 2         | 1       | 2          | 7               |
| Freephone                     | 0          | 0         | 3       | 2          | 5               |
| Newspaper                     | 1          | 0         | 1       | 2          | 4               |
| Nation Adoption Week          | 1          | 0         | 3       | 0          | 4               |
| Radio                         | 0          | 0         | 1       | 1          | 2               |
| <b>Total for each quarter</b> | 32         | 33        | 30      | 56         | <b>151</b>      |

A significant increase in enquiries in the last quarter of 2012-13 is recorded. Although not identified as coming in via National Adoption week in November it is likely that the publicity during this week did prompt further enquiries for the following months. Adopters often take note of publicity and follow this up on websites via the internet. The most often used source of enquiry is the NWAS website which has been updated in the past year. The Recruitment officer has spent considerable time liaising with the IT department and investigating the potential of Google and Facebook. As a key source for enquirers it would be judicious to invest further and continue to improve the NWAS website in future. Issues around access need to be resolved in order to ensure NWAS is able to update the information for adopters e.g. forthcoming training courses, recruitment events and adopters stories on a regular basis.



**Activity undertaken by Recruitment Officer within each Local Authority April 2012– March 2013 (Figures updated end of April 2013)**

| LA                                | Conwy | Denbighshire | Flintshire | Gwynedd | Wrexham | Ynys Môn | Other | Total      |
|-----------------------------------|-------|--------------|------------|---------|---------|----------|-------|------------|
| <b>Enquires</b>                   | 23    | 27           | 32         | 15      | 33      | 11       | 5     | <b>146</b> |
| <b>Response Forms</b>             | 11    | 8            | 17         | 9       | 14      | 6        | 6     | <b>71</b>  |
| <b>Initial Visits Undertaken</b>  | 9     | 9            | 17         | 10      | 13      | 4        | 4     | <b>66</b>  |
| <b>Application Forms received</b> | 6     | 9            | 8          | 10      | 10      | 5        | 4     | <b>52</b>  |

The majority of initial visits are undertaken by the recruitment officer and local authority checks are undertaken prior to the visit in the interest of health and safety and in order to be aware of any issues that may be relevant. Due to the delay in receiving confirmation from LA's the process has now been revised and more recently initial checks are being requested via e-mail. It is envisaged that the timescales between the receipt of response forms and the initial visit will improve in 2013.

**Recruitment Activities April – June 2012**

- Radio interview on Radio Cymru to discuss the current situation on adoption in North Wales. – No Cost
- LGBT meeting; recruiting prospective adopters – No cost
- NWAS Website live on all Authorities Website – No cost
- Discussion with Jason Kendrick regarding advertisement in empty shop properties in the Conwy area. – No cost to date
- Awareness Campaign at Broughton Retail Park, Flintshire – No cost
- Awareness Campaign at Bangor Cathedral during a family fun day – No cost
- Community Routes Meeting; sharing information with other organisations and asking for their support in distributing posters & leaflets to the communities. – No cost
- Eisteddfod yr Urdd in Gwynedd
- Securing advertising slots for National Adoption Week on Real Radio.
- On going preparation work for the children under 5, story book .

- 
- On going work with NWAS website; liaising with adopters who wish to share their adoption journey and displaying it on the website for others to read.
  - Advertising in the Daily Post and NWAS website for a child with significant health needs – unfortunately this was unsuccessful in identifying adopters – care plan amended to long term foster care
  - Assist in arranging NWAS profile evening for approved adopters in North Wales
  - Advertising campaign on Real Radio from the 01/09/2012 – 31/11/2012
  - Attend the National Register exchange day in Cardiff to profile harder to place children in North Wales; open to adopters all over the UK
  - Arrange venues & advertisement material for National Adoption Week 2012
  - Liaise with 'Google Add Words' to arrange easier access to prospective adopters to access information of our website through Google search.
  - Liaise with IT to discuss advertising using 'Facebook' & Twitter in a safe environment
  - Arrange and invite adopters & team members to join National Adoption Week walk.
  - Liaised with 'After Adoption' regarding activities during National Adoption Week.
  - Liaise with Wrexham Fostering team to share advertising space at the ten-pin bowling venue in Wrexham
  - Attended a seminar on the new CRB procedures
  - On going preparation work for the children under 5, story book.
  - On going work with NWAS website; liaising with adopters who wish to share their adoption journey and displaying it on the website for others to read.
  - National Adoption Week walk – no cost
  - 'After Adoption' attended a National Adoption Week information session
  - Advertising at the ten-pin bowling venue in Wrexham
  - On going poster & leaflet drop to various organisation/businesses
  - Advertising in Christmas pantomime programmes, Rhyl & Venue Cymru
  - National Adoption Week information sessions:
    - 5<sup>th</sup> of November – Penmaenuchaf Hall, Dolgellau, Gwynedd.
    - 6<sup>th</sup> of November – Victoria Hotel, Llangefni, Ynys Mon
    - 7<sup>th</sup> of November – Interchange, Old Colwyn, Conwy
    - 8<sup>th</sup> of November – Ruthin Conservative Club, Denbighshire.
    - 9<sup>th</sup> of November – Wynnstay Hotel, Wrexham
    - 10<sup>th</sup> of November – Broughton Retail Park, Flintshire
    - 14<sup>th</sup> of November – Lion Quays, Oswestry
  - Meeting with CBS Outdoor regarding advertising on various train stations across North Wales
  - Liaising with Royal Mail for mail a drop across North Wales
  - Contacted Tesco advertising to arrange information stalls in various Tesco's across North Wales.
  - Liaised with Real radio for costing around advertising
  - Adoption information taken to various doctors surgeries, libraries & Family Information Centre in Llandudno, Conwy, Nefyn, Botwnnog, Abersoch, Pwllheli, Caernarfon





- 
- Information stall at the St David's day market in Wrexham
  - Advertising for LGBT Adoption & Fostering week
  - Arranged/attended an information session to support LGBT Adoption & Fostering week in Wrexham.
  - Attended an information session in Manchester to support LGBT Adoption & Fostering week
  - Information stall arranged for the Eisteddfod Genedlaethol
  - Liaised with Anglesey County Council, Gethin Jones, press officer/public relations to arrange information stall at the Anglesey show.
  - Liaised with Wrexham IT to update NWAS website.
  - Liaised with Wrexham IT regarding Google Add words.





This year NWAS has targeted its recruitment for older children and sibling groups. Recent research indicates that same sex couples offer a valuable resource and make successful parents for adopted children. Specific attempts have been made to liaise and make contact with the Lesbian, Gay, Bisexual and Transgender (LGBT) groups in the area as a potential resource for prospective adopters. In direct response to this there has been an increase in the number of same sex couples coming forward to adopt, many of whom are willing to consider sibling groups and older children. A specific leaflet is currently being designed to highlight that NWAS welcomes applications from this particular group to encourage more same sex couples to come forward.



NWAS organised a profile evenings for the more difficult to place children in North Wales and was successful in identifying links for three children. In addition NWAS attended the National Adoption Register Profile day in Cardiff, no additional links were identified at this event.




## 8. Training



### NWAS Training Activity Report April 2012 – March 2013

| Month | Date  | Course                             | Invited   | Attended   | Total Attendees | Venue Costs                  | Cost Per Delegate        | Total Cost      | Evaluation   |
|-------|---|------------------------------------|-----------|--|-----------------|------------------------------|--------------------------|-----------------|--|
| April | 19 <sup>th</sup> , 20 <sup>th</sup> , 26 <sup>th</sup> & 27 <sup>th</sup> | Preparing to Adopt                 | 30        | 22 prospective adopters                              | 22              | £1456.00                     | <b>£16.54</b><br>per day | <b>£1456.00</b> | <br>evaluation report |
| May   | 15 <sup>th</sup>  | PAR Assessment & Analysis          | 20        | 19 NWAS Social Workers                               | 19              | £70.00                       | <b>£3.68</b>             | <b>£70.00</b>   | <br>evaluation report |
| May   | 30 <sup>th</sup>  | Safe Caring/Let's Get Started      | 22        | 17 prospective adopters                              | 17              | £75.00                       | <b>£4.41</b>             | <b>£75.00</b>   |  |
| June  | 14th, 5th, 21st, 2nd  | Preparing to Adopt                 | 30        | 22 prospective adopters                              | 22              | £814.48                      | <b>£9.25</b>             | <b>£814.48</b>  | <br>evaluation form  |
| June  | 28th and 29th   | Moving children on - Good Practice | Not known | 4 child care social workers<br>2 family placement SW | 12              | Venue costs absorbed by CCBC |                          | <b>£00.00</b>   | <br>evaluation form |



|      |  |  |     |                                       |    |  |               |                 |  |
|------|--|--|-----|---------------------------------------|----|--|---------------|-----------------|--|
|      |  | Pilot for<br>Conwy foster carers<br>and family placement<br>social workers |     | 6 foster carers                       |    |  |               |                 |  |
| July | 2 <sup>nd</sup>  | Adopting Again!  | 4   | 4 (2 <sup>nd</sup> time) adopters     | 4  | £85.00   | <b>£21.25</b> | <b>£85.00</b>   | <br>evaluation form   |
| July | 6 <sup>th</sup>  | PAR Assessments<br>'One Step Beyond'                                       | 19  | 19 NWAS SW's &<br>Recruitment Officer | 19 | £154.50 –<br>£400.00 –<br>trainer costs                | <b>£29.18</b> | <b>£554.50</b>  | <br>evaluati          |
| July | 16 <sup>th</sup>   | Education and<br>attachment  | 80+ | 38 adopters<br>2 panel members        | 40 | £115.00 –<br>venue costs<br>£350.00 –<br>trainer costs | <b>£11.62</b> | <b>£465.00</b>  | <br>evaluation form   |
| July | 18 <sup>th</sup>   | Safe Caring/Let's Get<br>Started   | 20  | 16 prospective adopters               | 16 | £102.00 –<br>venue costs                               | <b>£6.37</b>  | <b>£102.00</b>  |  |
| Sept | 6 <sup>th</sup> , 7 <sup>th</sup> &<br>13 <sup>th</sup> , 14 <sup>th</sup> | Preparing to Adopt   | 21  | 19 prospective adopters               | 19 | £1070.88 –<br>venue costs                              | <b>£14.09</b> | <b>£1070.88</b> | <br>evaluation form |



|      |                                     |   |     |  |    |  |               |                |  |
|------|-------------------------------------|---|-----|--|----|--|---------------|----------------|--|
| Sept | 20 <sup>th</sup> & 21 <sup>st</sup> | Moving children on -<br>Good Practice                       | 12  | 3 Fostering SWs<br>2 CCSW<br>5 Foster carers | 10 | Venue costs<br>absorbed by<br>CCBC                         |               | <b>£0.00</b>   | <br>evaluation form |
| Oct  | 5 <sup>th</sup>                     | Attachment and<br>Trauma<br><br>For prospective<br>adopters | 30+ | 19 prospective adopters                      | 19 | £154.50 –<br>venue costs<br><br>£400.00 –<br>trainer costs | <b>£29.18</b> | <b>£554.50</b> | <br>evaluation form |
| Oct  | 15 <sup>th</sup>                    | Safe Caring/Let's Get<br>Started                            | 14  | 14 prospective adopter                       | 14 | £90.00 –<br>venue costs<br><br>£00.00 – trainer<br>costs   | <b>£6.42</b>  | <b>£90.00</b>  |  |



|     |                  |   |                                      |  |    |  |               |                        |  |
|-----|------------------|---|--------------------------------------|--|----|--|---------------|------------------------|--|
| Oct | 25 <sup>th</sup> | Facing up to Facebook – social networking and contact | 80+<br><br>18 confirmed participants | 9 adopters<br>1 CCSW<br>3 Adoption social workers<br>2 panel member<br>1 recruitment officer | 16 | £446 – venue and accommodation for trainers costs<br><br>£683.45 – trainer costs | <b>£70.59</b> | <b>£1129.45 ex vat</b> | <br>evaluation form |
| Oct | 26 <sup>th</sup> | Facing up to Facebook – social networking and contact | 80+<br><br>20 confirmed participants | 9 adopters<br>6 adoption social workers<br>1 CCSW  | 16 | £154.50 – venue costs<br><br>£683.45 – trainer costs                             | <b>£52.37</b> | <b>£837.95</b>         | <br>evaluation form |
| Nov | 12 <sup>th</sup> | FASD  | 80+<br><br>49 confirmed participants | 14 CCSW<br>16 Adopters<br>2 Panel Members<br>6 Support Workers<br>1 Reviewing Officer        | 39 | £90.00 Venue costs<br><br>£433.50 - Trainer costs                                | <b>£13.42</b> | <b>£523.50</b>         | <br>evaluation form |

|     |   |  |   |   |    |  |               |                |   |
|-----|---|--|---|---|----|--|---------------|----------------|---|
| Nov | 28 <sup>th</sup>  | Attachment and Trauma for adopters with children placed. | 90+<br><br>12 confirmed attendees<br><br>11 attended<br><br>1 apology           | 8 Adopters<br><br>3 Prospective Adopters                        | 11 | £154.50 – venue costs<br><br>£400.00 – trainer costs | <b>£50.40</b> | <b>£554.50</b> | <br>evaluation |
| Dec | 10 <sup>th</sup>  | Education and attachment                                 | 80+<br><br>31 confirmed<br><br>4 apologies<br><br>9 no shows<br><br>18 attended | 9 Adopters<br><br>7 prospective Adopters<br><br>2 Panel Members | 18 | £75.00 – venue costs<br><br>£350.00 – Trainer Costs  | <b>£23.61</b> | <b>£425.00</b> | <br>Evaluation |
| Dec | 6 <sup>th</sup> , 7 <sup>th</sup> & 13 <sup>th</sup> , 14 <sup>th</sup> | Preparing to Adopt                                       |   | <b><u>CANCELLED DUE TO LACK OF NUMBERS</u></b>                  |    |  |               |                |   |



|     |   |   |  |   |    |   |               |                |   |
|-----|---|---|--|---|----|---|---------------|----------------|---|
| Jan | 17 <sup>th</sup> , 21 <sup>st</sup><br>and 22 <sup>nd</sup> | Preparing to Adopt                                  | 22<br><br>20<br>attended   | 20 Prospective Adopters   | 20 | £975.00 –<br>venue costs  | <b>£16.25</b> | <b>£975.00</b> | <br>evaluation |
| Feb | 18 <sup>th</sup>  | Safe Caring/Let's Get<br>Started                    | 12<br>attended   |   |    | Venue Costs:<br>£75.00  | <b>£6.25</b>  | <b>£75.00</b>  |   |
| Feb | 20 <sup>th</sup> & 21 <sup>st</sup>                         | Developmental Re-<br>parenting for<br>Professionals | 40+<br><br>31<br>confirmed<br><br>2<br>apologies<br><br>29<br>attended | 17 LA social workers ( 3<br>Conwy, 4 Wrexham, 2<br>Denbighshire, 1<br>Gwynedd, 3 Ynys Mon, 4<br>Flintshire)<br><br>12 NWAS Adoption social<br>workers | 29 | Venue Costs: £<br>325.00<br><br>Trainer costs:<br>Wrexham CBC<br>absorbed these | <b>£5.60</b>  | <b>£325.00</b> | <br>evaluation |

|     |                                       |   |  |   |    |  |              |                |   |
|-----|---------------------------------------|---|--|---|----|--|--------------|----------------|---|
| Feb | 22 <sup>nd</sup>                      | Developmental Re-parenting for Adopters | 100+<br><br>29 confirmed<br><br>7 apologies<br><br>1 no show | 21 Adopters   | 21 | Venue Costs: £ 162.50<br><br>Trainer costs: Wrexham CBC absorbed these | <b>£7.73</b> | <b>£162.50</b> | <br>evaluation |
| Feb | 25 <sup>th</sup> and 26 <sup>th</sup> | Facilitating Contact for professionals  | 40+<br><br>27 confirmed<br><br>5 apologies<br><br>4 no show  | 11 LA social workers ( 6 Flintshire, 1 Gwynedd, 3 Wrexham, 1 Conwy,)<br><br>7 NWAS Adoption Social Workers. | 18 | Venue Costs: £ 325.00<br><br>Trainer costs: Wrexham CBC absorbed these | <b>£9.02</b> | <b>£325.00</b> | <br>evaluation |

|       |   |  |   |  |    |                      |               |                  |   |
|-------|---|--|---|--|----|----------------------|---------------|------------------|---|
| March | 1 <sup>st</sup>   | 2 <sup>nd</sup> time adopters training | 8 invited<br>6 confirmed<br>4 attended<br>2 apologies | 4 adopters   | 4  | Venue Costs: £136.32 | <b>£34.08</b> | <b>£136.32</b>   | <br>evaluation |
| March | 13 <sup>th</sup> , 14 <sup>th</sup><br>21 <sup>st</sup> and<br>22 <sup>nd</sup> | Preparing to Adopt                     | 24 invited<br>2 apologies                             | 12 adopters full 4 days<br>2 adopters – 3 days<br>8 adopters– 2 days | 22 | Venue Costs: £926.00 | <b>£10.52</b> | <b>£ 926. 00</b> | <br>evaluation |

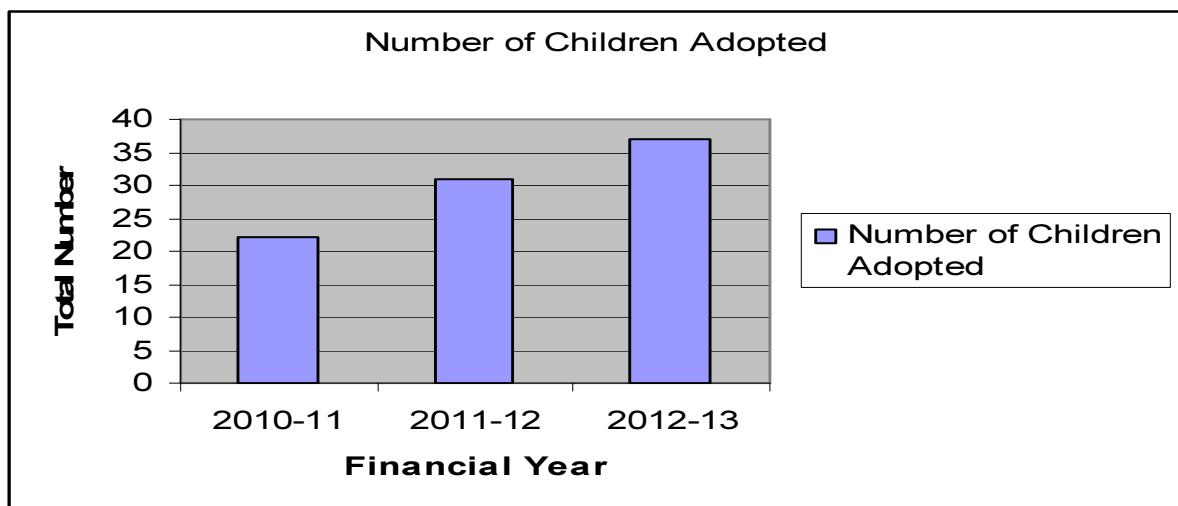
## 9. Children

### Number of Children Referred for Adoption April 2012- March 2013

|  | Conwy | Denbs | Flint                            | Gwynedd | Wrexham | Ynys Môn | Other | Total |
|--|-------|-------|----------------------------------|---------|---------|----------|-------|-------|
| Number of children referred for adoption | 17    | 13    | 7                                | 10      | 17      | 11       | -     | 75    |
| Number of children matched at panel      | 9     | 2     | 6<br>(+ 1 match not recommended) | 6       | 12      | 3        | -     | 38    |
| Number of children placed for adoption   | 7     | 3     | 4                                | 4       | 10      | 1        | 1     | 30    |
| Number of children adopted               | 8     | 8     | 1                                | 9       | 7       | 0        | 3     | 36    |

Number of Children Referred, Matched, Placed and Adopted April 2012- March 2013

### Number of children adopted over the past 3 years



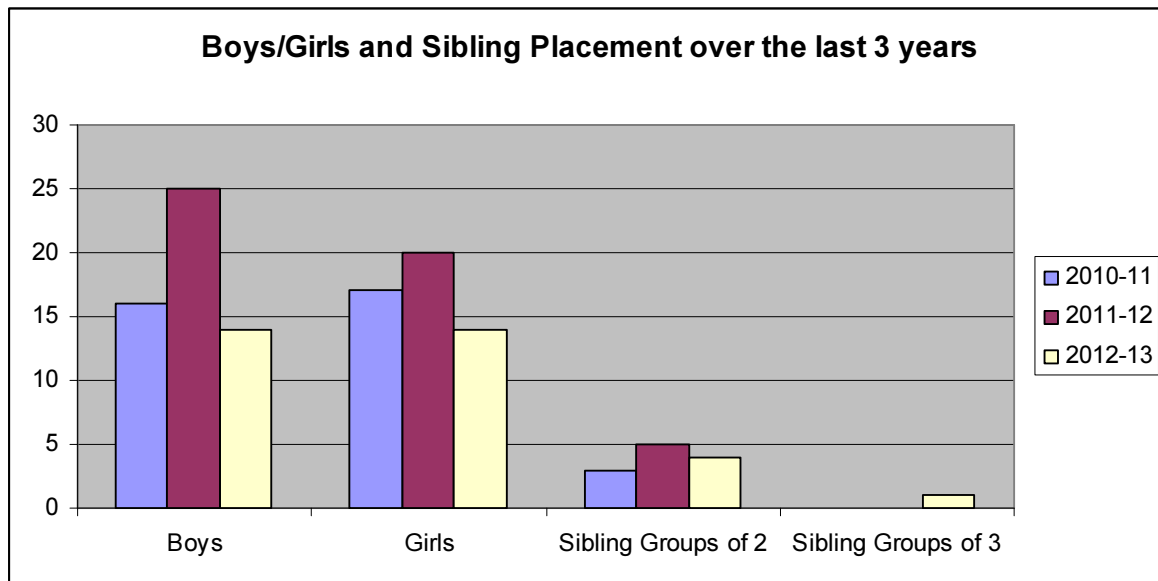
There has been a steady increase in the number of Adoption Orders granted over the past 3 years compatible with the increase in number of children being placed for adoption.

## Gender Comparison of Children Placed for Adoption

2010-11 placed 16 boys 17 girls 29 (11 placements outside NWAS)

2011-12 placed 25 boys 20 girls 45 (4 placements outside NWAS)

2012-13 placed 15 boys 15 girls 30 (all placements within NWAS)

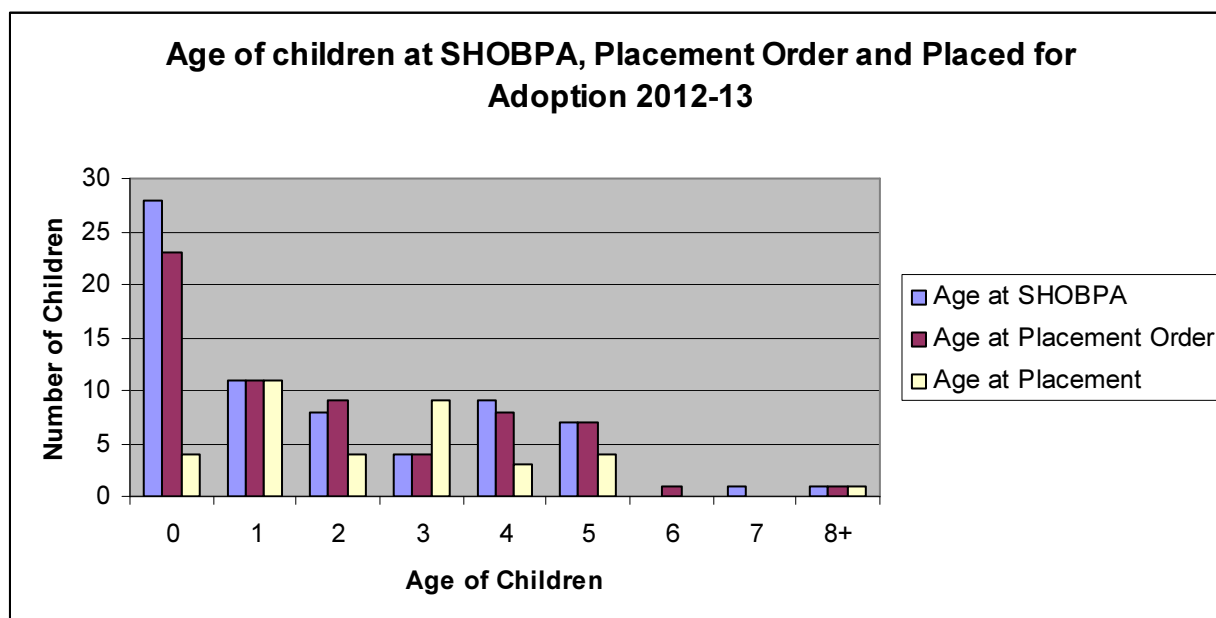


|                  | No: Male children Placed | No: Female children placed | No: Sibling groups of 2 placed | No: of sibling groups of 3 placed |
|------------------|--------------------------|----------------------------|--------------------------------|-----------------------------------|
| <b>2010-2011</b> | <b>16</b>                | <b>17</b>                  | <b>3</b>                       | <b>1</b>                          |
| <b>2011-2012</b> | <b>25</b>                | <b>20</b>                  | <b>5</b>                       | <b>0</b>                          |
| <b>2012-2013</b> | <b>14</b>                | <b>14</b>                  | <b>4</b>                       | <b>1 disrupted</b>                |

### Ages of children placed for adoption by year

| Year Placed               | Age of Children at Placement |           |           |           |           |          |          |          |                     |
|---------------------------|------------------------------|-----------|-----------|-----------|-----------|----------|----------|----------|---------------------|
|                           | 0-1                          | 1-2       | 2-3       | 3-4       | 4-5       | 5-6      | 6-7      | 7-8      | 8+                  |
| <b>2010-2011</b>          | 4                            | 9         | 3         | 2         | 3         | 1        | -        | -        | -                   |
| <b>Non NWS Placements</b> | -                            | -         | 1         | 1         | 2         | 1        | 1        | 3        | 2 aged 9 & 10 years |
| <b>2011-2012</b>          | 2                            | 23        | 3         | 5         | 7         | 2        | -        | 1        | -                   |
| <b>Non NWS Placements</b> |                              |           |           |           | 1         | 1        | 1        |          |                     |
| <b>2012-2013</b>          | 2                            | 9         | 3         | 8         | 3         | 3        | -        | -        | 1 aged 15 years     |
| <b>Total Over 3 years</b> | <b>8</b>                     | <b>41</b> | <b>10</b> | <b>16</b> | <b>15</b> | <b>7</b> | <b>2</b> | <b>3</b> | <b>2</b>            |

### Age of Children at Should Be Adopted', Placement Order and Placed for Adoption 12-13



The graph identifies a significant increase in the number of children under the age of 1 years old being subject to a 'Should be Adopted' decision this year. The number of placement

Order being made at this age is considerably lower and this impacts on the age of actual age on placement. It is likely that the next financial year will show an increase in the number of children under the age of 2 years being placed which can only be viewed as a positive aspect in light of attachment and limiting their time in the LAC system.

**Number of children adopted by former foster carers or Outside of NWAS Region**

|  | <b>2010-11</b> | <b>2011-12</b> | <b>2012-13</b> |
|--|----------------|----------------|----------------|
| <b>Number of children adopted</b>  | 21             | 28             | 36             |
| <b>Number of which were adopted by former foster carers including concurrent planning.</b> | 0              | 1              | 1              |
| <b>Total No: Children placed Out of NWAS region</b>  | 11             | 4              | 0              |
| <b>Total No: Children Placed with NWAS Adopters from other Agencies</b>                    | 4              | 4              | 0              |

The number of children adopted by former foster carers and out of NWAS region

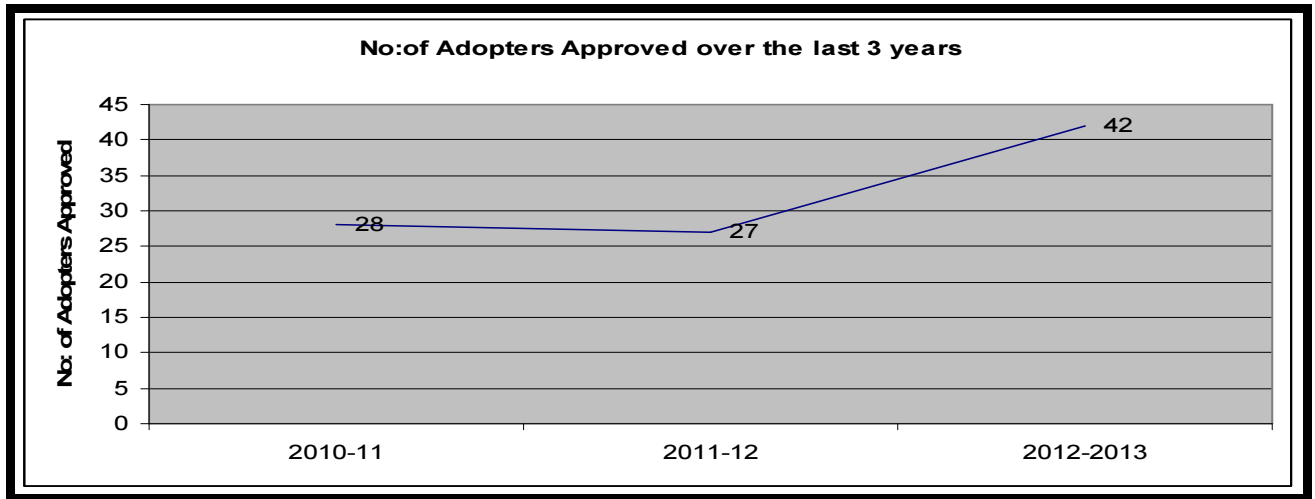
It has been noted in the latter part of 2012-13 that there is an increase in the number of foster carers coming forward to adopt specific children. These figures are likely to be more evident in the coming financial year once these have been approved and children placed for adoption.

## 10. Adopters

| LA   | Conwy | Denbighshire | Flintshire | Gwynedd | Wrexham | Ynys Môn | Other | Total      |
|--|-------|--------------|------------|---------|---------|----------|-------|------------|
| <b>Enquires</b>                                  | 23    | 27           | 32         | 15      | 33      | 11       | 5     | <b>146</b> |
| <b>Response Forms</b>                            | 11    | 8            | 17         | 9       | 14      | 6        | 6     | <b>71</b>  |
| <b>Initial Visits Undertaken</b>                 | 9     | 9            | 17         | 10      | 13      | 4        | 4     | <b>66</b>  |
| <b>Application Forms received</b>                | 6     | 9            | 8          | 10      | 10      | 5        | 4     | <b>52</b>  |
| <b>Adoption Assessments Completed</b>            | 4     | 5            | 5          | 11      | 12      | 3        | 2     | <b>42</b>  |
| <b>Adoption with a Foreign Element Enquiries</b> | -     | 1            | 1          | 1       | -       | -        | -     | <b>3</b>   |

NWAS has an agreement with Adoption Matters to undertake the initial visits and provide the information regarding Adoption with a Foreign Element. The enquiries are referred directly to Adoption Matters and are provided with all the necessary information. To date no adopters requiring this service have returned to NWAS for Assessment.



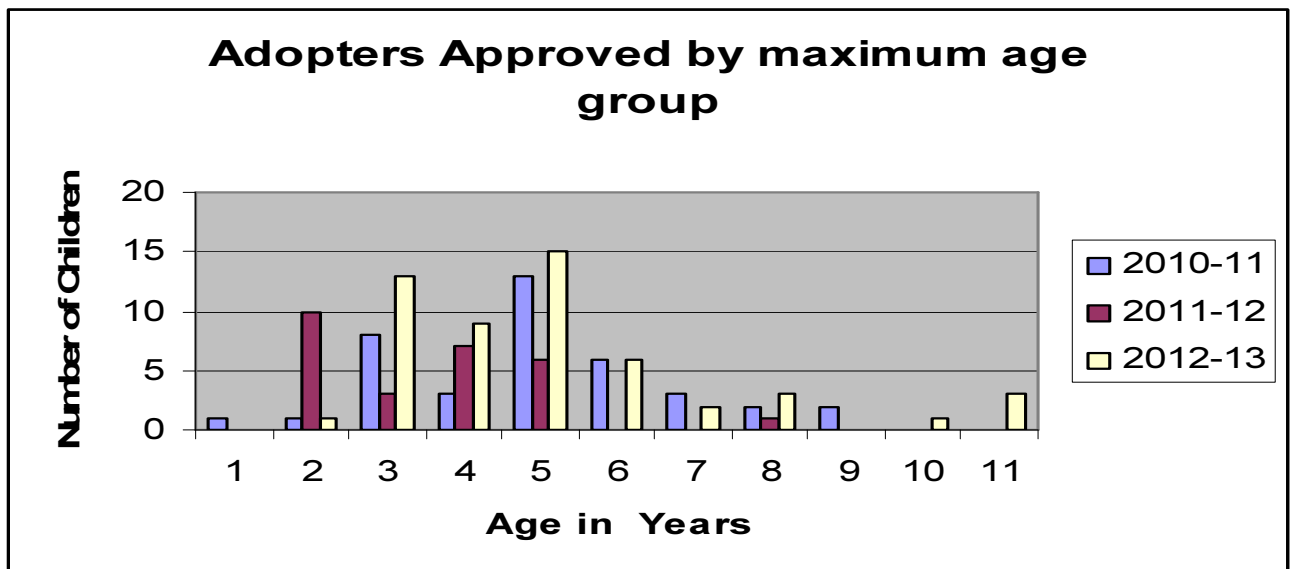


Several children who NWAS are having difficulty in placing have been referred to the adoption register and two children, one with a significant disability were profiled in Be My Parent. Neither of these were successful in identifying adopters for these specific children and several have gone on to be placed within NWAS and others to long term fostering.

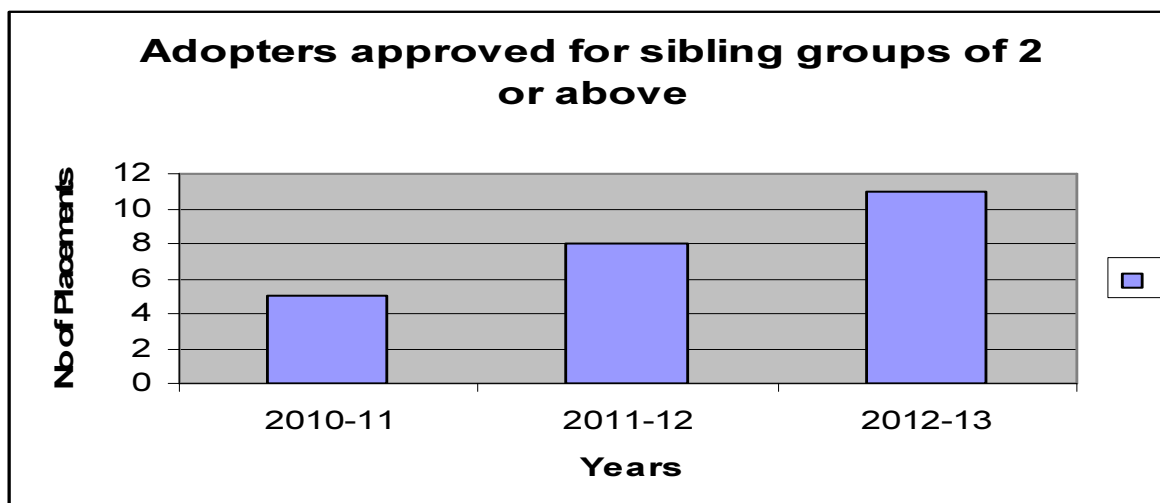
Current referrals for two other children of mixed ethnicity are being pursued via the National Register.

No children from other local authorities were placed with NWAS adopters in 2012-13.

**Number of Placements offered by approved adopters by maximum age of children:**



The graph shows that an increased number of adopters have been approved for older children over the past year.



This graph shows the increase of adopters approved who are offering sibling group placements in the last two years.

## 11. Matches

NWAS social workers are responsible for Family Finding and work closely with the child care social workers during this process. All searches are initially undertaken via the CHARMS matching database and families are then considered in more detail in light of the specific needs of each child by the social workers before visits to potential adopters take place. Adopters are given detailed information about the child and have the opportunity to meet with the medical adviser and the foster carers of the child/ren in question. Matching meetings are attended by the child's social worker, NWAS social worker, a social worker who has had no involvement with the case, acting as an independent member and chaired by a NWAS manager. Matching reports are then presented to the adoption panels with CARA's and PAR's involved in the case. NWAS believes that foster carers play a key role in this process and are able to provide adopters with detailed and more personal information about the child they care for and are therefore included as an integral part of the process. All potential matches and information regarding placements made are recorded on the CHARMS IT system.

## 12. Disruptions

Number of disruptions compared to the number of placements (NWAS placements)

|   | <b>2010-11</b> | <b>2011-12</b>   | <b>2012-13</b>                                  |
|---|----------------|--|---|
| <b>Number of disruptions</b>                    | 0              | 2 placements<br>(1 single<br>1 sibling group<br>of 2 ) | 1 placement<br>(sibling group of<br>3 children) |
| <b>Number of children placed in same period</b> | 22             | 45   | 30  |

There has been one disruption of a sibling group of 3 children during this financial year. A disruption meeting was held and undertaken by an independent social worker.

Recommendations and learning points from the report were as follows:

- Increase time for adopters and foster carers to get to know each other
- Support for the adopters and foster carers through this emotional period
- Issues of concern to be reported to supervising social workers
- Foster carer's diaries to be shared during transition
- Ensure professionals share information appropriately
- Communication is essential when a large group of professionals are involved
- Research proves that children who suffer neglect can lead to excessive fear and anxiety
- Use of plain language when discussing child's behaviour
- Attachment based training to be made available to adopters
- Robust support package based on any expert reports accepted by the LA
- Identifying the key worker and decision maker during transition period
- Ensuring that the introduction process is monitored and timescales for moving placement are appropriate.

Some of these issues are being addressed via training on attachment issues. The NWAS manager has requested a meeting with Fostering Team Managers across North Wales to discuss issues for foster carers during this period. Moving on Training has been developed by the NWAS Training Officer for all foster carers and family placement social workers and offered to each authority.

A working group needs to be established to discuss adoption support plans and will be discussed with managers in 2013..

### 13. Notifications

No notifications during 2012-13

### 14. Non Agency Adoption Activity

#### Partner of Parent Activity April 2012-March 2013

|  | Conwy | Denbighshire | Flintshire | Gwynedd | Wrexham | Ynys Môn | Total |
|--|-------|--------------|------------|---------|---------|----------|-------|
| Partner of Parent Enquiries                  | 6     | 2            | 6          | 8       | 7       | 4        | 33    |
| Partner of Parent Initial Visits             |       |              |            |         |         |          | 23    |
| Partner of Parent Checks in Progress         | 1     | 1            | 1          | -       | -       | -        | 3     |
| Partner of Parent Waiting Allocation         | -     | -            | -          | -       | 1       | -        | 1     |
| Partner of Parent Currently Under Assessment | 0     | 1            | 3          | 1       | 3       | -        | 8     |
| Partner of Parent Adoption Orders Granted    |       |              |            |         |         |          | 13    |

### 15. Management information and development work

Management Information is collated on the CHARMS system which is updated on a regular basis. Updated information is provided on a monthly basis to panel members and operational service managers. The information includes lists of all children currently waiting for placements, potential matches and those approved or placed for adoption in the current year. In addition information on the current situation of adopters is also made available including those under assessment, available, potential links and placements.

Development Issues are discussed at the OMG meeting on a monthly basis, which have included, Safe Base Partnership, Policy amendments and of photographs in Family Finding.

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## **16. Legal issues /Placement Orders/Placements**

None identified for NWAS this year

## **17. Adoption Support**

### **9.1 Individual Adoption Support**

Referrals for Adoption Support for adopted children are referred via the relevant local authority Duty and Assessment Teams for initial assessment and referred or signposted to appropriate services. NWAS has a limited amount of resources available to provide adoption support and is very much aware that these services need to be developed in order to provide equity across the region. Some local authorities have their own therapeutic teams and therefore able to provide significant therapeutic assessment and support in a timely manner. In light of the need to develop this service NWAS has now entered into a new partnership agreement with After Adoption to provide the Safe Base parenting programme for NWAS adopters. The Partnership was launched in April 2013 and the first programme will be offered in September 2013 and a second in February 2014. New support groups will be developed once the initial programme has been provided.

Three Adoption Support Groups are available across the region. The groups in Flintshire/Wrexham and Conwy Support Group are run by adopters. The Ti a Fi Group for pre school adopted children is organised by NWAS staff in Ynys Mon. Further development of these groups will need to be considered in the proposed 3-5 year plan as this issue was raised in the latest inspection carried out by CSSIW.

#### **Individual Support provided by NWAS social Workers:**

#### **Adoption Support referrals (one off service / advice as well as on-going work)**

A total of 16 referrals for individual support were received by NWAS and these families are being supported by NWAS social workers in a variety of ways. The support varies from signposting to appropriate services, referrals to Duty and Assessment teams in relevant LA and individual support via Theraplay, attending meetings and issues regarding contact.

**9.2 Letterbox Contact and Direct Contact – Support to adopted children, birth and adopted families.**

**Current Contact Arrangements in place**

|  | Conwy | Denbighshire | Flintshire | Gwynedd | Wrexham | Ynys Môn | Total |
|--|-------|--------------|------------|---------|---------|----------|-------|
| No: of children with contact arrangements in place supported by NWAS | 71    | 78           | 35         | 33      | 53      | 24       | 294   |

All letterbox arrangements are now being co-ordinated through NWAS. NWAS has employed a Contact Co-ordinator who is supported by an administrator. All historical contact arrangements for contact from Conwy, Denbighshire and Ynys Mon have been transferred to NWAS and all new contact arrangements are referred directly to NWAS. Gwynedd are currently in the process of transferring historical cases across and the Flintshire and Wrexham historical cases are still being managed by NWAS social workers – it is anticipated that these will be transferred by July 2013.

All contact arrangements and activities are recorded on the Letterbox CHARMS system and this has proven to be particularly successful. However, work is still being undertaken on developing appropriate reports within the system in order to identify the level and complexity of work required. At present NWAS is able to identify the number of children, adopters and birth families on the system but unable to provide an accurate figure of the contact arrangements for individual children.

The number of contact arrangements increases by between 27 and 42 plus each year depending on placements made with very few being closed due to reaching adulthood.

### 9.3 Birth Record Referrals – Access to files, Counselling and Intermediary Service.

NWAS has had a contract with After Adoption to undertake this work and the numbers referred have been fairly consistent over the past 3 years. All local authorities involved in the Partnership have agreed to extend this contract for a further 12 months and review as the new Partnership Agreement is being produced in light of the proposed 3-5 year plan and decisions of the Welsh Government on the National Adoption Service.

Birth record referrals (access to files) Referrals received and transferred to After Adoption  
2012-13

|              | 2012/2013    |            |            | 2011/2012    |            |            | 2010/2011    |            |            |
|--------------|--------------|------------|------------|--------------|------------|------------|--------------|------------|------------|
|              | Birth Parent | Section 98 | Section 98 | Birth Parent | Section 98 | Section 98 | Birth Parent | Section 98 | Section 98 |
|              | Counselling  | Pre 75     | Post 75    | Counselling  | Pre 75     | Post 75    | Counselling  | Pre 75     | Post 75    |
| Ynys Mon     | 2            | 5          | 1          | 1            | 3          | 1          | 2            | 4          | 4          |
| Gwynedd      | 3            | 9          | 2          | 1            | 9          | 6          | 4            | 5          | 2          |
| Conwy        | 3            | 7          | 6          | 3            | 12         | 2          | 2            | 5          | 5          |
| Denbighshire | 3            | 10         | 1          | 4            | 9          | 6          | 6            | 10         | 6          |
| Flintshire   | 2            | 13         | 5          | 2            | 12         | 4          | 2            | 8          | 4          |
| Wrexham      | 6            | 12         | 4          | 3            | 8          | 3          | 5            | 14         | 10         |
| <b>TOTAL</b> | <b>19</b>    | <b>56</b>  | <b>19</b>  | <b>14</b>    | <b>53</b>  | <b>22</b>  | <b>21</b>    | <b>46</b>  | <b>31</b>  |

Response to Quality of Care Questionnaire to cases closed by After Adoption once work has been completed:

Of the 19 responses received

- 95% of those that answered the question felt that they were greeted appropriately and informed about the transfer to After Adoption when contacting NWAS for the service; additional comments included, staff were very professional and helpful and exceptionally friendly.
- 73% stated they would rate the service as excellent, having had contact within two weeks of referral, face to face meeting with After Adoption staff and information on their files shared in a sensitive and appropriate manner.
- One response felt this was a good service – although every other aspect was positive After Adoption was unable to facilitate contact with relatives.

- 
- 3 service users considered the service to be average, these were birth parents who appeared to be expecting a different type of support and unhappy as birth children declined contact. Not a true reflection on the After Adoption service.

## 18. Development of Adoption Service

NWAS is currently undergoing a review of the service undertaken by a consultant from the Institute of Public Care at Oxford Brookes University and a 3-5 year plan is being proposed. The impact of the proposed National Adoption Service will also have an impact on future plans; however, until these are clarified NWAS will continue under its present partnership agreement which also being revised.

The Partnership with After Adoption to provide the Safe Base Parenting Programme and additional support groups has now been agreed and launched in April 2013.

## 19. Policies and Procedures

The policy regarding financial support to adopters during the introductions period has been reviewed and revised and agreed across all six authorities providing equity for all adopters across the region. This includes clear guidelines for adopters on their entitlement to financial support during the introductions period, based on the Welsh National Fostering Rates. The policy also includes an agreed list of essential items and rates for mileage claims.

## 20. CSSIW

NWAS has been inspected twice during this financial year.

### Flintshire Inspection May 2012

Recommendations include:

- Panel Minutes to include the reasons for panel panel's recommendation. This has been discussed with panel members and the administrator and these are now included.
- Adopter's applications for the relevant authorities to be taken to the relevant joint panels and legal advice to be sought. NWAS is complying with this at present. However, this issue has been raised during the adoption inquiry and at the Expert Advisory Group meeting in order to highlight the need for legislation changes in line with the Welsh Governments requirement to work on a regional basis.



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Good Practice Issues included:

- Statement of Purpose to be made available to stakeholders on the NWAS website - completed
- Failure of panel member to comply with attendance expectation and reviews - new panel members appointed
- Continue communication with LAC social workers and managers on up to date activity – service managers provided with monthly updates and share with relevant team managers.
- Improve structure of Adoption Support Plans – Working Group to be identified 2013.

### **Conwy Inspection February 2013**

No significant or urgent issues for non-compliance to report – Final report due in May 2013.

Potential areas of improvement:

- Further training on analysis for some NWAS assessors – with the introduction of the new PAR training will be required for all staff and panel members. Discussion taking place at present.
- More comprehensive support plans required
- Supervision/management issues – OMG have discussed and NWAS managers have agreed to revise supervision responsibilities. These changes will be put in place as from May 2013.
- Increase provision of support groups - with the introduction of Safe Base new support groups will be available to adopters – locations to be agreed.

## **21. Consultations**

Consultation exercises, via questionnaire are undertaken with the following stakeholders:

- Staff members
- LA social workers
- Panel Members
- Adopters attending Panel
- Adopters who have had a child placed within the stated period
- Attendees for all training events provided by NWAS ( See Training Section)

- 
- Adoptees, birth parents and relatives of adoptees accessing the After Adoption services contracted by NWAS.

Responses are recorded within this report.

## **22. Compliments, comments, complaints and representations**

NWAS has received 5 complaints during this period. Three complaints derived from NWAS informing the applicants that we were unable to continue with their assessments due to various reasons. These were dealt with at Stage one and a further complaint was received from the same person which was escalated to Stage 2. These decisions were discussed and agreed by Head of Service.

One complaint was received regarding comments within the training report which were interpreted inappropriately this was dealt with at Stage 1.

One complaint was received regarding panel's decision not to recommend a match at panel and is currently being dealt with by the appropriate authority.

## **23. Reporting Mechanisms to Senior Management, Scrutiny & Members**

Monthly meetings are held with the operational managers on a monthly basis to discuss day to day operation of the service, OMG members are provided with an update of activity across all six authorities on a monthly basis and quarterly reports are presented to the Heads of Children's Services across the region.

In order to improve communication and liaison with the six child care teams the Child Care Managers are invited to the OMG meeting 3 times per annum. The provision of training to all stakeholders across the region has also aided communication and has begun to cement the regional relationships.

## **24. Agenda for Change/Future Challenges**

This will be dependent on the outcome of the Adoption, Inquiry, The Social Services Bill and the development of the National Adoption Services in Wales, however, NWAS is currently looking at developing its 3-5 year plan. The plan will be based on the final

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recommendations of the review currently being carried out by a consultant from the Institute of Public Care at Oxford Brookes University.

## 25. Conclusion

NWAS continues to develop as a service. As highlighted in this report, the number of adopters recommended for approval at panels over the past 12 months has increased by 64% and the number of children placed with adopters in North Wales has also increased. In the current climate of a national shortage of adopters NWAS continues to have a steady flow of adopters coming forward to adopt. NWAS has seen a slight increase in enquiries from adopters in neighbouring authorities and for single and same sex carers.

With the introduction of the Safe Base Parenting Programme we look forward to being able to offer equity in access to support for all families in North Wales and encourage families to consider children with more complex needs, sibling groups and older children, in the knowledge that this support will be available.

Adoption specific training for all stakeholders is proving to be successful in developing skills across the board and enabling more liaison with colleagues across North Wales. Evaluation of the training programmes provided have generally been very positive and numerous requests are being made by individual authorities to provide further training to child care social workers on the adoption process, including matching, moving children on, contact and life story work.

NWAS is in a good position to further develop its regional service within the proposed model of a National Adoption Service.

*This report will fulfil the requirements of Reg 22 but could also be used for distribution to senior managers, cabinet, scrutiny etc. Circulation of this report will be determined by each local authority area.*

Date completed: 2<sup>nd</sup> May 2013.

Author: Mandy Humphries

Title: Manager North Wales Adoption Service

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**           **CABINET**  
**DATE:**               **TUESDAY 17<sup>TH</sup> SEPTEMBER 2013**  
**REPORT BY:**       **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT:**           **COMMUNITY HEATING CHARGES 2013/2014**

### **1.00 PURPOSE OF REPORT**

- 1.01 To outline and seek agreement of Cabinet for the proposed heating charges to the communal HRA properties in 2013/14, the treatment of amounts not recovered and to propose changes to the way the council recovers any deficits or surpluses to the heating account in future years.

### **2.00 BACKGROUND**

- 2.01 Community Services currently operate a number of communal heating schemes. The cost of fuel used within these schemes is paid for by the Authority, and collected from tenants in addition to their weekly rent. The charges and income received are paid into a holding account, and it is anticipated this account should be in a break even position at each financial year end.
- 2.02 At Cabinet in February 2013 it was agreed that proposals for communal heating charges for 2013/14 would be moved to July to enable an accurate picture to be gathered on the previous year's costs and any corresponding surplus or deficit on the heating account. In previous years, the charges have been applied from April.
- 2.03 Communal heating does not have to be increased at the same time as the rent from a legal perspective and nor is a 4 week notice period required. We notified tenants in the rent increase letter that there would be an increase to heating charges in 2013/14 and that we would be writing to them with more detail once we had the final bills for the 2012/13 year.
- 2.04 Any proposed changes to current charges are intended to ensure that each communal heating scheme recovers the full energy cost charged in respect of individual schemes and aims to keep a nil balance on the heating reserve account.
- 2.05 At the 2012/13 budget it was projected that there would be a surplus balance of £110k as at the 31 March 2013, on the communal heating account built up over two years and it was agreed by Executive that this surplus would be redistributed to tenants.

2.06 This was achieved by not applying the 2012/13 heating increase to tenants. Effectively this meant that tenants paid an average of £165 per annum less in 2012/13 than their actual heating bill cost.

2.07 Although this achieved the aim of reimbursing tenants the surplus on the heating account, it also resulted in delaying the increases in heating bills which tenants would have faced in 2012/13 to 2013/14. It is proposed therefore that this current method of reimbursing tenants should change.

### 3.00 **CONSIDERATIONS**

3.01 The table below sets out two options for heating charge increases for 2013/14, which are based on actual costs to the Council in 2012/13 and estimates for 2013/14.

| Communal Area               | Current Avg. Weekly Charge | Option 1 Full Increase in year | Estimated weekly charge to fully cover heating costs 13/14 | Option 2 Phased Increase | Amended weekly charge proposed for Oct - Mar 13/14 |
|-----------------------------|----------------------------|--------------------------------|--|--------------------------|--|
| Bolingbroke Heights, Flint  | £6.91                      | 2.27                           | £9.18  | £1.70                    | £8.61  |
| Richard Heights             | £6.91                      | 2.27                           | £9.18  | £1.70                    | £8.61  |
| Earls Lea                   | £8.24                      | 2.70                           | £10.94   | £2.02                    | £10.26   |
| Feathers Lea                | £8.24                      | 2.70                           | £10.94   | £2.02                    | £10.26   |
| Hills Lea                   | £8.24                      | 2.70                           | £10.94   | £2.02                    | £10.26   |
| Castle Heights, Flint       | £8.73                      | 2.27                           | £10.99   | £1.70                    | £10.43   |
| Mumforth Walk               | £9.73                      | 2.52                           | £12.25   | £1.89                    | £11.62   |
| Swan Walk                   | £9.82                      | 2.55                           | £12.37   | £1.91                    | £11.73   |
| Sydney Walk                 | £9.66                      | 2.51                           | £12.17   | £1.88                    | £11.54   |
| Rosemary Walk               | £9.82                      | 2.55                           | £12.37   | £1.91                    | £11.73   |
| Perrins Walk                | £9.82                      | 2.55                           | £12.37   | £1.91                    | £11.73   |
| Muspratt Walk               | £9.75                      | 2.53                           | £12.29   | £1.90                    | £11.65   |
| Mount Walk                  | £9.77                      | 2.54                           | £12.30   | £1.90                    | £11.67   |
| Duke Walk                   | £9.29                      | 2.41                           | £11.70   | £1.81                    | £11.10   |
| Llwyn Beuno, Holywell       | £7.94                      | 3.11                           | £11.05   | £2.33                    | £10.27   |
| Llwyn Aled, Holywell        | £8.38                      | 3.84                           | £12.22   | £2.88                    | £11.26   |
| Panton Place, Holywell      | £6.54                      | 4.23                           | £10.77   | £3.17                    | £9.72  |
| Acacia Close, Mold          | £8.85                      | 4.65                           | £13.50   | £3.49                    | £12.33   |
| Glan-y-Morfa Court, Buckley | £6.01                      | 2.75                           | £8.76  | £2.06                    | £8.07  |
| Chapel Court, Connahs Quay  | £6.16                      | 3.83                           | £9.99  | £2.88                    | £9.03  |

3.02 The proposed charges reflect the following annual bills for tenants:-

- 1 bedroom flat £458.31 p.a
- 2 bedroom flat £524.05 p.a

- 3 bedroom flat £590.43 p.a

3.03 The council has obtained data from the North Wales energy advice centre to compare tenants heating charges with the average local private household. This data shows that the average price of a 2 bed flat in similar condition to council stock should expect to pay between £518 and £691 per annum for heating bills, based on current prices. This data shows that although Flintshire tenants in communal properties are seeing large increases in their heating compared to previous years the costs are lower than other tenants who pay their own bills directly to the energy company.

3.04 As discussed earlier the current method of applying tenants heating charges is not the most effective way and it is proposed to apply heating increases to tenant's each year based on previous years usage and energy cost increases/decreases regardless of whether there is a surplus or deficit on the heating account.

3.05 In the event that there is also an under recovery of costs from the previous year then Cabinet will be asked to consider:-

- Whether the tenants should incur in year additional charges to recover these costs.
- Whether the costs should be met through the HRA.

In the event that that there is an over recovery of costs in any year, then it is proposed that these charges are reimbursed to tenants by way of a heating credit on their rent account.

3.06 The increases in this report, if agreed, will take effect from October 2013 and tenants this year will only pay for 6 months of the heating charge increase. This will result in a deficit on the heating account at the end of the year of an estimated £58.5k which it is recommended is covered by the HRA.

3.07 Option 1 proposes implementing the full increase in year and option two spreads the increase over 2 years paying 75% of the increase in year 1 and inflation plus the remaining 25% in year 2. The phasing of these charges over 2 years will mean that the tenants will incur an additional charge of £0.68 (on average), on top of the standard inflationary increase in 2014/15.

3.08 An amendment to previous bills for Castle Heights and the Walks covering heating over the period of 2010/11 and 2011/12 was also received in year to the amount of £77k. As this relates to previous years and recovery is not possible in most cases in the Walks as properties are now vacant, it is proposed that this should not be recharged to tenants but met through the HRA.

#### **4.00 RECOMMENDATIONS**

4.01 Cabinet is asked to consider and agree the following:-

- Implementation of Option 2 for heating increases in 2013/14, as

described in this report.

- That the resultant under recovery occurring from the delayed October implementation date is met via the HRA in year.
- That there is no recovery for 2010/11 and 2011/12 for Castle Heights and the Walks in Flint and the costs met from the HRA.
- The proposed changes to the way the council recovers any deficits or surpluses to the heating account in future years.

## **5.00 FINANCIAL IMPLICATIONS**

5.01 As detailed above.

## **6.00 ANTI POVERTY IMPACT**

6.01 Any increase in charges is a concern for residents at the moment. These increases are no greater than those all households have been facing.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 Not applicable.

## **8.00 EQUALITIES IMPACT**

8.01 Not applicable.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 Not applicable.

## **10.00 CONSULTATION REQUIRED**

10.01 Not applicable.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 The Directorate Management Team has been fully consulted and the Cabinet Member for Housing, all of whom support the proposals.

## **12.00 APPENDICES**

12.01 None.

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

**Contact Officer:** Rachael Corbelli  
**Telephone:** 01352 703363  
**Email:** Rachael.Corbelli@flintshire.gov.uk



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:** **SCHOOLS FUNDING FORMULA REVIEW**

### **1.00 PURPOSE OF REPORT**

To update members on progress of the Formula Funding Review, and to request authority to commence consultation with all schools.

### **2.00 BACKGROUND**

2.01 School funding regulations require that every local authority should have a funding formula which is used to determine the budget share for each school. This budget share derived through the application of the formula provides schools with a single total budget. Governors and head teachers have freedom and flexibility within this total to deploy the allocated resources within their own school.

2.02 There is a need to renew the educational rationale underpinning the school funding formula. The existing Flintshire formula pre-dated most of the major changes to school funding that have occurred since 1997, which include the introduction of:

- the Leadership scale and identified salary ranges;
- the Upper Pay Spine;
- the Workload agreement; and
- primary phase class size limits and Foundation Phase Funding.

2.03 The formula also needs to be simplified to promote greater transparency, understanding, predictability and to be able to support the requirement to provide 3 year forecasts. This would also promote simpler administration by finance officers and more effective scrutiny by school leadership teams and governors.

2.04 A further key aim of the revised formula is to secure greater consistency and equity in how funding is distributed to schools, recognising particular circumstances that schools face. The revised formula must also ensure that the available funding is distributed in such a way that it helps meet the Authority's strategic aims for Education in the County, the focus being on:

- raising achievement and attainment for all pupils;

- narrowing the attainment gap experienced by children and young people from disadvantaged backgrounds;
- securing early intervention to meet the special and additional educational needs of particular pupils;
- working together and with other agencies for the benefit of children and young people in their community both within and outside schools; and
- meeting changing school circumstances, including funding requirements for opening, closing, amalgamating and reorganising schools.

### **3.00 CONSIDERATIONS**

3.01 A funding formula review project was established in the spring of 2012 with the objective of revising and simplifying the formula from “first principles”. A Project Board was established together with three project teams representing each sector (primary, secondary and specialist) with school representation on each. The project groups have met throughout this period and a considerable amount of analysis work has been undertaken which has been discussed with the project groups. Updates on progress have been presented to the School Budget Forum, Headteacher representative groups and the trade unions.

3.02 The approach taken has been to:

- analyse the impact of the current formula on schools;
- identify the key principles that should guide the revisions of the formulae;
- identify areas of activity that are currently not recognised in the formulae;
- model the distribution of funds; and
- identify areas where a choice in funding has to be made and the likely impacts of these choices.

3.03 The modelling has produced alternative ways of distributing funds to schools, based on a review of the regulatory framework, the physical capacity of schools and a desire to simplify the administration and the understanding of the funding.

### **4.00 RECOMMENDATIONS**

4.01 Members are requested to approve the consultation on principles to underpin the school funding formula for the 2014-15 financial year.

### **5.00 FINANCIAL IMPLICATIONS**

5.01 Whilst the review has highlighted several areas where additional funding could be applied effectively, the school values and modelling underpinning the consultation are based on the 2013/14 budget for schools.

5.02 Options for additional investment will need to be considered as part of the Council's 2014/15 budget process.

**6.00 ANTI POVERTY IMPACT**

6.01 For modelling purposes, the service has assumed the same allocations for Deprivation and Additional Learning Needs as in the existing Schools budget.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None

**8.00 EQUALITIES IMPACT**

8.01 None

**9.00 PERSONNEL IMPLICATIONS**

9.01 The review does not require schools to change their staffing configurations, but the notional funding per school may change within categories of staffing.

**10.00 CONSULTATION REQUIRED**

10.01 The proposal is to invite consultation responses from all Schools and Trade Unions.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Regular meetings have been held with review teams comprising Headteachers, Governors and Officers. The Budget Forum and Unions have been involved in the formula development process at key stages.

**12.00 APPENDICES**

1. Timeline to implementation.
2. Key principles to underpin consultation

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

Contact Officer: Ian Budd  
Telephone: 01352704010  
Email: [ian.budd@flintshire.gov.uk](mailto:ian.budd@flintshire.gov.uk)

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## Appendix 1

### Flintshire County Council Schools Funding Formula Review Project Timeline

|  |                   |
|--|-------------------|
| Informal Cabinet   | 3 September 2013  |
| Project Board  | 11 September 2013 |
| Cabinet – Formally commissioning consultation                                      | 17 September 2013 |
| Funding Formula Consultation Document issued to schools                            | 18 September 2013 |
| Schools Budget Forum   | 19 September 2013 |
| Lifelong Learning Scrutiny   | 10 October 2013   |
| Education Consultative Committee   | 13 November 2013  |
| Consultation closes  | 20 November 2013  |
| CMT review of responses to consultation and consideration of final recommendations | 25 November 2013  |
| Informal Cabinet   | 3 December 2013   |
| Schools Budget Forum outcome of consultation and final recommendations             | 11 December 2013  |
| Lifelong Learning Scrutiny   | 19 December 2013  |
| Cabinet Ratification of Formula Methodology  | 21 January 2014   |

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## Appendix 2

The key funding principles can be identified as follows:

### 1. Teacher Staffing – All Schools

- The unavoidable costs of appointing Headteachers (HTs) should be recognised, and schools should be able to recognise Leadership and Management by using Leadership team appointments and TLRs at their discretion.
- The formula should support the professional management of schools by allocating reasonable funds to enable HTs (and other members of staff as appropriate) to have planned management/leadership time.

### Additionally : For the Primary sector

- Funding for teacher staffing should be adequate to enable schools to be able to appoint teachers for each class required.
- If primary schools need to appoint teaching staff they should know that funding will support their most efficient configuration of classes.
- To enable Headteachers to have non-class teaching time appropriate to the size of school.
- Due to the way the curriculum is delivered, phase separation is deemed essential for Welsh medium.

### For the Special Schools

- The number of teachers should reflect the relative needs of the pupils, varying from ratios of 1 to 6, to 1 to 10.

### For the Secondary sector

- The difference in class sizes between KS3 and KS4 should be recognized. In the proposals the relative ratios are determined by the Age Weighted Pupil Unit (AWPUs) ratios.
- The possibility of an 'economy of scale' factor within the formula has been considered and built into the proposed model. This would work by top-slicing available funds for KS3 and KS4 (separately) and re-allocating those funds by reference to the largest school (i.e. smaller schools would receive additional funds in recognition of having to deliver a similar curriculum with fewer pupils, and therefore smaller teaching groups). The proposal was discussed at length, but without reaching a consensus. Differently weighted models will be consulted upon.

## 2/3. Support Staff

### Support Staff – Classroom - Primary

- Funding for support staff is required in accordance with Foundation Phase regulations, i.e. 1 to 8 for Nursery & reception, and 1 to 15 for Years 1 and 2.
- The first member of staff will be the teacher, the second an NNEB (or Equivalent) and the third and fourth members, if required, are Teaching Assistants (TAs). Note : Funding for the TAs is from foundation phase (currently).

- Support at Key Stage 2 is desirable at least at the level necessary to enable the classroom tasks element of the workload agreement to be observed.
- Funds in recognition of Planning Preparation and Assessment (PPA) time will be allocated based on a point on the Higher Level Teaching Assistant (HLTA) scale pro-rata to the number of classes deemed necessary for each school.

#### **Support Staff – Other - Primary**

- Funding should recognise that administration support is needed to cover for HT teaching commitments in small schools and also that there is minimum level of Midday Supervision Assistant (MDSA) requirement regardless of the size of school. The remainder is pupil driven.

#### **Support Staff – Classroom - Special Schools**

- An evaluation by the Phase Officer and the Headteachers identified appropriate levels of support for each pupil based on their perceived 'Category' of need. This could vary from 2 members of staff to 1 pupil, to one member of staff supporting 5 pupils. The additional funding voted by members in the 2013/14 budget setting cycle has been allocated based on these criteria.

#### **Support Staff – Other – Special Schools**

- The remaining support staff allocations are based on the specific requirements of each school, but recognise the basic substantial unavoidable element of need in the form of "lump sum" funding.

#### **Support Staff – Secondary Schools**

- The needs of secondary schools are complex and staff frequently perform more than one role in the course of a year. The review identified that the funding for Support Staff was inadequate and therefore the proposals would involve moving funding to this heading from other headings. The review also identified minimal basic levels of staffing required and indicated a desirable minimum of £150,000. Within existing funding this is aspirational without dramatic re-allocations occurring between schools.
- The proposed allocation is based on a minimum value of £107,875 plus £169 per pupil. The range of proposed values per school is from £110,845 to £311,675

#### **4. Deprivation – Primary and Secondary Schools**

The task here is to find proxy indicators for the impact that deprivation has on a school.

It is proposed that deprivation funding will be based on the following:

- Free School Meals data
- Data derived from the WIMD (Welsh Index of Multiple Deprivation) augmented by English data where necessary.
- Weighting : the initial allocation is based on one-third FSM, one third the absolute ranking of the school on the WIMD rating, and one third on the WIMD rating applied to the pupils on roll.

Whilst the PDG funding is in place (from WG), it is questioned whether Local Authority funding should be used to compliment rather than augment the PDG, by focussing on the background deprivation levels that schools are operating within. The WIMD data would do this and, as applied to the pupil database, can be refreshed annually.



## **5. Additional Learning Needs (currently Primary only)**

The methodology applies to currently delegated funding. There also remains potential here for additional delegation or devolution of funds to support more localised working to support children and young people. The suggested methodology follows.

- An amount per school allocated to recognise the need for the statutory designated Additional Learning Needs Coordinator (ALNCO)
- The remaining available resources be allocated by reference to the weighted numbers of pupils in the following categories of Pupils:
  - on the Special Needs Register at stages: School Action, School Action Plus and Statemented;
  - on the English as an Additional Language (EAL) register at each stage of language acquisition;
  - who are looked after (LAC).

In the Consultation, all the above are weighted at 1. Other weightings are possible, but the available quantum would remain the same, unless additional resources were made available.

Additionally, Free School Meals (FSM) pupils could be used as an indicator (though note the comments on Deprivation above) and Transient Pupils recognised when data becomes available.

## **Additional Learning Needs (Secondary)**

The previous notional allocation has been subsumed in the delegation of Inclusion support (for Moderate Learning Difficulties (MLD)). The consultation will consider whether to deploy funding on similar criteria to the Primary sector to recognise that ALN are not all within the MLD spectrum.

## **6. Premises and Energy (inc Caretaking, Cleaning, Refuse & Water)**

### **Primary**

The funding is designed to reflect in broad terms the differences in premises-related costs between schools which are more a result of inherited locations and building than a reflection of pupil numbers alone. The funding supports all premises and grounds related expenditure. This includes cleaning, maintenance, utilities and caretaking costs.

The proposal is to allocate a lump sum in recognition of cost of caretaking and water and refuse services. All other premises related funding would be allocated by reference to Pupil Numbers, Buildings Area and a Property Equivalent Area (buildings plus an equivalent value for the Grounds Area required according to DfES guidance).

Data has been collected, analysed and modelled to find the best fit and certain exceptional site issues identified may need further work. The additional cost of a school hosting a kitchen and the effect of not being connected to mains fuel (gas) are recognised to a degree.

As DEC data on fuel consumption become more widely available it may be possible to incorporate that data into future revisions.

### **Secondary**

The same considerations apply, and DEC and Energy Benchmark data is available for all schools. Discussions are in progress with Energy staff to consider how these can be applied.

## 7. Supplies and Services

The funding need has been identified at an “unavoidable” lump sum level and all other items merged as a per pupil value. This covers Curriculum and other (office) resources. Note : Capitation is no longer identified as a separate heading.

This heading could be expanded in future to incorporate Outdoor Education (currently part way through a delegation process) and Service Level Agreements for services available from the Council which are due for re-tendering in 2014.

## 8. Rates

Funded at the rate of charge as previously.

## 9. Split Site (Primary)

This factor recognises that split site schools will incur higher running costs, for example extra staffing costs due to travel between sites and the care and maintenance of 2 sites.

The criteria for the funding are as follows:

- a second minimum allocation for Premises and Energy Items : £4,010 plus £589 for a minimum Grounds allocation
- a second minimum allocation for Administration and MDSA : £7,045.
- a second minimum allocation for Supplies and Services : £1,200.
- a notional allocation of £1,000 for travel between sites.

Additionally the school would be exempt from having to operate cross phase classes, and additional non-teaching time is built into the teacher staffing formula to the value of 0.5.

Federated schools would also be recognised via defined adjustments to Head Teacher, and Management and Leadership provision.

## 10. Others

Funding for Outdoor Education, Service Level Agreements and are unaffected by the review at this stage. Sickness Supply cover is also unaffected but is incorporated within Teacher Staffing at a similar level. These headings are matched by opposite entries elsewhere in the Council’s accounts and therefore cannot be varied in isolation.

Similarly Special Units and other aspects of inclusion are considered outside the scope and the latter is the subject of further pilot studies regarding extension of delegation.

## 11. Transitional Arrangements

Inevitably, formula changes would lead to some schools gaining additional funding whilst others receive less funding. This can be mitigated by additional funding being allocated through the funding formula. It can also be mitigated through transitional arrangements. The proposal is reduce the impact on individual schools on the basis of the following scale:

| The proposal is reduce the impact on individual schools on the basis of the following scale: Fiscal Year | % Damping |
|--|-----------|
| 14/15  | 50%       |
| 15/16  | 25%       |
| 16/17  | 0%        |

Where schools are losing funding support will be provided by the Schools Accounting Team to develop spending plans over the three year period.

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:** **CONSULTATION RESPONSE ON THE HILL REVIEW OF EDUCATION SERVICES**

### **1.00 PURPOSE OF REPORT**

1.01 To note Flintshire County Council's response to the Welsh Government's consultation on the Hill Review.

### **2.00 BACKGROUND**

2.01 The previous Minister for Education and Skills, Leighton Andrews, commissioned a review of education services in Wales by Robert Hill Consulting in 2012.

2.02 The Hill Report was published in June 2013. the Welsh Government subsequently commissioned a period of consultation which ended on 13 September 2013. The report is structured in six chapters. Each chapter focuses on a specific element of the Review, as follows:

- Chapter 1 - an executive summary;
- Chapter 2 - how to improve the quality of teaching and learning in the classroom;
- Chapter 3 - options for development and role of school leaders;
- Chapter 4 - options for increasing autonomy for schools;
- Chapter 5 - options for reforming the school accountability; and,
- Chapter 6 – options for the roles and responsibilities of the local authorities, regional consortia and national government.

2.03 Each Chapter outlines Robert Hill's hypotheses and includes a series of short and medium term options for consideration. (See Appendix 1 for a summary list of all the options identified by Robert Hill.)

2.04 The report reads as a collection of ideas and hypotheses presented as various strands of 'good practice' to be developed within a Welsh education system, rather than the presentation of a unified integrated framework for progressing the education structure within Wales.

2.05 There is relatively little to disagree with or challenge regarding the issues and options presented within Chapters 2, 3 and 5. Key concepts within chapter 4 are underdeveloped. There are significant

concerns about options presented within chapter 6.

### **3.00 CONSIDERATIONS**

3.01 The Robert Hill Review report is in six chapters. Each chapter focuses on a specific element of the Review, as follows:

**Chapter 1 - an executive summary.**

3.02 **Chapter 2 - how to improve the quality of teaching and learning in the classroom.**

Robert Hill states: 'The only way for schools in Wales to raise standards of achievement is to improve the quality of teaching and learning in the classroom. It is the quality of teaching that is the strongest within-school effect on pupils' achievement'.

3.03 **Chapter 3 - options for development and role of school leaders.**

Robert Hill states: 'The quality of leadership in a school is second only to teaching in its impact on student outcomes. Wales has some brilliant school leaders but it is not making as much use of them as it should do – nor are there enough of them'.

3.04 **Chapter 4 - options for increasing autonomy for schools.**

Robert Hill states: 'Greater autonomy for schools does not on its own result in school improvement. However, giving schools greater control over managing staff, the curriculum and budgets can help boost performance – provided that school leaders are supported, do not get distracted from improving teaching and learning and are subject to clear accountability for their performance. Federations and other types of formal school partnerships provide a strong platform for both increasing autonomy and raising school attainment'.

3.05 **Chapter 5 - options for reforming the school accountability.**

Robert Hill states: 'Accountability regimes that put too much emphasis on high-stake tests and inspections can result in a narrowing of the curriculum, shallow learning and gaming by schools and teachers. But a weak or confused accountability framework means schools end up being secret gardens with parents, the public and policymakers not knowing how effective they are. Schools have no basis for benchmarking and learning from each other and little incentive to improve performance. Accountability systems need to balance these factors'.

3.06 **Chapter 6 – options for the roles and responsibilities of the local authorities, regional consortia and national government. Hill notes that any conclusions from his Review will need to inform**

### **the Williams review of public services in Wales.**

- 3.07 Robert Hill states: 'There is an economy of scale to the expertise and resources needed to coordinate school improvement support and so it makes sense to organise this function at a regional, city or sub-regional level. The current arrangements in Wales are profoundly unsatisfactory. However, there is a widespread recognition that things cannot continue as they are'.
- 3.08 Suggestions linked specifically to teaching or learning approaches may be delivered through other equally legitimate means. Many of the ideas are already being implemented within Flintshire, the regional consortium and GwE (the regional School Improvement Service) Education Directors have long argued for the establishment of a virtual National Leadership College that could utilise digital technology to host resources, for training and sharing of good practice at local, regional or national events. Systems for benchmarking school performance and holding schools to account have already evolved over recent years. Estyn have already conducted their own consultation about the school inspection framework and the system is prepared for changes that will include a reduction in the timeframe for preparation and planning for inspection visits, basing it instead on current live performance.
- 3.09 Within Chapters 4 and 6 the general strands of the report's approach are:
- [i] group schools into federation / hard clusters;
  - [ii] delegate as much funding [including funding for support services for pupils with Additional Learning Needs, capital funding] for these federations to manage themselves;
  - [iii] delegate HR, business and finance support teams to each of the federations;
  - [iv] agree a national funding formula, with the potential for directly funding schools / federations of schools from WG;
  - [v] expand the current regional school improvement consortia service functions;
  - [vi] top slice local authority Revenue Support Grant funding in order to finance federations of schools and regional services directly; and,
  - [vii] reduce the number, responsibilities and services offered by Local Authorities.
- 3.10 However, the report fails to set these strands within a clear governance and accountability structure. It also fails to explain how all the current statutory functions would be realised within the 'new delivery world'. Consequently, submitted for comment in isolation, the options raise serious questions regarding their viability.
- 3.11 As has become usual with Welsh Government consultation documents, there is a consultation response pro forma that lists each

of the options listed in Appendix 1, followed by a request to tick a box to indicate if the respondent agrees or disagrees with the option. The document is extensive and a copy has been placed in the Members' Library.

#### **4.00 RECOMMENDATIONS**

4.01 That Cabinet notes the consultation submission in response to the Hill Review. Copies are available in the Members' Library and on the website.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no financial implications at this stage from this paper.

#### **6.00 ANTI POVERTY IMPACT**

6.01 None directly from this paper.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None directly from this paper.

#### **8.00 EQUALITIES IMPACT**

8.01 None directly from this paper.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None directly from this paper.

#### **10.00 CONSULTATION REQUIRED**

10.01 See section 4.01

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 See section 4.01

#### **12.00 APPENDICES**

12.01 Appendix 1: Robert Hill's Options

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

WLGA Briefing – The Future Delivery of Education Services in Wales

Contact Officer: Ian Budd

Telephone: 01352 704010

Email: [ian.budd@flintshire.gov.uk](mailto:ian.budd@flintshire.gov.uk)

**A summary list of all the options identified by Robert Hill.**

**Chapter 2 - how to improve the quality of teaching and learning in the classroom.**

**Short term Options:**

Use high-quality schemes of work from excellent schools to help weaker schools plan and implement the National Literacy and Numeracy Framework.

Provide access to a sufficient range of materials and resources in Welsh to support the application of the National Literacy and Numeracy Framework across the curriculum.

Ensure that literacy and numeracy training is focused on improving classroom teaching, including effective teaching of phonics, reading recovery, writing and numeracy skills, and that delivery is closely coordinated with regional consortia.

Introduce a standardised tracking system for literacy and numeracy for all pupils in years 2 to 9 across Wales.

Make extensive use of the Improving Teacher Programme (ITP) and Outstanding Teacher Programme (OTP).

Set up a nationally approved list of schools from inside and outside Wales to provide classroom and whole-school support and make the list available for consortia and schools to use.

Promote the Education Endowment Foundation toolkit on closing gaps in attainment and link it to using the Pupil Deprivation Grant (PDG).

Identify and train Lead Practitioners and Lead Practitioner departments to maximise the skills of the best teachers.

**Medium Term options:**

Increase the numbers of teachers trained and deployed in partnership with Teach First.

Expand employment and school-based routes into teaching as Lead Practitioner Schools, federations and clusters develop.

Use the curriculum reviews at Key Stages 2 and 4 to ensure that the curriculum prioritises key areas of knowledge and skills.

Extend use of video technology to support classroom coaching.

Invite the review of Welsh second language teaching, that is already under way, to consider:

- extending the use of immersion groups and secondments to Welsh-medium schools to boost the language skills of teachers teaching Welsh as a second language
- whether functional skills in Welsh should form part of the core requirement.

Increase the number of Lead Practitioner Schools without comprising on quality, and ensure that special schools and Welsh-medium schools play a full role in the programme.

Delegate resources from local authorities to federations and hard clusters of schools (that include Lead Practitioner Special Schools) to be responsible for education welfare services and the provision of additional learning needs.

Use Estyn inspections to assess how well schools are deploying their Pupil Deprivation Grant funding and closing gaps in attainment.

### **Chapter 3 - options for development and role of school leaders.**

#### **Short term options:**

Establish leadership development boards, comprised of school leaders, at national and regional level to lead a step-change in the development of school leadership capacity.

Draw up a leadership development pathway agreed with the national leadership development board.

Agree with the national leadership development board the framework for a leadership development curriculum – including the outline of a stepping-stone qualification to headship.

Advertise for and accredit providers nationally to develop and deliver leadership development programmes based on the agreed framework, in partnership with Lead Practitioner Schools.

Regional leadership development boards to commission their best schools and external organisations to provide training for middle leaders – particularly on the use of data, performance management and coaching.

Regional consortia to draw on the best schools inside and outside Wales to provide whole school improvement programmes to support serving heads.

Regional consortia to work with Lead Practitioner Schools and other federations and hard clusters to organise leadership placements across schools within the consortia.



### **Medium term options:**

Review the NPQH application and assessment procedures as the leadership development framework and stepping-stone qualification to headship is put in place.

Allocate a coach to all those working towards their NPQH accreditation.

Consider introducing a scholarship scheme to help applicants cover the cost of all or part of the training involved in moving from the stepping-stone qualification to headship to full NPQH accreditation.

Regional leadership development boards to draw up leadership succession plans.

Consider turning the national leadership development board, as it becomes established, into a teaching and leadership academy or foundation – independent of government but receiving some grant funding to support its remit.

### **Chapter 4 - options for increasing autonomy for schools.**

#### **Short term options:**

Set out clear direction of travel for schools to work together through formal partnerships.

Use headteacher retirements and the implementation of 21st century school strategies to facilitate an increase in the number of federations.

Use the forthcoming guidance on statutory intervention on schools causing concern to indicate that federation with a high performing school should, wherever feasible, form the core of a recovery programme.

Establish a funding incentive for high performing schools to assist weak schools.

Review the draft regulations on federations to consider how they might be amended to facilitate the proposed two-tier governance model.

Invite the Welsh Local Government Association (WLGA) to lead the delegation of business and financial management to federations and clusters of schools, based on the Denbighshire County Council model.

Delegate schools' allocation of School Effectiveness Grant (SEG), Welsh in Education Grant (WEG) and Pupil Deprivation Grant (PDG) to schools that are 'good' or better, without requiring them to supply plans for spending the funding.

Introduce a national template for service level agreements between local authorities and schools.

**Medium term options:**

Amend regulations and legislate as necessary to facilitate a broader range of organizational models for hard clusters of schools, based on the Co-operative Trust Model.

Delegate a higher level of specific grants to schools working through a federation or hard cluster with the expectation that all such funds were paid through federations and hard clusters.

Allocate schools capital funding through federation and hard clusters rather than to individual schools.

Consider giving schools in a federation or hard cluster, particularly where they include a special school, the right to provide education welfare and additional learning needs services.

Adjust the accountability and inspection system to recognise the added value generated by federations and hard clusters, as well as that by individual schools.

Identify a distinct standard spending assessment block for statutory local authority duties and functions such as school transport that cannot sensibly be delegated – separate from a block for schools' spending – and delegate the vast majority of the schools' block to schools.

Work with local authorities to develop greater standardisation of school funding formulae.

Commission a detailed study on the potential implications of a national funding formula.

**Chapter 5 - options for reforming the school accountability.**

**Short term options:**

Link the proposed all-Wales system for tracking pupils from Years 2 to 9 to the National Reading and Numeracy Tests to provide an overall assessment of a child's progress.

Introduce a bank of standardised tasks (not tests) at the end of Key Stages 2 and 3 to help teachers assess pupil progress in writing (including proficiency in spelling, punctuation and grammar) and oracy more consistently.

Continue with school banding but discuss with secondary school leaders their concerns about its detailed operation in order to build greater consensus and ownership.

Simplify and consolidate the various data sets so that schools, local authorities, regional consortia and Estyn all use the same data sets and work to and interpret data in the same way.

Assess the performance of post-16 students in all settings using standardised completion, attainment, success and destination data.

Inspect schools on a more proportionate and less predictable basis and reduce the notice for inspection to two or three working days.

Publish procedures to ensure that heads and governors can address in a timely way the capability of staff and headteachers that have had the opportunity and support to improve, but whose performance remains inadequate.

Provide a standard school performance data template for governors.

#### **Medium Term options:**

Introduce an annual balanced school report card that summarises for every primary school their performance and progress.

Use the planned changes to the GCSE and vocational qualifications system that are being introduced from September 2015 onwards as the basis for considering a move to a balanced scorecard for secondary schools.

Review the operation of the inspection model to ensure that it is appropriate for schools working as part of federations, trusts or other hard clusters.

Provide a separate inspection assessment of post-16 provision in schools linked to the use of common performance data.

Carry out a fundamental review of the inspection criteria for local authorities to reflect the transfer of school improvement functions to regional consortia.

Monitor the impact of the new governor training arrangements.

Enable outstanding chairs of governors to act as Lead Practitioners and so support improvements in governance at other schools.

Work with CBI Wales and other employers to develop a register of aspiring and serving business leaders willing to serve as school governors in each region.

## **Chapter 6 – options for the roles and responsibilities of the local authorities, regional consortia.**

### **Short term options:**

Cut the number of local authority education services by a third by April 2014 either by voluntary mergers or the Minister for Education and Skills using his powers to intervene following unsatisfactory Estyn inspections.

Local authorities to stop providing school improvement services.

Fund regional consortia directly by top-slicing Revenue Support Grant subject to:

- all consortia covering a standard set of key functions
- consortia obtaining Ministerial consent for their organisational structures, annual business plans, outcome targets and appointment of their director
- consortia governance being vested in a board of local authority leaders, a Ministerial appointee, an education improvement expert and three headteachers (one primary, one secondary and one special school)
- consortia boards  attending a twice-yearly stocktake with the Minister for Education and Skills
- consortia moving as quickly as practicable to a core staffing model, supplemented by buying in a range of school improvement expertise.

Use reserve powers to bring in other providers where consortia fail to deliver.

Establish written protocols between regional consortia and local authorities regarding intervention in schools causing concern.

### **Medium Term Options:**

Include education in new slimline elected local authorities that:

- reflect Wales' city regions and economic sub-regions to support how an authority's education vision is linked to a region's skills, enterprise and employment agenda;
- integrate key public services and functions and operate on a co-terminus basis to reduce duplication and maximise synergies between functions;
- reflect the new slimmed-down commissioning role of local authorities and
- focus on supporting the development of a self-sustaining, school-led improvement system; and
- locate political responsibility for education with a named elected member supported by a named education lead officer.

Consider relatively minor consortia boundary changes to secure greater coherence with the footprint of how other public services in Wales are organised.

Strengthen the School Standards and Delivery Unit so that it has sufficient expertise to:

- contribute to leading-edge teaching and learning practice, and leadership of school improvement;
- support and challenge the plans and work of consortia in preparation for the
- proposed twice-yearly stocktakes; and
- act as an expert link into education policy-making within the Welsh Government.

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:** **LEISURE STRATEGY - PROGRESS UPDATE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To update Members on progress with the current Leisure Strategy and Management Actions.
- 1.02 To provide Members with the most up to date revenue budget monitoring information (Month 3) for Culture and Leisure Services in 2013/14 and to proposed budget re-alignment in relation to the facilities at Deeside Leisure Centre and the Jade Jones pavilion, Flint.

### **2.00 BACKGROUND**

- 2.01 Flintshire benefits from an extensive range of provision including leisure facilities at Deeside Leisure Centre, Jade Jones Pavilion Flint, Holywell Leisure Centre, Mold Leisure Centre, Buckley Leisure Centre, Connah's Quay Swimming Pool, Connah's Quay Sports Centre, Flint High School, Hope Sports Centre, Saltney Sports Centre. Additionally, the service provides 160 children's play areas, 12 outdoor MUGAs (multi-use games areas), 7 wheeled play areas, 10 artificial turf sports pitches and approximately 100 grass sports pitches/community recreation grounds.
- 2.02 The performance of Leisure Services and its impact on community life is overwhelmingly positive and improving. During the four years since the publication of the current 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 with annual growth to 1,548,138 in 2012/13. Progress has been made in delivering the vision of increasing participation and progression, whilst improving customer service.
- 2.03 One-off provision was made during financial year 2012/13 in recognition of the anticipated shortfall in income during the first year of the leisure developments at Deeside Leisure Centre and the Jade Jones Pavilion Flint. The new developments came on stream during the course of the year and trading income took time to develop. This was acknowledged with the provision of £0.361m as a one-off

allocation.

- 2.04 A number of financial pressures affecting the leisure budget were addressed in the 2013/14 budget round with the inclusion of £0.406m for reduced income, staffing budget shortfall, health and safety, music licensing, summer play schemes and play equipment.
- 2.05 However, challenges remain with regard to the financial sustainability of the service caused by:
- longstanding underinvestment in maintenance and renewal across the extensive range of leisure provision in Flintshire;
  - creation of competing new facilities within the traditional catchment area for Flintshire's specialist facilities, for example the new ice rink at Widnes;
  - challenging trading during the economic downturn;
  - meeting the capital cost of the refurbished facilities at Flint and Deeside directly from the leisure budget; and
  - underachieving projections in the independent business plan for Deeside Leisure Centre and the Jade Jones Pavilion Flint.
- 2.06 The total culture and leisure budget is £6.876m of which £2.320m relates to Leisure Centres. The Welsh Government report, "Local Authority Services Performance 2011-12" indicated that Flintshire had the lowest expenditure per head of population on libraries, culture, heritage, sport and recreation of the 22 local authorities. The month 3 budget monitoring report which is also on this agenda, shows a projected in year overspend for culture and leisure of £0.827m. This is made up of a £0.960m overspend on leisure centres, offset by savings and efficiencies of £0.133m on other services.

### **3.00 CONSIDERATIONS**

#### **LEISURE ACTION PLAN**

- 3.01 An Action Plan has been developed which is overseen by a multidisciplinary internal Leisure Action Plan Project Board of senior officers. Through the Action Plan a number of measures have been taken to review service delivery and strengthen financial control, budget management and reporting through which has instituted the following:
- 3.02 **Swim Flintshire** – this service has ceased, having been succeeded by the new Nofio Clwyd programme. Cost avoidance in-year is £22k and is calculated to be £47k in a full-year.
- 3.03 **Leisure Services Restructure**  
Following Cabinet approval of the new structure on 16th July 2013, formal consultation with staff began week commencing 2<sup>nd</sup> September 2013. Implementation is planned to coincide with the implementation of the Single Status agreement. The new structure is anticipated to



achieve an annual staffing efficiency of £120k. The new structure delivers flexibility within staffing arrangements to manage any future network changes.

**3.04 Review of security expenditure at Deeside Leisure Centre**

This has resulted in a permanent reduction of 14 hours a week from 1st September 2013 which will avoid costs of £0.010m in a full year.

**3.05 Monitoring of discretionary expenditure**

Spend on supplies and repairs and maintenance is being closely monitored. The Council's Procure to Pay (P2P) procurement system has been fully implemented and improved commitment accounting is in place.

**3.06 Developments at Deeside and Flint**

The financial performance of Deeside Leisure Centre and the Jade Jones pavilion, Flint has been the subject of detailed consideration. The business plans for the two developments have been revised to reflect trading conditions and marketing has been reviewed with the Council's business partner, Alliance Leisure Services. This has included the introduction of a dedicated website for the Afon Spa facility at Deeside Leisure Centre and a range of modern promotional initiatives using new media. The Lifelong Learning Overview and Scrutiny Committee had a presentation from Alliance Leisure Services in July 2013 which was an opportunity for the committee to learn about the company's partnership work with Leisure Services and to challenge aspects of performance where it felt improvements were needed.

**3.07 Asset Review**

An asset review is being undertaken of Leisure Centres, Libraries, Youth Centres and Community Centres as part of a programme to review Assets and Capital Programme Management.

In the current and predicted future economic climate the current level of assets cannot be sustained. There is a clear necessity to review the current portfolio ensuring value for money and sustainable provision. Options being considered with support and advice from asset management colleagues include:

- co-location of library, youth and other community facilities with leisure centres;
- Community Asset Transfer, with standard model terms of transfer of pavilions and changing rooms to community ownership and control; and
- alternative models for operation of community facilities;

These will require careful planning with community and sporting interests to develop a bespoke approach for each locality. The outcome of the Asset Review will be the subject of a separate report for consideration by Members.

In order to further take forward and widen the work being undertaken through the Leisure Action Plan, a scrutiny task and finish group overseen by the Lifelong Learning Overview and Scrutiny Committee, but with involvement (and progress reporting to) the Corporate Resources Overview and Scrutiny Committee is being commissioned to consider options in relation to leisure delivery. The terms of reference and composition of the Task and Finish Group will be considered by the Lifelong Learning Overview and Scrutiny Committee at its meeting on 10 October 2013.

### **3.08 BUDGET RE-ALIGNMENT AND IMPACTS FOR THE MEDIUM TERM FINANCIAL PLAN**

The current significant projected overspend of £0.960m on Leisure Centres within the Culture & Leisure budget is being heavily influenced by the original business plans for the new facilities at the Deeside Leisure Centre and the Jade Jones Pavilion Flint not being achieved. The business plans were independently verified and subjected to officer and member scrutiny and adoption by Executive. However the plans have not been achieved due to a combination of additional costs and the anticipated growth in income being lower than expectations.

3.09 Leisure Services are unique in that the requirement to fund the capital developments at Deeside Leisure Centre and the Jade Jones Pavilion Flint from revenue budget is distorting the service's true trading position. An alternative approach would be to treat the funding of the developments in the same way that other capital financing repayments have been dealt with.

3.10 As set out in 3.06, the original business plan has been revised to reflect current costs of operations and a reduced expectation of income growth. The budgetary impact of this has been established as £0.505m, and it is recommended that this sum is allocated from the contingency reserve to alleviate the pressure in the leisure budget in 2013/14. This will have the impact of reducing the in year overspend (as projected at M3) to £0.455m

3.11 It is also recognised that there is a need to establish the budget for Leisure Centres on a sound footing going forward. This will enable the service to have a more realistic budget against which to manage service provision pending a review of leisure service delivery as part of the Council's programme of organisational change. It will also provide a clearer focus for the work of the Scrutiny Task and Finish Group to review service delivery in the light of a revised business plan. In order to achieve this it is recommended that provision is made in the Council's MTFP for a base budget adjustment of £0.505m from 2014/15.

3.12 The ongoing revenue financing costs of the capital expenditure

incurred on the improvements amount to an annual cost of £1.052m. It is recommended that the budget and expenditure for such costs should be moved to the Central & Corporate Finance budget where it will be included with all other capital financing repayments. There will be no net impact on variances resulting from this proposed change.

#### **4.00 RECOMMENDATIONS**

Members are recommended to:

- 4.01 Note the report and the update on the leisure action plan
- 4.02 Approve the transfer of the budget and expenditure for the costs incurred by the development the new facilities at the Deeside Leisure Centre and the Jade Jones Pavilion Flint to the Central & Corporate Finance budget where it will be included with all other capital financing repayments.
- 4.03 Approve the allocation of £0.505m from the contingency reserve to address the budget implications of the revised Leisure Centres business plan, and also the inclusion of this base budget sum within the Council's MTFP from 2014/15.
- 4.04 Welcome the forthcoming Scrutiny Task and Finish Group work on planning for sustainability and request progress reporting to Cabinet in addition to Scrutiny.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The financial implications are as set out in Sections 3.09, 3.10, 3.11 and 3.12 of the report.
- 5.02 There is no overall net impact on the Council's overall reported budgetary position but there will be movement between the leisure budget and central and corporate financing.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

**12.00 APPENDICES**

12.01 None.

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

FCC Executive, 1 June 2010, agenda item 15, Deeside Leisure Centre: redevelopment proposals

FCC Executive, 14 December 2010, agenda item 7, Deeside Leisure Centre: phase 2

FCC Executive, 15 February 2011, agenda item 18, Deeside Leisure Centre: phase 3

FCC Executive, 19 July 2011, agenda item 26, Redevelopment of the Pavilion Leisure Centre, Flint

FCC Cabinet, 16 July 2013, agenda item 21, Leisure Services re-structure

**Contact Officer: Lawrence Rawsthorne**  
**Telephone: 01352 704400**  
**Email: [lawrence.rawsthorne@flintshire.gov.uk](mailto:lawrence.rawsthorne@flintshire.gov.uk)**

AGENDA ITEM NO.

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:**                    **CABINET**

**DATE:**                            **17<sup>th</sup> SEPTEMBER 2013**

**REPORT BY:**                    **DIRECTOR OF ENVIRONMENT**

**SUBJECT:**                        **CIVIL PARKING ENFORCEMENT AND TRAFFIC  
MANAGEMENT MEASURES IN MOLD, TALACRE  
AND LOWER GRONANT**

**1.00 PURPOSE OF REPORT**

- 1.01 To seek approval for the:
- retention of car park charges in Mold and
  - the provision of new car parks and the introduction of charges in Talacre and Lower Gronant.

**2.00 BACKGROUND**

**Mold**

- 2.01 At the Council meeting on 1<sup>st</sup> March 2013, Members resolved to invite Cabinet to review its proposed Off Street Parking Policy as follows:-
1. No introduction of charges for car parks which are currently free or to implement any increase in current car parking charges later.
  2. The withdrawal of car parking charges in Holywell from 1<sup>st</sup> October 2013.
  3. A review of the car parking charging and management system in Mold in partnership with Mold Town Council to be completed and implemented by 1<sup>st</sup> October 2013.
  4. The introduction of Civil Parking Enforcement (CPE) from 1<sup>st</sup> October 2013, with the transfer of employees currently employed in car park management and control to the new service, in accordance with the Council's established Human Resources (HR) procedures.
- 2.02 A bid for CPE Powers was submitted to Welsh Government in April 2013 and was approved on 16<sup>th</sup> July 2013.

## **Talacre and Lower Gronant**

- 2.03 As a separate issue to consideration of CPR and car parking charges, a Masterplan was produced for Talacre and Lower Gronant in 2010 which explored the issues, opportunities and trends affecting the area and made recommendations for its regeneration and sustainability. One of these was to introduce a dispersal strategy for visitors to help alleviate traffic congestion and parking issues primarily experienced within Talacre on the local road network. In addition, the Masterplan highlighted short term parking solutions to resolve the increased demand for parking in high season which far exceeds the current capacity. This has been a long standing issue which causes severe congestion problems on certain days of the year particularly for the local communities in these areas.
- 2.04 A longer term issue, which the Masterplan also acknowledged, is around planning for the replacement of the beach car park. The current beach car park in Talacre is a designated 'Site of Special Scientific Interest' and forms part of the significantly important sand dune habitat. Natural Resources Wales (NRW) has previously closed a substantial section of the car park, reducing its capacity from 400 – 240 spaces. The agency is also in ongoing discussion with the Council over the future management of the remaining car park, including the temporary closure of further sections to allow these to recover from the impacts of seasonal vehicular usage.
- 2.05 External funding through the Rural Development Plan has been secured to help fund the proposals.

## **3.00 CONSIDERATIONS AND CONCLUSIONS**

### **Mold**

- 3.01 In accordance with point 2.01.3 above, a review has been undertaken jointly between Flintshire County Council and Mold Town Council on a partnership basis. The review has included consultation with the Town's traders and other businesses.
- 3.02 The review of Mold's car park charging regime was conducted within the following Terms of Reference:-
1. To further develop baseline data on the current On-Street and Off-Street parking management measures in Mold, including vehicle numbers, existing car park charges in the various car parks and current Traffic Regulation Orders (TROs).

2. To clarify the impacts of the proposed introduction of CPE on the current arrangements for On and Off-Street parking management in 1. above.
  3. To analyse the potential options for car park charges in Mold and their impact upon vehicle movements within them and through the town, noting that removal of charges could lead to inconsiderate parking by motorists which could create traffic management and health and safety issues.
  4. To identify and recommend whether changes should be made to the current On-Street and Off-Street parking management measures in Mold, based on 1. 2. and 3. above.
  5. To review the use of any income derived from charging, including subsidising CPE and the cost of car park management, as well as for local benefit.
- 3.03 Officers from the Council, together with the Deputy Leader and Cabinet Member for Environment have had a number of positive discussions with representatives from Mold Town Council. The following range of Options was discussed:-
- Option 1 – No charges
  - Option 2 – Status quo
  - Option 3 – Status quo with free after 3pm
  - Option 4 – Increase charges
  - Option 5 – Increase charges with free after 3pm.
- 3.04 On 17<sup>th</sup> July 2013, Mold Town Council considered the range of options available and decided upon Option 4. This is the Option which is recommended for approval. Appendix 1 sets out a Summary of the options appraisal that has been undertaken.
- 3.05 During the discussions, a number of key points have emerged:-
1. The implementation of CPE from 1<sup>st</sup> October 2013 will displace vehicles from the streets onto Mold's car parks. There is therefore a need to manage the use of the Town's car parks effectively, if Mold Towns' vibrancy and vitality is to be maintained. Charging for the use of the Town's car parks has historically been seen as a key means of achieving this objective.
  2. Mold's car parks and their surrounding environment would benefit from further substantial investment to make them more attractive to visitors, recognising that they are often the first impression of Mold's 'offer' to many people who have not been to the Town before.

3. The County Council is not likely to have the level of funding for any substantial investment in upgrading any of its car parks throughout Flintshire from its core budgets – either capital or revenue for the foreseeable future. The financial constraints on the Council are such that any maintenance that will be undertaken is likely to be reactive and, in the main, undertaken to address health and safety requirements. This is likely to lead to a further gradual reduction in the condition of our car parks and their surroundings.
4. On the basis of current analysis and assumptions of likely numbers, retaining car park charges in Mold would mean two extra employees would be required to undertake Off-street enforcement in the Town. These will be added to the complement of staff required to deliver On-Street enforcement in Mold. All staff would be flexible and will undertake enforcement of both On and Off-Street parking infringements.
5. In the future, it is anticipated that the enforcement officers will become more flexible and be able to enforce against other environmental infringements.
6. All extra costs associated with retaining car park charges in Mold could be funded through the income generated, as a first call on it. These costs, which are anticipated to be £133k pa, are for: Warden Provision; Management; Cash Collection; Ticket Machines, including their upgrade; PCN Charges; Welfare Facilities; Sundries; Stationery.
7. The cost to the Council associated with the implementation and management of CPE will be greater than the off-street income generated in Mold. However, it is recognised that the Council needs to invest in measures aimed at improving the standard of our car parks and on measures aimed at relieving or preventing traffic congestion. A priority should be given to the Mold area if changes are introduced there.
8. It is important to note that income from off-street car park charges will vary and can not be guaranteed. The combined income from on and off street parking will be required to cover the cost incurred by Council from these activities. Any modest surplus that is made over and above the costs of providing CPE and off-street parking management could be utilised for investment in car parks in the town. This could either be on the basis of an annual programme related to the annual trading position or could provide the potential for using a proportion of the anticipated surplus income to fund capital work through a considered financing option which could lever in and generate an initial substantial capital sum to invest in a programme of works.



9. If approved, it will be important that we develop a monitoring arrangement between the County Council and Mold Town Council to ensure that the introduction of the new Traffic Management arrangements is managed transparently.
- 3.06 If Cabinet approve the continuation of charging in Mold, the opportunity will be taken to simplify the ticket machines throughout the Town.

### **Talacre and Lower Gronant**

- 3.07 After securing funding from the Rural Development Plan, numerous sites have been explored and assessed for suitability to provide additional car parking capacity; see Appendix 2 for the locations of all sites explored.
- 3.08 During the sites appraisal process officers encountered a number of conflicting challenges in terms of land ownership, implementation constraints, management agreements, community preferences, environmental and wildlife protections, permissions, cost and conditions applied to such parking facilities.
- 3.09 Approval is now being sought to deliver these proposals through to implementation stage. The schemes are still subject to obtaining permissions and consents (where applicable) and full negotiation on the terms and conditions with the landowners; these stages may result in amendments to the proposals.
- 3.10 Appendix 3 sets out an options appraisal of the sites. All schemes are proposed to be low impact, informal and seasonal parking areas which are sympathetic to the environment, noting that the Crofts Club car park is an existing tarmac car park.
- 3.11 For both the Bridlewood Riding Centre and Crofts Club car parks schemes it is proposed that the landowners take full operational, management and liability responsibilities. Therefore, no income will be generated off these two schemes as ownership and control will remain with the businesses.
- 3.12 In order to take forward the package of schemes, Flintshire County Council is likely to have to make a financial contribution towards the works.
- 3.13 A piece of land, outside the settlement boundary has become available for purchase in Talacre (Site 12 in Appendix 2). This is an excellent opportunity for Flintshire County Council to acquire a piece of land which would be suitable for off street parking. The District Valuer has given a valuation of the land but this is still subject to negotiation with the landowner. If Flintshire County Council is successful in acquiring this land, the Council will take on the full operational, management and liability responsibilities for the site.

- 3.14 The largest proposed site is located within the Warren at the end of Gamfa Wen, Talacre (Site 7b in Appendix 2). This is an ideal location for visitors due to its close proximity to the beach and it will prove to be a very attractive and rural informal car park. Whilst this location is less favoured by the Gamfa Wen residents and businesses on Station Road, recognition has been given by them that the current congestion and parking issues cannot continue.
- 3.15 A further proposed site is located along Station Road, Talacre (site 9 in Appendix 2) and would form off-road parking on the current highway verge. This would provide parking throughout the year, rather than seasonally and would be available on a permanent basis. This is the option most favoured by residents and businesses. However, the construction costs per parking space delivered are high and alternative engineering options are being investigated. This option is being held in reserve should agreement not be reached with landowners and regulatory bodies during the detailed negotiation phase on sites 7b and 12.
- 3.16 The total costs of the purchase and construction of the Talacre and Lower Gronant schemes is up to £243,100. Funding of £175,000 is available from the Rural Development Programme (RDP). This would require the Council identifying funding of up to £68,100 to complete the schemes. There is currently no allocation for such works within the Capital programme. Options to address this include re prioritising expenditure within the existing capital programme to provide the funding or consideration of an appropriate financing option which may be funded from the income to be generated from parking charges (see 3.17 below).
- 3.17 It is proposed that the Council charge for parking on site numbers 7b and 12 (or 9 if implemented) in Appendix 2 during the tourism season (April – September). It is common for parking charges to be adopted at seaside car parks and the average daily rates appears to be in the region of £2.00-£7.00 across the United Kingdom. It is proposed that £4.00 is charged as a flat rate for the day in both of the overspill car parks.
- 3.18 If approved, the new arrangements will provide 293 extra spaces, which will make a significant and positive difference to the current congestion issues faced during the summer season.
- 3.19 As part of the wider streetscape improvements for Talacre, it is proposed that the existing toilets are up-graded and disabled access and an outside wash facility are incorporated. The works are planned to be in place ready for next season (starting April 2014) and the toilets will be available to the general public on a seasonal basis. Outside the tourism season it is proposed that arrangements will be made with a local business to provide a public convenience.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members approve the retention of car park charges in Mold, as set out in Option 4 of Appendix 1 to the report.
- 4.02 That Members approve the proposals for expanding the number of car parking spaces in Talacre and Lower Gronant, together with the introduction of off street car parking charges on the car parks, shown in Appendix 2, sites 7b and 12 (or 9 if implemented), as set out in the report.
- 4.03 That Members grant delegated authority to the Director of Environment, following consultation with the Deputy Leader and Cabinet Member for Environment to amend the charges in 4.01 and 4.02, as deemed appropriate to meet local circumstances. For Mold, any changes will be introduced in consultation with Mold Town Council.
- 4.04 That Members grant delegated authority to the Director of Environment and Head of Finance following consultation with the Leader and Deputy Leader & Cabinet Member for Environment to review the funding options for progressing investment in Mold and Talacre and Gronant and agree the future approach.

#### **5.00 FINANCIAL IMPLICATIONS**

##### **Mold**

- 5.01 The budget process for 2013/14 provided for no car parking charges after 1<sup>st</sup> October 2013. Therefore, the Council can meet all of its fixed cost obligations in relation to car parks from the existing and future budget provision.
- 5.02 Implementing off street charges proposed in Option 4 of Appendix 1, will enable any funds generated which are in excess of the costs to be re-invested in Mold, to relieve or prevent congestion in the town.
- 5.03 The figures take account of the ground rent payable for King Street Car Park as a percentage of all income generated within this car park goes to the landlord. All other ongoing cost items are in 3.04.6 above. In addition, it is estimated that the existing level of car park permits generating £7k per income annum will be maintained.
- 5.04 Some of the potential capital re-investment required to provide suitable and adequate parking facilities in Mold could be major, for example, resurfacing and re-lining the car parks and upgrading their street lighting provision and drainage.
- 5.05 Flintshire County Council are operating under the 1984 Road Traffic Regulation Act and as such any off street pay and display income is

not ring fenced under the Act and the residue can be used by the Council as it sees fit.

### **Talacre and Lower Gronant**

- 5.06 The total estimated costs of the purchase and construction of the Talacre and Lower Gronant schemes is up to £243,100. It is anticipated that this cost will be jointly funded by Rural Development Programme (RDP) of £175,000 with the balance being met directly by the Council. If this for example were to be through say Prudential Borrowing over 10 years, it could be funded as follows. Income at £4 per vehicle per day is estimated at £27,600 based on 230 chargeable spaces and these being used 50% of time during the 59 day peak summer season. It is necessary for an enforcement provision at an estimated 0.5 FTE totalling £9,850. Prudential Borrowing is estimated to cost £8,513 per annum for 10 years plus ongoing annual maintenance costs of £4,000. This is estimated to leave an annual surplus of £5,238 which can then be utilised towards cash collection costs and/or any un-planned maintenance. It should also be noted that projected income will depend on seasonal demand and churn on the car parks.
- 5.07 The upgraded toilets are to be financed using RDP monies, supplemented by Council funding from existing budgets for the disabled access works.

### **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/traffic improvement.
- 7.02 For the Talacre and Gronant proposals, officers have undertaken the necessary assessments and consultation with regulators to ensure that the designs are sympathetic to the environment and will have minimal impact on wildlife and the habitat. The schemes will also include small scale environmental enhancements as mitigation for the parking areas.

### **8.00 EQUALITIES IMPACT**

- 8.01 Positive in creating increased access opportunities for those with disabilities.

### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 The retention of car park charges in Mold, introduction of charges in Talacre and Lower Gronant and enforcement of drivers' parking

outside the lines of bays, or unauthorised in disabled bays across the County, means that the current team of 6.5 FTE's will need to grow to 8 employees. These extra costs are included in the financial assumptions outlined in Section 5.

- 9.02 North Wales Police have confirmed that the traffic warden they employ on a part time basis and funded through local Town Councils is subject to TUPE regulations. They have agreed to assist in managing his transfer to FCC and he has been included in ongoing consultations with the existing Parking Services staff on the proposed new structure and operational requirements from 1<sup>st</sup> October 2013.

## **10.00 CONSULTATION REQUIRED**

- 10.01 Key stakeholders including the Town and Community Council, Local Members, staff, Cabinet and Scrutiny Committees.

## **11.00 CONSULTATION UNDERTAKEN**

### **Mold**

- 11.01 Initial report to Executive, March 2010.
- 11.02 Update report to Environment Scrutiny Committee: 17<sup>th</sup> November 2010, 9<sup>th</sup> January 2013.
- 11.03 Meetings with staff and other key stakeholders, such as Town & Community Councils.
- 11.04 Mold County Council Members, Mold Town Council, Businesses in Mold.

### **Talacre and Lower Gronant**

- 11.05 We have undertaken thorough consultation with the key stakeholders and the wider community of Talacre and Lower Gronant.
- 11.06 The local Ward Members, who are supportive of the proposals.

## **12.00 APPENDICES**

- 12.01 Appendix 1 – Summary of Options Appraisal  
Appendix 2 – Map – Potential Car Parking Sites in Talacre and Lower Gronant  
Appendix 3 – Options Appraisal

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

### **Background Documents:**

Full Report from Mold Town Council

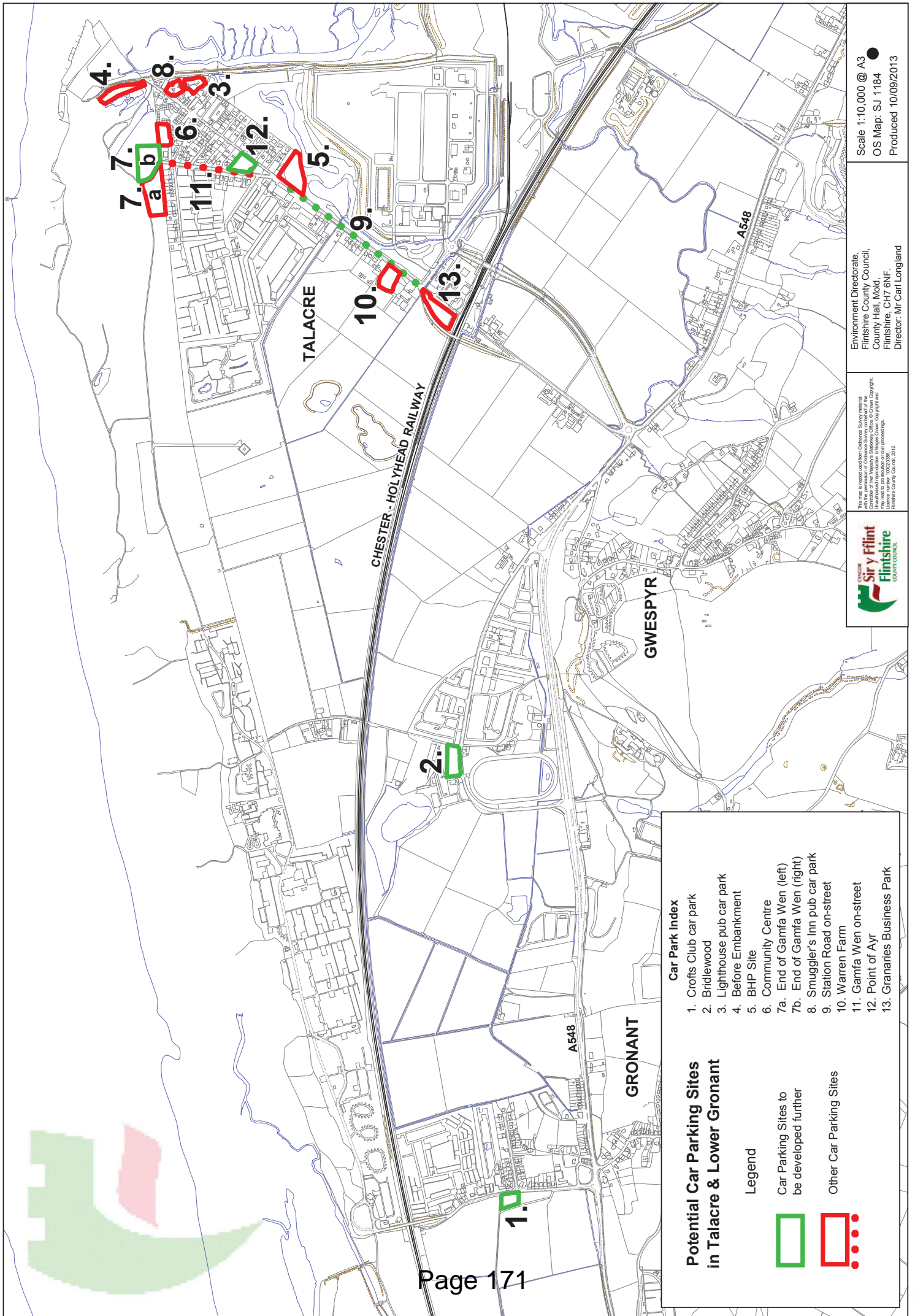
**Contact Officer:** Carl Longland  
**Telephone:** 01352 704500  
**E-mail:** [carl.longland@flintshire.gov.uk](mailto:carl.longland@flintshire.gov.uk)

| Option No | Charging Approach – Descriptive   | Potential Revenue | Associated Costs      | Balance                            | Observations  |
|-----------|---|-------------------|-----------------------|------------------------------------|---|
| 1         | No charges  | Nil               | Met by County Council | Nil                                | <ul style="list-style-type: none"> <li>• Brings Mold into line with rest of Flintshire</li> <li>• Requested by Mold Independent Retailers petition – but based on a misconception (<i>see note 2 below</i>)</li> <li>• Limited car park management – detrimental impact on visitor access to car parks</li> <li>• Potential increase in traffic congestion due to queuing, etc. on streets</li> <li>• Does <b>not</b> provide any investment fund for the town</li> </ul> |
| 2         | Status Quo  | £157,000          | £115,000              | £42,000                            | <ul style="list-style-type: none"> <li>• Involves no change to current established charging approach</li> <li>• Supports the management of car parking and access to the Town</li> <li>• Provides limited investment fund for the Town</li> </ul>   |
| 3         | Status Quo with Free After Three  | £106,000          | £115,000              | (£9000)<br><i>Negative balance</i> | <ul style="list-style-type: none"> <li>• Involves no change to current established charging approach</li> <li>• Supports the management of car parking and access to the Town</li> <li>• Provides an incentive for visitors to the Town later in the day</li> <li>• Does <b>not</b> provide any investment fund for the Town (<i>see note 3 below</i>)</li> </ul>   |
| 4         | Increase in charges (20p, 40p, 60p up to 3 hours (£1 all day except Love Lane – 50p)            | £268,000          | £128,000              | £140,000                           | <ul style="list-style-type: none"> <li>• Supports the management of car parking and access to the Town.</li> <li>• The revised charges remain lower than similar Towns in neighbouring Counties</li> <li>• Provides a more substantial investment fund for the Town (<i>see note 4 below</i>)</li> </ul>  |
| 5         | Increase with Free After Three (20p, 40p, 60p up to 3 hours. £1 all day except Love Lane – 50p) | £211,000          | £128,000              | £83,000                            | <ul style="list-style-type: none"> <li>• Supports the management of car parking and access to the Town</li> <li>• The revised charges remain lower than similar Towns in neighbouring Counties</li> <li>• Provides an incentive for visitors to the Town later in the day</li> </ul>  |

Notes:

1. Revenue/costs are based on current budgets and forecasts. All costs shown are indicative for the year and have been rounded to nearest £500.
2. Petition received from Mold Independent Retailers Community (MIRC) stated “I would visit Mold more often if there were no car parking charges” which attracted approximately 500 signatures. It was based on the misconception that only Mold was to be subject to substantial increase in charges and from which the Town would receive no benefit. Representatives from MIRC have since modified their view providing charges were not increased substantially and any revenue used for the betterment of the Town. This alternative view is corroborated by Mold Business Forum representatives.
3. Data analysis on the current use of Mold car parks shows that a Free after Three initiative will significantly impact on the overall revenue raised from car parks across the Town.
4. With increased charges options, increased cash collection charges will apply due to larger amounts of cash being collected and it being outsourced. However, if one of these options is approved, alternatives will be explored to avoid this cost. £13,000 has been allocated to cover this potential charge.





**Potential Car Parking Sites in Talacre & Lower Gronant**

**Legend**

- Car Parking Sites to be developed further (Green outline)
- Other Car Parking Sites (Red outline)

**Car Park Index**

- Crofts Club car park
- Bridlewood
- Lighthouse pub car park
- Before Embankment
- BHP Site
- Community Centre
- 7a. End of Gamfa Wen (left)
- 7b. End of Gamfa Wen (right)
- Smuggler's Inn pub car park
- Station Road on-street
- Warren Farm
- Gamfa Wen on-street
- Point of Ayr
- Granarries Business Park

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Appendix 3 - Options Appraisal

| Site No. | Description of Proposal   | No. of Parking Spaces | Pros   | Cons   | Comments                    | Current Cost | Prudential Borrowing Required |
|----------|---|-----------------------|--|--|-----------------------------|--------------|-------------------------------|
| 1        | <u>Crofts Club Car Park</u><br>Formalising an existing car park   | 55                    | 1. Existing car park, simple scheme to implement 2. Supports the visitor dispersal strategy  |  | Proposed parking scheme     | £1,600       | £0.00                         |
| 2        | <u>Bridlewood Riding Centre</u><br>Creating additional parking to accommodate vehicles with horse boxes only          | 8                     | 1. Reduces horse box traffic in Talacre 2. Supports the visitor dispersal strategy 3. Bridlewood provides services that are suitable for these visitors 4. Welcomed by Talacre community |  | Proposed parking scheme     | £26,500      | £0.00                         |
| 3        | <u>Lighthouse Pub Car Park</u><br>Existing car park for the general public  | 47                    | 1. Retaining existing year round parking facility  |  |                             |              |                               |
| 4        | <u>Beach Car Park</u><br>Existing car park for the general public   | max. 240              | 1. Retaining existing year round parking facility  | 1. Subject to events of high tide which result in the closure of the car park 2. Located within SSSI   |                             |              |                               |
| 5        | <u>BHP Site</u><br>Creating overspill parking and a potential bus turning circle on agricultural land/ nature reserve | 110                   |  | 1. Potential negative impact of this development on the wildlife and habitat in the site               | Site rejected               |              |                               |
| 6        | <u>Community Centre</u><br>Creating overspill parking behind the community centre                                     | 80                    |  | 1. Following many discussions, the Community Centre Trust has confirmed that the land is not available | Site rejected               |              |                               |
| 7a       | <u>End of Gamfa Wen (Left)</u>  | 130                   | 1. Excellent number of   | 1. High level of consent   | Possible development in the |              |                               |

|    |   |     |  |   |                         |          |          |  |
|----|---|-----|--|---|-------------------------|----------|----------|--|
|    | Creating overspill parking on SSSI land owned by BHP  |     | parking spaces 2. Close location to the beach for visitors 3. Attractive & hidden parking facility   | required due to SSSI 2. Greater responsibility/maintenance for FCC to take on 3. Greater restrictions on management/ operation of car park due to SSSI 4. Talacre businesses have expressed concerns regarding the location and impact on passing trade 5. Located behind residential houses which could create community conflict                    | future                  |          |          |  |
| 7b | End of Gamfa Wen (Right)<br>Creating overspill parking on SSSI land owned by BHP                                    | 150 | 1. Excellent number of parking spaces 2. Close location to the beach for visitors 3. Attractive & hidden parking facility 4. Not located behind any residential houses 5. Good value for money per space provided  | 1. High level of consent required due to SSSI 2. Greater responsibility/maintenance for FCC to take on 3. Greater restrictions on management/ operation of car park due to SSSI 4. Talacre businesses have expressed concerns regarding the location and impact on passing trade 5. Site currently being offered until 2020 with a review afterwards. | Proposed parking scheme | £145,000 | £34,000  |  |
| 8  | Smuggler's Car Park<br>Existing car park for the general public   | 42  | 1. Retaining existing year round parking facility  |   |                         |          |          |  |
| 9  | Station Road Off Road<br>Create year-round parking along Station Road by filling in a section of the existing ditch | 90  | 1. Offers permanent and year round parking 2. No impact on the protected wildlife/habitat of the area 3. Will retain rural appearance by using grass and other low impact materials 4. Minimal maintenance for FCC | 1. Distance from the beach 2. Highway safety concerns to be resolved 3. Expensive option  | Reserved parking scheme | £250,000 | £139,000 |  |
| 10 | Warren Farm   | 80  |  | 1. The route for the gas  | Site rejected           |          |          |  |

|    |  |    |   |   |                         |         |         |
|----|--|----|---|---|-------------------------|---------|---------|
|    | Creating overspill parking on RAMSAR land owned by BHP   |    |   | pipeline for BHP runs directly under the proposed field   |                         |         |         |
| 11 | Gamfa Wen Off Road Parking<br>Creating off road parking along Gamfa Wen by designating areas for parking | 30 |   | 1. Potential for community conflict as the parking would be located outside residential houses on the grass verge | Site rejected           |         |         |
| 12 | Point of Ayr<br>Land sale. If purchased by FCC it could create overspill parking                         | 80 | 1. Close location to beach/village<br>2. Good value for money<br>3. Long term solution<br>4. Minimal construction/maintenance costs | 1. Subject to negotiation with land owner to finalise sale price.   | Proposed parking scheme | £70,000 | £34,100 |
| 13 | Granaries Business Park<br>Creating overspill parking on land by Granaries Business Park                 | 80 |   | 1. Distance from the beach<br>2. Highway safety concerns  | Site rejected           |         |         |

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

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

**SUBJECT:** **PEOPLE STRATEGY UPDATE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide Members with a progress report on the delivery of the People Strategy Action Plan for 2009–12 as at 31 August 2013.
- 1.02 To extend the current People Strategy and associated Action Plan to 2014, pending a full review of the strategy by the new HR and OD Departmental Management Team (post HR and OD service review).

### **2.00 BACKGROUND**

- 2.01 The People Strategy is one of the four Corporate Resource Strategies for the Council. It sets out the Council's vision and intentions to achieve effective Organisational Change and modernisation, improved Leadership and people management practice, increased performance and productivity, updated working practices and pay and reward arrangements to better meet the needs of our customers.
- 2.02 The current strategy covers the period 2009-12. It has been reviewed recently to reflect the Council's on-going and future priorities for the next twelve months (2013 - 14), based on the priorities identified in the Workforce Work stream under the Flintshire Futures Programme, pending a full review of the strategy which will run from 2014.
- 2.03 The progress on the delivery of the strategy is reported on a regular basis to Cabinet and Overview and Scrutiny Committees. To supplement this, the Quarterly Performance reports for Human Resources and Organisational Development provide details on progress, by exception, focusing on actions that have been completed in accordance with the Action Plan and actions that have not been delivered in accordance with the original timeframes set, the reasons for this and the recovery plan that has been put into place.

### 3.00 CONSIDERATIONS

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

- The action CUS/003 in the 'Customer' work stream, i.e. to design and implement a new HR and OD structure is completed with the new service structure populated and operational with an effective date of 1 June 2013. During the first six months of operation, employees assuming new roles and responsibilities will be trained in line with the transition plan.
- The action CUS/006, i.e. employee and manager self service on iTrent has progressed well with the Expenses module fully implemented across Corporate Services with implementation across both Lifelong Learning and Environment achieved during May and June 2013. The Training module successfully 'went live' on 27 April allowing employees to apply for training courses on-line. The scoping of the Web recruitment module commenced on 22 April.
- The actions CHA/003 and CHA/004, i.e. Organisation Design and Change development and the Organisation Design Change Programme are both under review pending further scoping work. The size and scale of the Council's next phase of change will be fundamental, involving the design and delivery of a major change programme, given the projected budget gap is estimated at circa £50m over the next five years.
- With reference to the above, work streams will include a **Structural and Business Unit Review**, with the aim of creating a smaller number of bigger business units or divisions and exploring alternative delivery models and **Workforce Reduction**, including management and supervision reduction, the potential for targeted voluntary redundancy programme and other methods, e.g. reduction in hours, flexible retirement etc. The scope and planning for this programme will be completed during September 2013.
- The action CHA/006, i.e. to agree and implement the 'Jobs at this Level' Framework is complete. The framework has been used to determine the Career Grades in readiness for Single Status. A new Job Evaluation process has since been designed and is currently being implemented and the 'Jobs at this Level' framework will be used as a reference point for assessing the size of jobs as part of the new Job Evaluation approach.
- The action CAP/003 under the 'Capacity' work stream, i.e. to adapt / develop a new competency based appraisal system is largely complete. A new Behavioural Competency Framework has been developed which will form an important part of the



appraisal process.

- The action CON/001 under the 'Consolidation' work stream, i.e. to implement Single Status and Equal Pay is near completion. The Part 3 provisions have been provisionally agreed with the Trade Unions back in April 2013 and a preferred pay model has been developed jointly with the Trade Unions during July 2013. A written offer to the Trade Unions on a provisional Collective Agreement was made in mid August 2013. The aim is to achieve approval and adoption of the draft Collective Agreement at County Council in October 2013.
- The action CON/007, i.e. to review HR policies to enable / promote Agile Working is completed. The Agile Working policy, together with a revised Flexible Working Policy and the underpinning guidance / tool kit have been drafted and consultation with key stakeholders is concluded. Implementation of the new policies will commence from September 2013 onwards.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members note and endorse the extension of the current People Strategy to 2014 pending a comprehensive review.
- 4.02 That Members note the progress report on delivery of actions up to 31 August 2013.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The resourcing implications are set out in the attached Action Plan and in the project documentation for larger projects.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None identified.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None identified.

#### **8.00 EQUALITIES IMPACT**

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

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None specifically arising from this report. Any actions arising from delivery of projects within the strategy which may impact on employees

will have their own communication and consultation plan.

**10.00 CONSULTATION REQUIRED**

10.01 None specifically arising from this report.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable.

**12.00 APPENDICES**

12.01 Appendix 1 - People Strategy Action Plan with updates as at 31 August 2013.

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

**Contact Officer: Helen Stappleton**  
**Telephone: 01352 702720**  
**Email: [helen.stappleton@flintshire.gov.uk](mailto:helen.stappleton@flintshire.gov.uk)**

## APPENDIX 1

### PEOPLE STRATEGY ACTION PLAN – COMPLETED ACTIONS AND PRIORITIES TO 2014

| PEOPLE STRATEGY THEME | CUSTOMER   |                               |   |
|-----------------------|--|-------------------------------|---|
| <b>OBJECTIVES</b>     | <ul style="list-style-type: none"> <li>To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive and customer focused services</li> <li>To design the organisation to meet the requirements of customers, ensuring structures are shaped with the aim of delivering excellent customer services</li> <li>To develop a 'world class' HR service for both strategic and transactional HR</li> </ul>                   | <b>LEAD ROLE</b>              | Head of HR and OD                                       |
| <b>DELIVERABLES</b>   | <ul style="list-style-type: none"> <li>Providing development opportunities for employees to develop excellent customer care skills (Customer Care Award)</li> <li>Design and implement an organisational design model / framework with guidance for managers to meet the needs of customers</li> <li>Implementation of HRMIS Phase II – Manager and Employee Self-Service</li> <li>Design and implementation of a new HR &amp; OD Service Structure</li> </ul> | <b>TARGET COMPLETION DATE</b> | <b>MARCH 2014</b> (some workstreams will extend beyond) |

Page 101

|                  |   |
|------------------|---|
| <b>RESOURCES</b> | HR Management team, Corporate Training, Directorate Management Teams, Corporate Management Team |
|------------------|---|

| REF     | KEY TASKS   | WORKSTREAM TIMEFRAME                  | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✘ - Behind Schedule   |
|---------|---|---------------------------------------|--|---------------------------|------------|--|
| CUS/001 | Develop Customer Care Award                           | Completion by June 2011 achieved.     | Corporate Training (Steve Hughes)/ Deeside College / DMTs                          | Within existing resources | GREEN      | Customer Service Award development completed.<br><br><b>C - Completed</b>  |
| CUS/002 | Implement Customer Care Award across the organisation | Implement from July 2011 and on-going | Heather Johnson (L & D) / Heads of Service<br>Denise Naylor (LEAD) / Rebecca Jones | Within existing resources | GREEN      | Housing award completed.<br><br><b>C - Completed</b>   |
|         |   |                                       |  |                           | GREEN      | Programme of development for Environment complete. Roll out in Environment due to be completed April/May 2012. Wider roll out to organisation within 18 months.<br><br><b>✓ - On Track</b> |

| REF  | KEY TASKS  | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS   | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✘ - Behind Schedule   |
|--|--|--|---|---|------------|--|
| CUS/003  | Design and Implement new HR and OD service                         | Service Review to be implemented by 1 June 2013.   | Head of HR and OD   | Additional project support resources secured.                     | GREEN      | HR and OD Review in place on 1 June 2013<br><br>C - Completed  |
| CUS/004  | Tailor and implement Customer Care Award for new HR and OD service | Tailor the Customer Care Award - Commence by August 2012. Revised date Jan 2014<br>Implement the Customer Care Award - Complete by December 2012. Revised date June 2014 | Steve Hughes and Employment Services Manager (on appointment) | Within existing resources   | AMBER      | HR and OD Review to be completed first.<br><br>HR & OD review completed on 1 <sup>st</sup> June. Design work for Customer Care Award has commenced.<br><br>✘- Behind Schedule – date adjusted. |
| CUS/005<br>PROJECT PLAN IN PLACE – (Flints. Futures) | Implement Phase II of HRMIS - Employee Self-Service                | Completion by August 2011 achieved.  | iTrent HRMIS Project Manager (Rebecca Noble)                  | Continuation of Project Funding confirmed via Flintshire Futures. | GREEN      | Employee Self-Service roll out complete for IT users<br><br>C – Completed  |

| REF   | KEY TASKS   | WORKSTREAM TIMEFRAME | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS   | RAG Status   | <b>Progress</b><br><b>C - Completed</b><br><b>✓ - On Track</b><br><b>✗ - Behind Schedule</b>   |
|---|---|----------------------|--|---|--------------|--|
| <b>CUS/006</b><br><br><b>PROJECT PLAN IN PLACE- (Flints. Futures)</b> | Implement Phase II of HRMIS (iTrent)<br><br>Manager Self-Service (People Manager) | Project in progress. | iTrent HRMIS Project Manager (Rebecca Noble) – CMT – Project Board – DMT's | Continuation of Project Funding confirmed via Flintshire Futures. | <b>GREEN</b> | Manager Self Service rollout complete to all IT users.<br><br>Expenses module roll out across all service areas complete (only outstanding areas are some service areas within Community Services).<br><br>Learning / Training Module to book Corporate Training Events live since May 2013<br><br>Skills and Qualifications available via Employee Self Service since July 2013<br><br>Recruitment and Web recruitment module – development work commenced, roll out scheduled December 2013<br><br><b>✓ - On Track</b> |

| REF     | KEY TASKS   | WORKSTREAM TIMEFRAME  | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS     | RAG Status | <b>Progress</b><br><b>C - Completed</b><br><b>✓ - On Track</b><br><b>✘ - Behind Schedule</b>   |
|---------|---|---|--|---------------------------|------------|--|
| CUS/007 | Identify and implement employee involvement methods | Project in progress. Methods to be identified and implemented from April 2012 onwards | Heather Johnson /Corporate Communications Officer (Gill Watkins) | Within existing resources | AMBER      | Methodologies identified but plan still requires developing. Intention is to have a programme of involvement /engagement activities.<br><br><b>✘- Behind Schedule – date adjusted.</b> |



|                              |  |                               |   |
|------------------------------|--|-------------------------------|---|
| <b>PEOPLE STRATEGY THEME</b> | <b>CHANGE</b>  |                               |   |
| <b>OBJECTIVES</b>            | <ul style="list-style-type: none"> <li>To ensure that managers are confident and competent in managing change effectively</li> <li>To promote a culture where employees understand and participate in change</li> <li>To achieve planned organisational change and modernisation throughout our services and business practices</li> <li>To create frameworks, tools and techniques for managing change</li> </ul> | <b>LEAD ROLE</b>              | Head of HR and OD                                       |
| <b>DELIVERABLES</b>          | <ul style="list-style-type: none"> <li>Delivery of 'managing change' programme to develop skills and knowledge</li> <li>Development and implementation of Organisation Design principles</li> <li>Development of framework and guidance for managing change effectively</li> <li>Implementation of tools and techniques to support change and service modernisation</li> </ul>                                     | <b>TARGET COMPLETION DATE</b> | <b>MARCH 2014</b> (some workstreams will extend beyond) |
| <b>RESOURCES</b>             | HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners<br>Additional resource – Temporary Organisation Design Officers / Job Analysts   |                               |   |

| REF                                 | KEY TASKS   | WORKSTREAM TIMEFRAME       | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS                        |       | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule  |
|-------------------------------------|---|----------------------------|---|--|-------|---|
| CHA/001<br>(Flints. Futures)        | Develop set of Organisational Design principles                                       | Completed by December 2011 | Cross-organisation Management Group / Single Status Project Manager / Head of HR and OD | Additional project support resources secured | GREEN | Research and benchmarking work completed<br>Final document prepared<br><br><b>C - Completed</b>   |
| CHA/002<br>(Flints. Futures)<br>188 | Review and revise "Guide to Organisational Design for Senior Managers                 | To be determined.          | Organisation Design Officer(s) Averil Thomas/Sian Williams                              |  | AMBER | <b>ON HOLD.</b><br>Major change Programme is currently being scoped and designed.<br>Supporting guidance will be developed to align to programme requirements |
| CHA/003<br>Flint Futures            | Design and Deliver coaching / development programme on Organisation Design and Change | To be determined           | Head of HR/Single Status Project Manager/Corporate Training Officers                    | Additional project support resources         | AMBER | <b>ON HOLD</b><br>As above  |

| REF                          | KEY TASKS  | WORKSTREAM TIMEFRAME | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS                        |       | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule  |
|------------------------------|--|----------------------|---|--|-------|---|
| CHA/004<br>(Flints. Futures) | To define the programme and identify which services to be reviewed as part of Organisational Design Change Programme | To be determined     | Chief Executive / Assistant Chief Executive / Head of HR and OD |  | AMBER | <ul style="list-style-type: none"> <li>Major Change Programme is currently being scoped and designed. Workstreams will include a Structural and Business Unit Review and Workforce Reduction, including management and supervision reduction. The scope and planning for this programme will be completed during September 2013.</li> </ul> |
| CHA005<br>(Flints. Futures)  | Commence implementation of Organisation Design Change Programme  | To be determined     | CMT / HR / Organisation Design Officers                         | Additional project support resources secured | AMBER | See explanation above.  |



| REF     | KEY TASKS  | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS   |       | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule                  |
|---------|--|------------------------|--|---|-------|---|
|         | senior and middle managers on 'Managing Change Successfully' Regional Programme  |                        |  |   |       | ✓ - On Track  |
| CHA/008 | Create opportunities for exchanging good practice / excellence in managing change<br>Identify 'Change Champions' within services<br><br>(CHA/008 and CHA / 009 now combined) | Commence December 2012 | CMT [Head of HR and OD / Head of Housing and Head of ICT and Customer Services] (Flintshire Futures Programme) | Within existing resources<br><br>HR Manager (Lesley Newton)<br><br>Flintshire Futures HR Lead (Angela Lawrence) | GREEN | Review of organisational change approach with Leadership Team<br><br>✓ - On Track |

Page 191

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

|                              |  |                               |   |
|------------------------------|--|-------------------------------|---|
| <b>PEOPLE STRATEGY THEME</b> | <b>CAPACITY</b>  |                               |   |
| <b>OBJECTIVES</b>            | <ul style="list-style-type: none"> <li>To identify and implement a framework to remodel the workforce as part of corporate and service planning</li> <li>To promote succession and continuity planning</li> <li>To develop key skills for employees to support the effective delivery of services now and in the future</li> </ul> | <b>LEAD ROLE</b>              | Head of HR and OD                                       |
| <b>DELIVERABLES</b>          | <ul style="list-style-type: none"> <li>Workforce Planning Model including identification of talent and succession planning</li> <li>Developing use of Appraisal system to identify and develop our talent</li> <li>Development and implementation of People Development Framework including Leadership Development</li> </ul>      | <b>TARGET COMPLETION DATE</b> | <b>MARCH 2014</b> (some workstreams will extend beyond) |
| <b>RESOURCES</b>             | HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners  |                               |   |

| REF     | KEY TASKS  | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER                                     | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule   |
|---------|--|--|---|---------------------------|------------|--|
| CAP/001 | Develop Workforce Planning Skills for HR   | Completion by October 2011 achieved  | Head of HR and OD / HR Managers                         | N/A                       | GREEN      | Training completed.<br><br><b>C - Completed</b>  |
| CAP/002 | Develop Workforce Planning Approach and Model  | Commence by January 2012.<br><br>Complete by March 2012.   | Head of HR and OD / HR Managers / CMT                   | Within existing resources | GREEN      | Draft Workforce Planning model developed.<br><b>C - Completed</b>  |
|         | Implement new Workforce Planning Model and explore integration into Service Planning process | Complete by April 2013<br><br><b>Carry forward to next phase of People Strategy 2014 - 2017.</b> | Head of HR and OD / HR Managers / Karen Armstrong / CMT | Within existing resources |            | Model to be 'tested' by Directorate and Service teams.<br><br>Workforce Planning principles have been incorporated |

| REF                 | KEY TASKS   | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER                      | RESOURCE REQUIREMENTS   | RAG Status   | Progress<br>C - Completed<br>✓ - On Track<br>✘ - Behind Schedule  |
|---------------------|---|--|--|---|--------------|---|
|                     |   |  |  |   |              | into the service planning process but further work to be undertaken to develop into more sophisticated approach.<br><br>✓ - On Track                        |
| Page 194<br>CAP/003 | Adapt Appraisal System to assess and improve performance, identify talent and provide development opportunities | Commence by January 2013.<br><br>Complete by December 2013<br><br>Behavioural competencies and 'Jobs at this Level' to be developed prior to selecting and introducing new approach. | Learning & Development – Heather Johnson | Additional resources (in collaboration with neighbouring Councils) to be identified | <b>GREEN</b> | Competency framework and new appraisal system developed.<br><br>New Appraisal Policy to drafted. Consultation ongoing<br><br>✓ - Near completion (On Track) |



| REF     | KEY TASKS  | WORKSTREAM TIMEFRAME                      | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule   |
|---------|--|---|--|---------------------------|------------|--|
| CAP/004 | Embed People Development Framework Programmes and align with new Qualification Framework                           | In progress.<br>Complete by January 2012  | Learning & Development<br>Heather Johnson                              | Within existing resources | GREEN      | Programmes designed and implemented<br><br>C - Completed   |
| CAP/005 | Develop/identify options for Leadership Development for existing Leadership team                                   | In progress.<br>Complete by February 2012 | Head of HR / CMT / Learning and Development                            | Within existing resources | GREEN      | Initial options identified. Application of appropriate methods to be arranged to include Coaching options<br><br>C - Completed |
|         | Identify options for 'aspiring' / future Leaders as part of programmes offered in partnership with Deeside College | In progress.<br>Complete by April 2013    | Head of HR and OD / CMT/ Learning and Development–<br>Heather Johnson. | Within existing resources |            |  |

| REF     | KEY TASKS  | WORKSTREAM TIMEFRAME  | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✘ - Behind Schedule                              |
|---------|--|---|---|---------------------------|------------|---|
| CAP/006 | Develop New Manager Development Programme (E-Learning) | Commence by January 2012.<br>Complete by June 2012  | Learning and Development<br>Heather Johnson                   | Within existing resources | GREEN      | E learning programme developed.   |
|         | Implementation of new programme                        | November 2012   |   |                           |            | C- Completed<br><br>ICT arrangements now in place to implement programme by revised deadline. |
| CAP/007 | Develop and implement Coaching Strategy                | Commence by April 2012<br><br>Complete by December 2013.<br><br>Carry forward to next phase of People Strategy 2014 - 2017. | Heather Johnson – Learning and Development/ Head of HR and OD | Within existing resources | GREEN      | Draft Coaching Strategy for other NW Councils to be adapted for FCC.<br><br>✓ - On Track      |

Page 196

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

|                              |  |                               |   |
|------------------------------|--|-------------------------------|---|
| <b>PEOPLE STRATEGY THEME</b> | <b>CONSOLIDATION</b>   |                               |   |
| <b>OBJECTIVES</b>            | <ul style="list-style-type: none"> <li>To enhance Flintshire's reputation as a "modern employer of first choice"</li> <li>To ensure we set and meet standards of performance through sound people management</li> <li>To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees</li> </ul> | <b>LEAD ROLE</b>              | Head of HR and OD   |
| <b>DELIVERABLES</b>          | <ul style="list-style-type: none"> <li>Implementation of Single Status and settlement of Equal Pay Claims</li> <li>Negotiate and implement a revised set of Part III Terms and Conditions</li> <li>Identify, develop and review HR policies to enable flexible, agile and modernised working practices</li> </ul>                                    | <b>TARGET COMPLETION DATE</b> | SEPTEMBER 2012<br><br>Revised effective date of 1 <sup>st</sup> Qtr 2013/14 agreed in November 2012 |
| <b>RESOURCES</b>             | HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners  |                               |   |

| REF  | KEY TASKS  | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS      | RAG Status   | <b>Progress</b><br><b>C - Completed</b><br><b>✓ - On Track</b><br><b>✗ - Behind Schedule</b>   |
|--|--|--|---|----------------------------|--------------|--|
| <b>CON/001</b><br><br><b>PROJECT PLAN IN PLACE</b><br><br>Page 198 | Implement Single Status<br><br>Settle Equal Pay claims | In progress.<br><br><b>Project plan under review – date may change</b> | Chief Executive /<br>Head of HR and OD /<br>Head of Finance<br>/Head of Legal / CMT<br>/ Joint Trade Unions | Project resources in place | <b>AMBER</b> | Part 3 negotiations completed and a provisional agreement achieved with Trade Unions. Preferred pay model developed jointly with TUs July 2013. Offer on collective agreement made August 2013 to TUs.<br><br>Equal Pay Settlement Strategy under development. concluding of the Council's approach is dependent on determining the new pay model. Equal Pay settlement will |

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

| REF                 | KEY TASKS   | WORKSTREAM TIMEFRAME  | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>x - Behind Schedule  |
|---------------------|---|---|---|---------------------------|------------|---|
|                     | 'Jobs at this Level' model for broader usage across organisation for service change projects) |   |   |                           |            | C - Completed   |
| CON/004<br>Page 200 | Establish governance and monitoring post Single Status implementation                         | Commence September 2012<br><br>Complete by April 2013<br><br>Project plan under review – date may change    | Head of HR & OD / HR Policy and Reward Adviser / Employment Services Manager / HR Business Partners | Within existing resources | AMBER      | Dependent on Single Status project.<br><br>Draft policy developed – to be finalised and agreed.<br><br>✓ - On Track |
| CON/005             | Set proposals for revised Part III terms and conditions and prepare EIA                       | Completion by August 2011 achieved. Part 3 to be integrated in with Single Status Agreement – see CON / 001 | CMT / CEO / Head of HR & OD / Head of Finance   | N/A                       | GREEN      | Proposals and Equality Impact Assessment completed<br><br>C - Completed   |

| REF  | KEY TASKS   | WORKSTREAM TIMEFRAME  | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS                                    | RAG Status   | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule  |
|--|---|---|--|--|--------------|---|
| CON/006<br>(Flints. Futures)<br>Action deleted – negotiations for Part 3 now incorporated in with Single Status project. |   |   |  |  |              | N/A – to be integrated with Single Status CON / 001   |
| CON/007<br>(Flints. Futures)   | Identify and review HR policies to enable / promote Agile Working | Commence by January 2012.<br><br>Complete by September 2012.<br><br><b>Revised deadline June 2013</b> | HR Lead – Flintshire Futures Programme<br>Head of HR & OD<br><br>Interim HR Policy Development Officer | Additional capacity identified within existing resources | <b>GREEN</b> | Policies have been identified and draft policies completed. To be finally approved by CEO via delegated powers - <b>Completed</b> |
| CON/008<br>(Flints. Futures)   | Develop Manager Guidance on Agile Working practices               | Completion by March 2012 achieved.  | HR Lead – Flintshire Futures Programme<br>Head of HR & OD  | Resources in place.                                      | <b>GREEN</b> | Toolkit developed ( <b>requires maintenance which is ongoing</b> )  |

| REF     | KEY TASKS  | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✘ - Behind Schedule  |
|---------|--|--|---|---------------------------|------------|---|
|         |  |  |   |                           |            | C - Completed   |
| CON/009 | Review and implement Attendance Management Strategy                            | In progress.<br><br>Action Plans in place by 30 September 2013 | Head of HR & OD / HR Managers / Occupational Health Team/Lesley Newton /Sharon Cave | Within existing resources | GREEN      | Review of Attendance Strategy has commenced. Additional OH Service interventions to be incorporated<br><br>✓ - On Track                                       |
| CON/010 | Develop Holiday Policy<br><br>Implementation plan to be developed and actioned | In progress.<br>Complete by February 2012<br><br>April 2014    | Employment Services Manager - John Griffiths / HR Policy and Reward Adviser         | Within existing resources | GREEN      | Scope for new policy developed.<br><b>C – Completed</b><br>Holiday policy to be implemented. Action Plan under development<br><b>Schedule</b><br>✓ - On Track |

Page 202



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

| REF  | KEY TASKS  | WORKSTREAM TIMEFRAME                    | RESPONSIBLE OFFICER  | RESOURCE REQUIREMENTS     | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule  |
|--|--|---|--|---------------------------|------------|---|
| COL/001<br>PROJECT<br>PLAN IN<br>PLACE<br>(Flints.<br>Futures)<br><br>Page 204 | Implement shorter term options to maximise benefits of MASS project further across the three Local Authorities   | In progress. Complete by September 2012 | Heads of HR and OD / Director of Community Services / Managed Agency Contracts Manager | Within existing resources | GREEN      | New contract re-negotiated for 3 Local Authorities from October 2011 onwards<br><br>Implementation of new version of Matrix system in progress<br><br>C – Completed |
| COL/002<br>PROJECT<br>PLAN IN<br>PLACE<br>(Flints.<br>Futures)                 | Explore options for introducing systems such as the Dynamic Purchasing System to procure other services, e.g consultants<br><br>Above action no longer relevant. Council entering into Joint | Not applicable                          | Heads of HR and OD / Director of Community Services / Procurement Manager              | Within existing resources | AMBER      |   |

| REF  | KEY TASKS  | WORKSTREAM TIMEFRAME   | RESPONSIBLE OFFICER   | RESOURCE REQUIREMENTS     | RAG Status   | Progress<br>C - Completed<br>✓ - On Track<br>x - Behind Schedule  |
|--|--|--|---|---------------------------|--------------|---|
|  | Procurement Service with DCC and introducing 'Category Management' approach for procurement. Likely to utilise existing P2P System |  |   |                           |              |   |
| <b>COL/003</b><br><b>PROJECT PLAN IN PLACE (Flints. Futures)</b> | Consultants and Interims Review  | To commence October 2012.<br><br>To complete December 2013.  | Head of HR & OD /<br>Head of Finance /<br>Procurement Manager / CMT |                           | <b>GREEN</b> | Further development as a Flintshire Futures Project under Workforce Work stream (links with Procurement Work stream).<br><br>✓ - On Track |
| <b>COL/004</b>   | Development of NW approach for providing outplacement services for all redeployees.  | Commence by January 2012.<br><br>Complete by September 2012. | Heads of HR and OD / HR Community Group for North Wales             | Within existing resources | <b>GREEN</b> | <b>C - Completed</b>  |

| REF      | KEY TASKS | WORKSTREAM TIMEFRAME  | RESPONSIBLE OFFICER                      | RESOURCE REQUIREMENTS  | RAG Status                | Progress<br>C - Completed<br>✓ - On Track<br>x - Behind Schedule |   |
|----------|-----------|---|--|--|---------------------------|--|---|
| Page 206 |           | Part of task removed as this is not currently a collective priority for NW Councils     |  |  |                           |  |   |
|          | COL/005   | Sharing HR policy development and harmonising current policies across Local Authorities | In progress from March 2012 and on-going | Heads of HR and OD / HR Community Group for North Wales / HR Policy Development Officers | Within existing resources | AMBER  | Key policies shared policies to be collectively developed identified. Working Group set up to identify areas of priority.<br>✓ - On Track |
|          | COL/006   | Development of Commissioning Model for Learning and Development across North Wales      | Commence from January 2012. On-going.    | Heads of HR and OD / Learning and Development Advisers                                   | Within existing resources | AMBER  | NW Managing Change Successfully Programme developed and delivered to 700 managers. NW Coaching  |

| REF      | KEY TASKS  | WORKSTREAM TIMEFRAME                                    | RESPONSIBLE OFFICER | RESOURCE REQUIREMENTS  | RAG Status | Progress<br>C - Completed<br>✓ - On Track<br>✗ - Behind Schedule                     |
|----------|--|---|---------------------|--|------------|--|
|          |  |   |                     |  |            | Framework in place and delivering ILM Level 5 Coaching Diploma<br>✓ - On Track       |
| COL/007  | Development and implementation of an HR Toolkit for Collaboration and Integration Projects.                  | Commence by January 2012.<br>Complete by December 2013. | Heads of HR and OD  | Financial assistance bid submitted to WLGA for Project Manager for two year duration to work across NW Local Authorities | GREEN      | ✓ - On Track   |
| Page 207 |  |   |                     |  |            |  |
| COL/008  | Agree and finalise partnership with WCBC to act as host authority for providing Occupational Health Services | Implementation date 1 September 2011 achieved.          | Head of HR & OD     | N/A  | GREEN      | New OH service partnership agreement with WCC fully operational<br><br>C - Completed |

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**  
**DATE:** **TUESDAY, 17 SEPTEMBER 2013**  
**REPORT BY:** **CHIEF EXECUTIVE**  
**SUBJECT:** **PERFORMANCE REPORTING**

### **1.00 PURPOSE OF REPORT**

1.01 To provide an update on the streamlined and corporate approach to performance reporting.

### **2.00 BACKGROUND**

2.01 The Council adopted the Improvement Plan for 2013/14 on 25 June 2013. The Improvement Priorities of the previous Council have been thoroughly reviewed and challenged to streamline and reset them and to be clearer over the impacts and how performance will be measured.

2.02 The Improvement Plan focuses on the priorities which are going to have the most impact during 2013/14. This helps the organisation to concentrate on the things where sustained corporate attention is needed during 2013/14, with the remaining priorities being managed as more routine performance management.

2.03 The introduction of the new style Improvement Plan has presented the opportunity to review and streamline our current reporting arrangements so that they in turn focus and concentrate on the achievement of our priorities and the impacts which they seek to deliver.

2.04 The new three year Outcome Agreement starting in 2013/14 is referred to in a separate agenda item. The alignment of the Outcome Agreement with the Improvement Plan allows for streamlined reporting as part of the Improvement Plan monitoring.

### **3.00 CONSIDERATIONS**

3.01 Future reporting arrangements will include:

1. Monitoring of Improvement Plan activity and progress reported each quarter: This will include progress against the achievement measures, risks and the Outcome Agreement. This will start in October with a single report to Cabinet, followed by quarterly updates. The Improvement Priorities are to be monitored by appropriate Overview

and Scrutiny Committees according to the priority area of interest. Most of these are straight forward e.g. the Housing priorities will be reported to Housing Overview and Scrutiny; others are more complex e.g. Social Enterprise is led by the Director of Community Services, but will be reported to the Environment Overview and Scrutiny Committee as the content is mainly regeneration and business related. Appendix 1 is a mapping document showing accountability and reporting lines.

2. Twice annually (at quarters 2 and 4) performance highlight reports will be presented from the Heads of Service. These will be similar to those previously produced for quarterly reporting with a focus on performance exceptions, both good and poor. This ensures that the 'business as usual' is still being monitored and reported against.

3.02 The contents of these half yearly Head of Service reports will include:

- Improvement Priorities that do not have an in-year priority
- Service Plan progress
- Corporate measures e.g. absence management
- Reporting against findings from external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn
- Improvement Targets
- National Strategic Indicators (NSIs) – as part of the new Outcome Agreement.

3.03 This approach is more streamlined and will remove some of the duplication experienced with the previous approach, e.g. separate Improvement Plan and Risk Register reporting.

3.04 The first full Improvement Plan progress report will be presented to Cabinet's October meeting.

3.05 Each Overview and Scrutiny Committee will receive this report and will be briefed on the changing arrangements.

#### **4.00 RECOMMENDATIONS**

4.01 To adopt the new approach to performance reporting.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no specific financial implications for this report, however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.



5.02 In addition, the alignment of the Outcome Agreement to the Improvement Plan may have financial implications. These will be detailed in a future report once the Outcome Agreement is more fully developed.

#### **6.00 ANTI POVERTY IMPACT**

6.01 There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2013/14.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications for this report, however the environment is a priority within the Improvement Plan 2013/14.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no equalities implications for this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no personnel implications for this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Overview and Scrutiny Committees will receive a report as part of their September forward work programme which explains the new approach to performance reporting. Committee chairs are being consulted on the proposed changes.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Corporate Management Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting. Cabinet members have been consulted. Wales Audit Office has been advised.

#### **12.00 APPENDICES**

12.01 Appendix 1 – Improvement Priorities Mapping Document

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

None.

**Contact Officer: Vicki Robarts**  
**Telephone: 01352 701457**  
**Email: vicki.c.robarts@flintshire.gov.uk**

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## Council Priorities - Accountability Mapping

| Council Priority | Lead Accountability            | Portfolio Holder           | Sub-Priority                               | Impact   | Lead Accountability | O&S Scrutiny Committee |
|------------------|--------------------------------|----------------------------|--|--|---------------------|------------------------|
| Housing          | Director of Community Services | Cabinet Member for Housing | Extra Care Housing                         | Helping more people to live independently and well at home         | Head of Housing     | Housing                |
|                  |                                |                            | Modern, Efficient and Adapted Homes        | Improving the choice and quality of local housing                  |                     |                        |
|                  |                                |                            | Achieve the Wales Housing Quality Standard | Improving quality of life for our tenants through improved housing |                     |                        |

| Council Priority | Lead Accountability            | Portfolio Holder                   | Sub-Priority                                    | Impact   | Lead Accountability  | O&S Scrutiny Committee |
|------------------|--------------------------------|------------------------------------|---|--|--|------------------------|
| Living Well      | Director of Community Services | Cabinet Member for Social Services | Independent Living                              | Improving people's quality of life                         | Head of Adult Social Services / Head of Children's Social Services | Social & Health        |
|                  |                                |                                    | Integrated Community Social and Health Services | Helping more people to live independently and well at home | Head of Adult Services   |                        |

| Council Priority       | Lead Accountability            | Portfolio Holder | Sub-Priority                      | Impact  | Lead Accountability  | O&S Scrutiny Committee |
|------------------------|--------------------------------|------------------|-----------------------------------|---|----------------------|------------------------|
| Economy and Enterprise | Director of Environment        | Council Leader   | Business Sector Growth in Deeside | Creating jobs and growing the local economy         | Head of Regeneration | Environment            |
|                        |                                |                  | Town and Rural Regeneration       | Making local communities viable                     |                      |                        |
|                        | Director of Community Services |                  | Social Enterprise                 | Supporting and creating new forms of local business | Head of Regeneration | Environment            |

| Council Priority    | Lead Accountability           | Portfolio Holder                            | Sub-Priority                             | Impact  | Lead Accountability                                  | O&S Scrutiny Committee          |
|---------------------|-------------------------------|---|--|---|--|---------------------------------|
| Skills and Learning | Director of Lifelong Learning | Cabinet Member for Education                | Modernised and High Performing Education | Improving standards in schools to get the best learner outcomes | Primary, Secondary and Inclusion Lead Officers       | Lifelong Learning               |
|                     |                               |   | Places of Modernised Learning            | Improving places of learning to get the best learner outcomes   | Head of Development & Resources (LLL)                | Lifelong Learning               |
|                     |                               | Council Leader & Cabinet Member for Finance | Apprenticeships and Training             | Meeting the skills and employment needs of local employers      | Director of Lifelong Learning / Head of Regeneration | Lifelong Learning / Environment |

| Council Priority | Lead Accountability                       | Portfolio Holder  | Sub-Priority                | Impact                              | Lead Accountability               | O&S Scrutiny Committee             |
|------------------|---|---|-----------------------------|-------------------------------------|-----------------------------------|------------------------------------|
| Safe Communities | Chief Executive / Director of Environment | Cabinet Member for Public Protection, Waste & Recycling | Community Safety            | Keeping people and communities safe | Head of Public Protection         | Community Profile and Partnerships |
|                  |   | Cabinet Member for Environment                          | Traffic and Road Management | Improving road safety               | Head of Assets and Transportation | Environment                        |

| Council Priority | Lead Accountability   | Portfolio Holder                                       | Sub-Priority   | Impact                         | Lead Accountability               | O&S Scrutiny Committee        |
|------------------|-----------------------|--|----------------|--------------------------------|-----------------------------------|-------------------------------|
| Poverty          | Director of Community | Cabinet Members for Social Services / Housing / Leader | Welfare Reform | Protecting people from poverty | Head of Finance / Head of Housing | Housing / Corporate Resources |

|         |                    |   |              |                                |                 |         |
|---------|--------------------|---|--------------|--------------------------------|-----------------|---------|
| Poverty | Community Services | Housing / Leader & Cabinet Member for Finance | Fuel Poverty | Protecting people from poverty | Head of Housing | Housing |
|---------|--------------------|---|--------------|--------------------------------|-----------------|---------|

| Council Priority | Lead Accountability     | Portfolio Holder   | Sub-Priority                          | Impact  | Lead Accountability               | O&S Scrutiny Committee |
|------------------|-------------------------|--|---------------------------------------|---|-----------------------------------|------------------------|
| Environment      | Director of Environment | Deputy Leader & Cabinet Member for Environment / Cabinet Member for Public Protection, Waste & Recycling | Transport Infrastructure and Services | People being able to access employment, local services and facilities | Head of Assets and Transportation | Environment            |
|                  |                         |  | Carbon Control and Reduction          | Reducing our carbon impact on the natural environment                 |                                   |                        |

| Council Priority             | Lead Accountability   | Portfolio Holder             | Sub-Priority                      | Impact  | Lead Accountability   | O&S Scrutiny Committee |
|------------------------------|---|------------------------------|-----------------------------------|---|---|------------------------|
| Modern and Efficient Council | Chief Executive   | Cabinet Member for Corporate | Organisational Change             | Managing services well to achieve our priorities                                  | Chief Executive / Head of ICT & Customer Services / Head of Housing | Corporate Resources    |
|                              |   | Cabinet Member of Finance    | Matching Resources to Priorities  | Protecting local front-line public services through the best use of our resources | Chief Executive / Head of Finance                                   |                        |
|                              |   |                              | Achieving Efficiency Targets      |   |   |                        |
|                              |   | Cabinet Member for Corporate | Procurement Strategy              | Making our money go further through smart procurement                             | Head of ICT & Customer Services                                     |                        |
| Asset Strategy               | Having the right buildings in the right places for the right uses |                              | Head of Assets and Transportation |   |   |                        |

|  |  |               |                            |   |                                 |
|--|--|---------------|----------------------------|---|---------------------------------|
|  |  | for Corporate | Access to Council Services | Improving Customer Services                               | Head of ICT & Customer Services |
|  |  |               | Single Status              | Achieving a fair and affordable pay and grading structure | Head of HR and OD               |

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**  
**DATE:** **TUESDAY, 17 SEPTEMBER 2013**  
**REPORT BY:** **CHIEF EXECUTIVE**  
**SUBJECT:** **OUTCOME AGREEMENT 2013 - 2017**

### **1.00 PURPOSE OF REPORT**

1.01 To provide (i) an update of the new arrangements for the Outcome Agreement from 2013-14; and (ii) to endorse the outline of a new Outcome Agreement for 2013-14 based on draft Welsh Government guidance.

### **2.00 BACKGROUND**

#### **2.01 Outcome Agreements**

The Outcome Agreements were introduced by Welsh Government to identify how we work towards improving outcomes for local people against the Government's National priorities.

2.02 The new Outcome Agreement will be a three year agreement (from 2013/14 to 2015/16) with a further 'payment year' into 2016/17. Full payment of the grant (approximately £1.47M) is made when a significant proportion of the targets and commitments have been achieved. The arrangements and guidance for the new Outcome Agreement have not yet been finalised by Welsh Government. It is likely that 70% of the grant will be paid upon achievement of our selection of five of the strategic themes and outcomes within the Welsh Government's Programme for Government.

2.03 The detail regarding the remaining 30% is unclear but is likely to include some aspects of governance and performance (such as any intervention or statutory recommendations made by the Wales Audit Office).

### **3.00 CONSIDERATIONS**

#### **3.01 Outcome Agreement 2013/14 onwards**

The choice of five of the strategic themes from the Welsh Government's Programme for Government have been carefully considered to ensure that we have:

- Strategic and close 'fit' with priorities within the Improvement Plan
- A strong evidence base
- Likely success rate

Integration with the Improvement Plan is important to ensure that we incorporate monitoring of achievement against the Outcome Agreement within our quarterly reports of progress against the Improvement Plan. This reduces duplication and provides regular progress reports to identify if any intervention is needed to keep good progress and successful achievement of the grant.

3.02 Included in the reporting against each of the five themes will be a requirement to use three of the Programme for Government's 'tracking indicators'. These have also been considered to ensure that we can both report against these and have a strong evidence base to support them.

3.03 Attached at Appendix 1 is a full list of the possible ten themes. The strongest five themes have been highlighted. The Appendix also lists relevant 'tracking indicators' from which we need to select a number to support our themes and outcomes. Again, some of the strongest indicators have been highlighted.

The strongest five themes and outcomes are:

- Growth and Sustainable Jobs / Supporting the economy and business
- Education / Improving school attainment
- 21<sup>st</sup> Century Health Care / Ensuring people receive the help they need to live fulfilled lives
- Welsh Homes/Supporting People / Welsh Homes - Improving quality
- Tackling Poverty / Improving the skills of young people and families

3.04 Further work on the detail for each of the themes is still to be undertaken following this endorsement of the strategic themes and outcomes and also upon receipt of the final guidance around the new Outcome Agreement from Welsh Government.

3.05 Welsh Government's assessment of the achievement of the full grant against our existing agreement for 2012/13 has still to be received. An assessment meeting with Welsh Government took place late August and indications were given that the officer recommendation to the Minister would be for full achievement of the grant.

#### **4.00 RECOMMENDATIONS**

4.01 Cabinet to endorse the selection of the new strategic themes and outcomes for the new three year Outcome Agreement starting in 2013/14 and receive a further report on a final agreement following the final guidance issued by Welsh Government.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 A full grant of approximately £1.47M is made payable depending upon Welsh Government's scoring and assessment matrix. This has not yet been confirmed for 2014/15 onwards. The Council's Medium Term Financial Plan



assumes receipt of the full grant over the MTFP period.

**6.00 ANTI POVERTY IMPACT**

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

**7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications within this report.

**8.00 EQUALITIES IMPACT**

8.01 There are no specific equality implications within this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 There are no specific personnel implications within this report.

**10.00 CONSULTATION REQUIRED**

10.01 The Local Service Board will be informed of any collaborative or joint arrangements for achievement.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has been undertaken with Corporate Management Team in the development of the new Outcome Agreement.

**12.00 APPENDICES**

**Appendix 1: Selection of strategic themes and outcomes 2013 onwards.**

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

None.

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

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# OUTCOME AGREEMENTS BETWEEN THE WELSH GOVERNMENT AND LOCAL AUTHORITIES IN WALES FOR THE THREE YEARS 2013-14 TO 2016-17

## Outcomes

The strategic themes are taken directly from the chapter headings in the *Programme for Government*, or in some cases, they are amalgamations of them.

| Strategic Theme                       | Broad outcome   | Evidence to support choice (IP = Improvement Plan priorities)  | Programme for Government Tracking Indicators (select three for inclusion)   |
|---------------------------------------|---|--|---|
| <b>1. Growth and sustainable jobs</b> | <ul style="list-style-type: none"> <li>• <b>Supporting the economy and business</b></li> <li>• Improving Welsh skills for employment</li> <li>• Improving our infrastructure</li> <li>• Creating a sustainable, low carbon economy</li> </ul> | IP - Economy and Enterprise <ul style="list-style-type: none"> <li>• <b>Business sector growth in Deeside</b></li> <li>• Social Enterprise</li> </ul>                | <b>Supporting the Economy and Business – NONE – will need to determine our own local measures</b><br><br><b>Improving Welsh skills for Employment</b> <ul style="list-style-type: none"> <li>• Traineeships programme participation rates</li> <li>• Apprenticeship success rates</li> <li>• % of 16-24 year olds who are not in education employment or training (NEET)</li> </ul>   |
| <b>2. Education</b>                   | <ul style="list-style-type: none"> <li>• Improving early years' experiences</li> <li>• <b>Improving school attainment</b></li> <li>• Developing Welsh medium education</li> <li>• Improve further and higher education</li> </ul>             | IP – Skills and Learning <ul style="list-style-type: none"> <li>• <b>Modernised and high performing education</b></li> <li>• Apprenticeships and training</li> </ul> | <b>Improving early years' experiences</b> <ul style="list-style-type: none"> <li>• Number of children benefitting from Flying Start nursery provision</li> <li>• % of Flying Start children fully immunised at 47 months</li> <li>• % of children who on entry to the foundation phase meet age expectations in the six developmental areas</li> </ul><br><b>Improving school attainment</b> <ul style="list-style-type: none"> <li>• % pupil attendance in primary school</li> <li>• % pupil attendance in secondary school</li> <li>• % of schools inspected graded as good or excellent</li> </ul> |

| Strategic Theme                               | Broad outcome   | Evidence to support choice (sub priorities)  | Programme for Government Tracking Indicators (select three for inclusion)   |
|---|---|--|---|
| <b>3. 21<sup>st</sup> Century Health Care</b> | <ul style="list-style-type: none"> <li>Improving health outcomes by ensuring the quality and safety of services is enhanced</li> <li>Preventing poor health and reducing health inequalities</li> <li>Providing users and carers with a stronger voice and greater control over the services they receive</li> <li><b>Ensuring people receive the help they need to live fulfilled lives</b></li> </ul> | IP – Living Well <ul style="list-style-type: none"> <li><b>Independent Living</b></li> <li><b>Integrated Community Social and Health Services</b></li> </ul> | by Estyn <ul style="list-style-type: none"> <li>% of pupils achieving core subject indicator (English or Welsh first language, mathematics and science) at Key Stage 2, aged 11.</li> <li>Key Stage 4 results for 15 year olds</li> </ul><br><b>Ensuring people receive the help they need to live fulfilled lives (indicators to be selected)</b> <ul style="list-style-type: none"> <li>% of targeted 16/17 year old children with a pathway plan</li> <li>Supported housing units as a % of the total stock of residential care home places and supported housing</li> <li>Number of adult protection referrals where the risk has been managed</li> <li>% of community supported clients receiving 20 or more hours of care per week</li> <li>% of delayed transfers of care for social care reasons</li> <li>% or repeat admissions to hospital of people over 65 years of age</li> <li>% of adult service users helped to live in the Community</li> <li>% of care leavers in education, training or employment at age 19</li> <li>The gap at Key Stage 4 between educational outcomes of children in need, looked after children, and the general child population</li> <li>% of children classified as in need</li> </ul> |

| Strategic Theme                          | Broad outcome  | Evidence to support choice (sub priorities)   | Programme for Government Tracking Indicators (select three for inclusion)  |
|--|--|---|--|
| <b>4. Welsh Homes/ Supporting People</b> | <ul style="list-style-type: none"> <li>• Welsh Homes – Increasing the supply and choice</li> <li>• <b>Welsh Homes – Improving Quality</b></li> <li>• Improving Housing Services and Support</li> <li>• Creating a sustainable, low carbon economy</li> <li>• More inclusive and cohesive communities</li> </ul>  | IP – Housing <ul style="list-style-type: none"> <li>• <b>Achieve the WHQS</b></li> <li>• Modern, efficient and adapted homes</li> </ul> | <b>Welsh Homes – Improving Quality</b> <ul style="list-style-type: none"> <li>• % of houses [under local authority ownership] brought up to the Welsh Housing Quality Standard</li> <li>• Number of homes benefiting from improved domestic energy performance measures</li> <li>• % of new affordable homes funded through Social Housing Grant that meet the Code for Sustainable Homes Level 3+</li> <li>• % of social housing meeting the Welsh Housing Quality Standard</li> <li>• Category 1 Housing Health and Safety Rating System hazards as a proportion of assessments</li> </ul><br><b>Creating a sustainable, low carbon economy</b> <ul style="list-style-type: none"> <li>• Number of homes benefitting from improved domestic energy performance measures</li> </ul> |
| <b>5. Safer Communities for All</b>      | <ul style="list-style-type: none"> <li>• Reducing the level of crime and fear of crime</li> <li>• Reducing harm associated with substance misuse</li> <li>• Reduction and prevention of young offending</li> <li>• Improving safety in communities</li> <li>• More inclusive and cohesive communities</li> </ul> |   |  |

| Strategic Theme  | Broad outcome  | Evidence to support choice (sub priorities)   | Programme for Government Tracking Indicators (select three for inclusion)  |
|--|--|---|--|
| <b>6. Tackling Poverty</b>                                   | <ul style="list-style-type: none"> <li>• Poverty and material deprivation</li> <li>• Tackling worklessness and raising household income</li> <li>• <b>Improving the skills of young people and families</b></li> <li>• Improving the health and educational outcomes of children, young people and families living in poverty</li> <li>• Advance equality of opportunity and tackle discrimination</li> </ul>  | <p>IP – Skills and Learning</p> <ul style="list-style-type: none"> <li>• Modernised and high performing education</li> <li>• <b>Apprenticeships and Training</b></li> </ul> | <p><b>Improving the skills of young people and families</b></p> <ul style="list-style-type: none"> <li>• Traineeships programme participation rates</li> <li>• Steps to employment programme participation rates</li> <li>• <b>% of 16-24 year olds who are not in employment, education or training (NEET)</b></li> <li>• % of 19 year olds that have attained qualifications, to level 2 and level 3</li> <li>• % of Educational Maintenance Allowance (EMA) recipients progressing to higher education</li> </ul> |
| <b>7. Environment and Sustainability / Rural Communities</b> | <ul style="list-style-type: none"> <li>• A thriving rural economy</li> <li>• Ensuring rural communities have access to faster broadband speeds and new digital services</li> <li>• Improving public services for rural communities</li> <li>• Living within environmental limits and acting on climate change</li> <li>• Protecting healthy eco-systems</li> <li>• Creating sustainable places for people</li> <li>• Creating a sustainable, low carbon economy</li> </ul> |   |  |

| Strategic Theme                             | Broad outcome  | Evidence to support choice (sub priorities) | Programme for Government Tracking Indicators (must select three for inclusion) |
|---|--|---|--|
| <b>8. The Culture and Heritage of Wales</b> | <ul style="list-style-type: none"> <li>• Improving early years' experiences</li> <li>• Strengthening the place of the Welsh language in everyday life</li> </ul> |   |  |

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **ANNUAL MONITORING REPORTS: STRATEGIC EQUALITY PLAN AND WELSH LANGUAGE SCHEME**

### **1.00 PURPOSE OF REPORT**

1.01 To endorse the annual monitoring reports for the period 2012 – 2013 for both the Strategic Equality Plan and Welsh Language Scheme, prior to publication and distribution to the relevant regulatory bodies. The reports are available in the Members' library.

### **2.00 BACKGROUND**

2.01 The Council has a statutory duty to produce annual monitoring reports for its Strategic Equality Plan and its Welsh Language Scheme.

2.03 The Equality Act 2010 placed a specific duty on public bodies which requires them to :-

- draw up a strategic equality plan by April 2012
- prepare and publish equality objectives by 2 April 2012
- publish objectives to address pay differences
- produce an annual report by 31 March each year

2.04 The Council published its four year Strategic Equality Plan (SEP) in April 2012 which sets out the steps that will be taken to achieve the equality objectives. This is the first annual monitoring report for the SEP for the period 1 April 2012 to 31 March 2013.

2.05 The Council's Welsh Language Scheme, which was prepared under the Welsh Language Act 1993, sets out how the Council will treat the Welsh and English languages on a basis of equality, when providing services to the public, and in the conduct of its internal business. The Welsh Language Scheme is both a statutory Scheme and a corporate policy document on bilingualism.

2.06 The Council is required by the Welsh Language Act 1993 to submit an annual monitoring report to the Welsh Language Commissioner. It has been agreed with the Welsh Language Commissioner to submit the monitoring report in September 2013. The Welsh Language Commissioner has set out the information which must be included in the report. She will respond to the report and may request additional evidence and make recommendations for

improvement.

- 2.07 Both the annual monitoring reports highlight the Council's progress in implementing the SEP and Welsh Language Scheme (WLS) for the period 2012-13 and show case examples of good practice. These reports also include a self assessment RAG status, assessing overall progress and confidence in achieving the equality objectives and Welsh language targets.

### **3.00 CONSIDERATIONS**

#### **3.01 Annual Monitoring Report: Strategic Equality Plan.**

Over 80 actions were due to be completed by March 2013. Progress to meeting these actions is set out below:

- 41 actions have been completed on time
- 21 actions are in progress
- 13 actions have not been completed/started

- 3.02 Overall good progress is being made, achievements that have been identified during the first year of the SEP are set out in the annual monitoring report; they include:-

- Awarded "Most Improved Welsh Employer" by Stonewall Cymru in recognition of the progress being made to promote lesbian, gay and bisexual equality in the Workplace. Improving the workplace for lesbian, gay and bisexual employees improves the workplace for everyone, regardless of their background.
  - The development of "Changing Places" facilities in two Leisure Centres which will increase accessibility for disabled people.
  - Physical alterations were made to four secondary schools and four primary schools, including fire exits, science laboratory, toilets and external ramps to support disabled pupils access the full curriculum.
- In total:

- twelve out of 72 primary schools are now fully accessible
- one out of 12 high schools is fully accessible
- two of the six other schools/units including special schools are fully accessible.

The remaining schools are partially accessible

- All of the Council's libraries (13) were audited for disability access; eight of these are now fully accessible. A plan is being developed to improve the accessibility of the remaining libraries.
- The interpretation and translation facilities continue to be used consistently; there were 115 requests for information in alternative formats, such as Braille and large Print, and 194 requests for information in different languages during 2012- 2013.

- 3.03 There remain areas for improvement. The purpose of the Strategic Equality Plan is to reduce known inequalities for the protected groups identified in the

Equality Act. Capturing baseline data is critical to being able to measure improvements and to check whether specific inequalities have been reduced by 2016. As this is the first full year of reporting, baseline data is still being collated. The future 2013 -2014 annual report should be complete with data for analysis, benchmarking etc. and targets set for improvement.

**3.04 Annual Monitoring Report: Welsh Language Scheme**

The Welsh Language Scheme Monitoring Report 2012-13 shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met. Of the 42 actions due to be completed by March 2013:

- 15 have been completed on time
- 12 are in progress
- 13 have not been completed / started

**3.05 There are signs of improvement :**

- In 2010- 2011, monitoring of a sample of contracts revealed that only 25% complied with the requirements of the Council's Welsh Language Scheme. In 2012-13, 93% of a sample of contracts complied with the Welsh Language Scheme.
- Social Services for Adults are working towards "More Than Just Words", Strategic Framework for Welsh Language Services in Health, Social Services and Social Care which has been developed by the Welsh Government. The Framework aims to strengthen Welsh language services; implementing the Framework will support Social Services for Adults to mainstream Welsh language provision and meet the requirements of the Welsh Language Scheme.
- Continued investment has been made in the development of employees; supporting them to improve and enhance their Welsh language skills enabling them to provide public services through the medium of Welsh.
- An audit of the Welsh language skills of all employees is currently being undertaken. The aim is to achieve 100% data by March 2014. This will help to prioritise and develop a workforce plan to ensure training is targeted to employees where Welsh language skills are essential to the post

**3.06** The Council received more complaints / comments in 2012 -2013 (14) compared to 2011-12 (9) about the Welsh Language Scheme. However, the number and percentage of complaints dealt with in accordance with the corporate standards was higher in 2012-13, both in terms of type of response and overall. These complaints related to lack of bilingual communication or service provision and technical issues. These types of complaints should be reduced as staff awareness and understanding is developed through the provision of Welsh language skills training and Welsh language awareness training.

3.07 Although there has been some improvement, some of the actions from the Welsh Language Scheme remain outstanding from 2009, when they were identified as improvement areas by the Welsh Language Board. Incorporating all actions within Service Plans should help accelerate progress.

3.08 **Moving Forward**

Although there has been progress in both the Strategic Equality Plan and Welsh Language Scheme, there has been inconsistent progress across Directorates. Focussing on the links between the equality, Welsh language and the Improvement Plan will contribute to integrate them within the Council's Business Planning processes and mainstream into employment practice, service design and delivery. The relevant actions from both the Strategic Equality Plan and Welsh Language Scheme will be incorporated into Service Plans to ensure that they are implemented and monitored regularly. This will facilitate easier reporting for Directorates in the future and support new post holders in awareness of their responsibilities. Future Service Performance Reports will provide progress reports on both the Strategic Equality Plan and Welsh Language Scheme.

**4.00 RECOMMENDATIONS**

4.01 Cabinet endorse the annual monitoring reports for the period 2012 – 2013 for both the Strategic Equality Plan and Welsh Language Scheme prior to publication and formal submission to the relevant regulatory bodies.

**5.00 FINANCIAL IMPLICATIONS**

5.01 There are no financial implications to this report; the annual monitoring reports set out progress that has been made to achieve targets and commitments within the Strategic Equality Plan and Welsh Language Scheme.

**6.00 ANTI POVERTY IMPACT**

6.01 Achieving the equality objectives will have a positive impact on people from protected groups who experience poverty.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None.

**8.00 EQUALITIES IMPACT**

8.01 Implementing the Strategic Equality Plan and the Welsh Language Scheme will have a positive impact on all protected groups and Welsh speakers. The Strategic Equality Plan annual monitoring report will be published in a variety of formats including Easy Read to ensure it is accessible to the Council's diverse community.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications associated with this report. However, the effective implementation of the Strategic Equality Plan and Welsh Language Scheme is dependent on staff having an awareness and understanding of their requirements and how they impact on their posts.

## **10.00 CONSULTATION REQUIRED**

10.01 None required.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 Directorate Equality Representatives were consulted in order to update both the action plans and provide information for the annual monitoring reports.

## **12.00 APPENDICES**

12.01 Appendix 1 Annual Monitoring Report 2012-2013 Strategic Equality Plan (available in Member's Library)

12.02 Appendix 2 Annual Monitoring Report 2012 -2013 Welsh Language Scheme (available in Member's Library)

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

None.

**Contact Officer: Fiona Mocko**  
**Telephone: 01352 702122**  
**Email: [fiona.mockco@flintshire.gov.uk](mailto:fiona.mockco@flintshire.gov.uk)**

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**            **CABINET**

**DATE:**                    **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:**            **HEAD OF FINANCE**

**SUBJECT:**                **REVENUE BUDGET MONITORING 2013/14 (MONTH 3)**

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2013/14.

### **1.02 INDEX OF CONTENTS**

|                |  |
|----------------|--|
| Section 2      | Executive Summary                                  |
| Paragraph 3.01 | Council Fund Summary Table                         |
| Section 4      | Financial Control, Budget Management and reporting |
| Section 5      | Inflation  |
| Section 9      | Unearmarked Reserves                               |
| Section 10     | Housing Revenue Account                            |
| Appendix 1     | Community Services -Variances Summary              |
| Appendix 2     | Environment -Variances Summary                     |
| Appendix 3     | Lifelong Learning -Variances Summary               |
| Appendix 4     | Corporate Services -Variances Summary              |
| Appendix 5     | Central & Corporate Finance -Variances Summary     |
| Appendix 6     | Council Fund Unearmarked Reserves Summary          |
| Appendix 7     | Housing Revenue Account -Variances Summary         |
| Appendix 8     | Financial Procedure Rule 3 - draft revised version |

### **2.00 EXECUTIVE SUMMARY**

2.01 The projected year end position, as estimated at Month 3, is as follows:-

#### **Council Fund**

- Net in year expenditure forecast to be £2.065m less than the budget. (An increase of £1.065m on the £1m reported at Month 2)
- Projected contingency reserve balance at 31st March 2014 of £4.706m
- Recurring efficiencies of £1.435m have been identified in Adult Services
- Approval of the recommendations within this report will produce a net positive impact of £0.885m on the Medium Term Financial Plan (MTFP)

This positive variation follows the first detailed budget monitoring, and, specifically, the work which has been undertaken to review service trend

analysis and forecasts in key areas identified in the 2012/13 outturn and the first 2013/14 report in July. The outcome of this work to date is detailed in Section 8

### Housing Revenue Account (HRA)

- Net in year expenditure forecast to overspend the budget by £0.043m (Nil variance reported at Month 2)
- Projected HRA balances at 31st March 2014 of £1.391m

The detail relating to the HRA is set out in Section 10.00 of this report

## 3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £2.065m :-

| TOTAL EXPENDITURE AND INCOME                | Original Budget | Revised Budget | In-Year Over / (Under) spend |                |
|---|-----------------|----------------|------------------------------|----------------|
|   |                 |                | Month 2                      | Month 3        |
|   | £m              | £m             | £m                           | £m             |
| <b><u>DIRECTORATES (Service Groups)</u></b> |                 |                |                              |                |
| Services for Adults                         | 45.642          | 45.567         | (1.220)                      | (2.036)        |
| Services for Children                       | 11.906          | 11.874         | 0.250                        | 0.151          |
| Housing Services                            | 1.800           | 1.833          | (0.160)                      | (0.226)        |
| Development & Resources                     | 1.688           | 1.648          | 0.000                        | (0.038)        |
| <b>TOTAL : COMMUNITY SERVICES</b>           | <b>61.036</b>   | <b>60.922</b>  | <b>(1.130)</b>               | <b>(2.149)</b> |
| Assets and Transportation                   | 6.015           | 6.042          | 0.000                        | (0.012)        |
| Planning                                    | 1.708           | 1.699          | 0.000                        | 0.046          |
| Public Protection                           | 3.455           | 3.447          | 0.000                        | (0.017)        |
| Regeneration                                | 0.715           | 0.706          | 0.000                        | (0.046)        |
| Streetscene                                 | 19.320          | 19.112         | 0.000                        | 0.296          |
| Management, Support & Performance           | 1.088           | 1.085          | 0.000                        | (0.103)        |
| <b>TOTAL : ENVIRONMENT</b>                  | <b>32.301</b>   | <b>32.091</b>  | <b>0.000</b>                 | <b>0.164</b>   |
| Culture & Leisure                           | 6.876           | 6.876          | 0.900                        | 0.827          |
| Inclusion Services                          | 14.058          | 14.058         | (0.500)                      | (0.401)        |
| Primary School Services                     | 43.374          | 43.374         | 0.000                        | (0.025)        |
| Secondary School Services                   | 36.638          | 36.638         | 0.000                        | 0.000          |
| Development & Resources                     | 12.118          | 12.118         | 0.010                        | (0.225)        |
| <b>TOTAL : LIFELONG LEARNING</b>            | <b>113.064</b>  | <b>113.064</b> | <b>0.410</b>                 | <b>0.176</b>   |
| Chief Executive                             | 2.356           | 2.348          | 0.000                        | 0.010          |
| Finance                                     | 14.265          | 14.243         | (0.280)                      | (0.220)        |
| HR & OD                                     | 2.427           | 2.427          | 0.000                        | 0.005          |
| ICT & Customer Services                     | 4.922           | 4.871          | 0.000                        | (0.035)        |
| Legal                                       | 3.145           | 3.145          | 0.000                        | 0.012          |
| <b>TOTAL : CORPORATE SERVICES</b>           | <b>27.115</b>   | <b>27.034</b>  | <b>(0.280)</b>               | <b>(0.228)</b> |
| <b>TOTAL DIRECTORATES</b>                   | <b>233.516</b>  | <b>233.111</b> | <b>(1.000)</b>               | <b>(2.037)</b> |
| Central and Corporate Finance               | 26.236          | 26.641         | 0.000                        | (0.028)        |
| <b>Total</b>                                | <b>259.752</b>  | <b>259.752</b> | <b>(1.000)</b>               | <b>(2.065)</b> |



- 3.02 The figures as reflected in the above table are all prior to any of the proposed budget adjustments detailed later in the report with subsequent recommendations. Any recommendations approved by Cabinet will be fully reflected within the Month 4 budget monitoring report to Cabinet in October.

### **Budget Adjustments**

- 3.03 The Original Budget column reflects the budget approved by Council on the 1<sup>st</sup> March 2013. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

### **Projected position at 31st March 2014**

- 3.04 The Council Fund has a positive budget variation with net expenditure forecast to be £2.065m less than the budget. This represents a total net improvement of £1.065m on the projected £1m reported in July as at Month 2. Most of the net improvement (£1.019m) relates to Community Services, of which £0.661m relates to Resource and Regulated Services (Disability Services). A further £0.365m, is due to savings against budget on current care packages within the Mental Health & Substance Misuse service. This area has been considered as part of the overall review of Social Services for Adults as per paragraph 8.02 of this report.
- 3.05 The significant in-year projected variances to date are detailed in Appendices 1 - 5 (Council Fund) and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.

## **4.00 FINANCIAL CONTROL, BUDGET MANAGEMENT AND REPORTING**

- 4.01 A number of actions have been taken to strengthen financial control, budget management and reporting through:
- i. Clear lines of accountability
  - ii. Improved forecasting techniques
  - iii. Early warnings or “alerts” from service managers in changes to service demands and cost bases
  - iv. Improved formal reporting

### **i) Clear Lines of Accountability**

- 4.02 The Council’s Financial Procedure Rules (FPR’s) are being updated. Financial Procedure Rule 3 (FPR3) in relation to Budget Management has been strengthened in relation to accountability, forecasting and reporting. The rule has been substantially rewritten to emphasise that Heads of Service are accountable for monitoring and controlling income and expenditure against approved budget heads and clarifies the use of budget action plans. The changes also outline the responsibilities of the Corporate Management team and the Council’s more modern approach to budget monitoring and associated risks with the removal of ringfenced budgets.
- 4.03 The draft FPR’s were agreed at Audit Committee and Constitution Committee in July and will be considered for approval by Council on 25<sup>th</sup> September.

- 4.04 Both Audit and Constitution committees were of the view that a revised version of the relevant FPR should be shared with the Cabinet and Corporate Resources Overview and Scrutiny Committee, so that Members were fully aware of the accountability and arrangements for budget management. The draft FPR3 is provided as Appendix 8 to this report.
- 4.05 The revised presentation of the Council Fund summary table at paragraph 3.01 above reflects the detail within each Directorate and for Corporate Services based on the areas for which individual Heads of Service have responsibility for financial management of the budget.

#### **ii) Forecasting Techniques**

- 4.06 In order to ensure that there is a robust and systematic approach to financial forecasting across all council services, a forecasting model has been developed to underpin in year budget variation, management and forecasting. Its purpose is to:
- Analyse the reasons behind budget variations taking account of the nature of the budget area e.g. demand led, service trends, volatility, impacts on other services and budgets
  - Inform decisions on (i) in year mitigation and / budget virements and (ii) future years mitigations and budget setting within the ranking of Council priorities.

From the experience of the analysis around adults services referred to later in this report, the model will now be refined to ensure it delivers the required outcomes and there is consistent application across all service areas.

#### **iii) Early Warnings**

- 4.07 A system has been put into place which requires service managers to provide alerts on a weekly basis of any changes which are being experienced in service demand, unplanned events or changes to funding streams which in turn could have an impact (positive or negative) on the in year or future year budget position. The purpose is to ensure that there is collective corporate understanding of issues and their impact at an early stage; mitigating actions or solutions can be put into place and the "time lag" in reporting is minimised.

#### **iv) Formal Reporting**

- 4.08 The presentation of the net Council Fund position in section 3.01 has been revised to show the detail within each Directorate and for Corporate Services based on the areas for which individual service heads have responsibility for financial management of the budget. This gives a greater level of detail and ties in with the accountability in the financial procedures rules.

- 4.09 Further developments which will be included in the next monthly report are:
- to revise the presentation of the appendices to tie in clearly with the table in 3.01.
  - to provide a specific analysis setting out progress with the achievement of the pre-planned efficiencies agreed as part of the budget setting for 2013/14

## **5.00 INFLATION**

- 5.01 **Pay inflation** of £0.734m was included in the 2013/14 budget in anticipation of a possible pay award in 2013/14, following a freeze on public sector pay in recent years. The Council was advised by the National Joint Council (NJC) for Local Government Services in a letter dated 17<sup>th</sup> July that agreement had been reached on a pay increase of 1 % effective from 1<sup>st</sup> April 2013, and the deletion of spinal column point 4 from the national pay scale effective from 1<sup>st</sup> October 2013. No agreement has been reached as yet however in respect of Teachers pay. The overall implications of the NJC pay award on budgets (which was paid to staff in the August payroll) are currently being assessed and will be reflected within the Month 4 budget monitoring report.
- 5.02 **Non standard price inflation** - amounts of £0.255m in respect of Energy for Street Lighting, £0.197m in respect of Energy, £0.187m in respect of Fuel and £0.141m in respect of Food costs are included in the budget but held centrally. The budgets which incur the costs affected by non standard inflation are being monitored closely and the funds will be released when a full assessment of the need has been verified. At this stage, the current projected outturn assumes that these amounts will be required in full.

## **6.00 MONITORING BUDGET ASSUMPTIONS & NEW RISKS**

- 6.01 The budget setting process each year involves the making of assumptions at a measured and acceptable level of risk. Inevitably, in managing a budget of £260m across a large and diverse organisation, variances will occur and new risks will arise. This is normal for any large organisation.
- 6.02 The improvements in budget management processes described in section 4.00 are aimed at ensuring the early identification and mitigation of such variations to budget. The review of service trend analysis and forecasts in key areas following the 2012/13 outturn position and recommendations for budget re-alignment are described in section 8.00.
- 6.03 Where there are actual or projected variations to budgets, the detail is contained within the appendices to this report. Some areas of the budget are particularly demand led e.g. care packages or influenced by external factors e.g. welfare reform, the economy. These continue to be monitored very carefully across all services.

6.04 There are some areas which are being specifically monitored which potentially could have impacts on the budget beyond the current assumptions:

- Outcome Agreement Grant - full allocation of grant applicable to 2012/13 is subject to future agreement by Welsh Government (WG). However, a recent meeting with WG officers concluded that the Council has met the requirements for full payment of the grant and the WG Minister will be advised of this.
- Former chemical plant - Sandycroft (Euticals Ltd.) - along with its strategic partners, the Council has intervened in relation to this site and is in discussion with Welsh Government about solutions, roles and responsibilities
- Social Services for Children - the trend of referrals currently being experienced is increasing
- Waste Services - risks of impacts of changes in market demand on future recycling income (plastics), and further reductions of specific Welsh Government grant for Sustainable Waste management (SWMG)

## **7.00 ACHIEVEMENT OF EFFICIENCIES**

7.01 The 2013/14 budget includes efficiencies of £5.331m which were agreed by Council on 1<sup>st</sup> March. Achieving our efficiency targets is a priority within the 2013/14 Improvement Plan with a specific target of meeting 85% or more of our pre-agreed efficiency targets. Careful monitoring and regular reporting will be a key driver to ensuring that we keep on track with our plans and are able to take mitigating action if any of the efficiencies are delayed or become unachievable.

7.02 From next month, this report will provide a specific analysis setting out progress with the achievement of the efficiencies. An early evaluation of the likelihood of the achievement of the previously agreed efficiencies has been undertaken and has identified one which is not likely to be achieved in full this financial year. This relates to the Review of the Supported Living Service within Adult Services which has an identified efficiency of £0.350m in 2013/14. At this stage it is anticipated that £0.058m will be achieved in 2013/14 with the remainder likely to be achieved in full, but in future financial years. This is due partly to the anticipated delay in implementation of a revised staffing structure for which a part year effect has been reflected, and a delay in the review of care packages for each individual within properties. The in year variance is reflected in the Adult Services projection.

7.03 At this early stage, the projected in-year achievement of pre planned efficiencies is 95%, which is ahead of target.

## **8.00 BUDGET RE-ALIGNMENT AND POTENTIAL IMPACTS FOR THE MEDIUM TERM FINANCIAL PLAN**

8.01 As highlighted in paragraph 2.01, detailed work has been undertaken to review service trend analysis and forecasts in key areas identified in the 2012/13 final outturn report and first 2013/14 budget monitoring report which were major contributors to the net underspend reported on both occasions. The outcomes of this work relating to Social Services for Adults and professional support in Children's Services are detailed below along with recommendations for budget re-alignment and identification of impacts for the Medium Term Financial Plan. Further work is still being progressed in respect of Out of County Placements and Family Placement which will be reported on in the Month 4 budget monitoring report.

### **Social Services for Adults**

8.02 Following detailed consideration of the service trends analyses and forecasts within Social Services for Adults, in-year savings of £1.670m have been identified. These savings occur within Intake & Re-ablement, Locality teams, Physical Disability & Sensory Impairment (PDSI), Disability Services, Learning Disability transition and Mental Health. It is recommended that the in-year budgets are reduced by the appropriate amounts making up the £1.670m.

8.03 The recurring savings arising from this review activity amount to £1.435m and can now be included as a future budget efficiency for reflection in the Council's MTFP. However, £0.300m of this sum which relates to Disability Services (Transition) has already been included within the MTFP, and so there is a net additional benefit to the MTFP of £1.135m.

### **Children's Services - Professional Support**

8.04 As a result of the overall review activity a budget pressure of £0.250m has been identified within the Professional Support budget - Children's Services. This has come about as a result of a marked increase in the demand for statutory child care support in Flintshire which has been mirrored across Wales and the United Kingdom. This increase could be associated with the impact of Welfare Reform and due to the awareness of high profile cases, such as Baby Peter and more recently the Saville investigation. It is recommended that additional base budget of £0.250m be allocated to this service in 2013/14.

### **Children's Services - Out of County Placements / Family Placement**

8.05 The review activity has also identified potential further savings within the out of county placements budgets within Children's Services and the Inclusion service to those included in the 2013/14 budget. There is also a closely related budget pressure within the Children's Services Family Placements budget. This pressure has been influenced by the reductions in expenditure achieved within the out of county placements budgets for Children's Services and Inclusion within Lifelong Learning as more children are placed with families in County. Detailed discussions are taking place between the departments

concerned with a view to recommending budget virement and potential efficiencies which will bring budgets into line with changes in service delivery. This will be updated in the Month 4 budget monitoring report. It is possible that there may be a further recurring efficiency for reflection in the MTFP.

## **9.00 UNEARMARKED RESERVES**

- 9.01 The 2012/13 final outturn reported to Cabinet on 16<sup>th</sup> July showed unearmarked reserves at 31<sup>st</sup> March 2013 (above the base level of £5.564m) of £3.409m, after taking into account a commitment in 2013/14 for use of £0.297m to meet one-off / time limited costs. In July, Cabinet allocated £0.250m to the Winter Maintenance reserve, bringing the level in the reserve to £3.159m.
- 9.02 **Severe Weather in March 2013** - The late March 2013 severe weather event led to the Council submitting a claim to Welsh Government (WG) under their Emergency Financial Assistance Scheme (EFAS) for financial support for costs incurred during the two phases of the event being the initial period, and also for the recovery phase. The Council was advised by letter dated 9<sup>th</sup> August 2013 that the Minister for Local Government & Government Business had decided, on this occasion, not to exercise discretion to fund the Council's claim for support.
- 9.03 A delegated powers authority was approved in May for recovery cost expenditure to be committed in 2013/14 up to the sum of £0.621m where necessary. This was an estimated sum, and to date, the immediate recovery work has been completed with a programme of work underway to complete the remainder of the work with the total estimated cost of work on Council Fund services amounting to £0.518m. An allocation of £0.518m will therefore be made from the contingency reserve to the appropriate Council Fund service accounts to finance these costs. As £0.100m of the original estimate related to Housing Revenue Account (HRA) services, these costs will be charged to the HRA, and funded from the HRA balances.
- 9.04 After taking account of the cost of the severe weather and bringing in the impact of the projected in year budget position the current projected level of the contingency reserve at the end of March 2014 is an amount of £4.706m. Details are shown in Appendix 6.

## **10.00 HOUSING REVENUE ACCOUNT**

- 10.01 On 19<sup>th</sup> February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.
- 10.02 The 2012/13 final outturn reported to Cabinet on 16<sup>th</sup> July 2013 showed a closing balance at the end of 2012/13 of £1.931m (subject to audit) which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the closing balance for 2012/13 by the same amount.

- 10.03 There is an overall projected overspend of £0.043m and a projected closing balance at Month 3 of £1.391m, which at 4.9 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %. The projected outturn reflects provision for the following items which are to be funded by allocations from the HRA balances as indicated in the final outturn report to Cabinet on 16<sup>th</sup> July 2013.
- Provision of £0.150m for possible exit costs (redundancy / pension fund strain payments) arising from completion of service reviews
  - Provision of £0.050m for expenditure on security measures for the Flint maisonettes
  - Provision of £0.130m for repair and maintenance expenditure on void properties where works were completed in 2012/13
- 10.04 Appendix 6 details the reasons for significant variances occurring to date and the actions planned to deal with them.
- 10.05 The main potential risk to the HRA projected outturn is the possible impact of the Single Status agreement - any impact will need to be fully funded within the HRA as it is a ringfenced account. An estimated amount of £0.250m was noted within the final outturn report to Cabinet on 16<sup>th</sup> July 2013 , and if this amount were to be required in full there would be a corresponding reduction of the projected closing balance to £1.141m.

## **11.00 RECOMMENDATIONS**

- 11.01 Members are recommended to :-
- a) Note the overall report.
  - b) Note the projected Council Fund contingency sum as at 31<sup>st</sup> March 2014 (paragraph 9.04).
  - c) Note the projected final level of balances on the Housing Revenue Account (paragraph 10.03).
  - d) Approve the in-year base budget reductions as detailed in paragraph 8.02
  - e) Approve the allocation of base budget of £0.250m to Professional Support - Children's Services as detailed in paragraph 8.04

## **12.00 FINANCIAL IMPLICATIONS**

- 12.01 The financial implications are as set out in Sections 3.00 - 9.00 of the report.

## **13.00 ANTI POVERTY IMPACT**

- 13.01 None

**14.00 ENVIRONMENTAL IMPACT**

14.01 None

**15.00 EQUALITIES IMPACT**

15.01 None

**16.00 PERSONNEL IMPLICATIONS**

16.01 None

**17.00 CONSULTATION REQUIRED**

17.01 None

**18.00 CONSULTATION UNDERTAKEN**

18.01 None

**19.00 APPENDICES**

19.01 Council Fund Variances - Appendices 1 - 5  
Council Fund - Movements on unearmarked reserves - Appendix 6  
Housing Revenue Account Variances - Appendix 7  
Financial Procedure Rule 3 (draft revised version) - Appendix 8

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

**Contact Officer:** Sara Dulson  
**Telephone:** (01352) 702287  
**Email:** [sara.dulson@flintshire.gov.uk](mailto:sara.dulson@flintshire.gov.uk)



COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service  | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance  | Action Required   |
|--|---------------------|------------------------|---------------|--------------------------|--|---|
| Resources and Regulated Services (Intake and Reablement) | 5.636               | 5.157                  | (0.479)       | (0.470)                  | <p><u>Extra Care</u> projected underspend (£0.134m) due to timeframe for completion of Llys Jasmine, Mold.</p> <p><u>In-house Domiciliary Care</u> underspend (£0.288m) due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers.</p> <p><u>Client Transportation Service</u> underspend (£0.206m) mostly (£0.152m) on transport contracts that were re-tendered in January 2013. The balance (£0.054m) relates mostly to staff vacancies (£0.051m).</p> <p><u>Day Services</u> underspend (£0.044m) mostly due to vacancies within the Service (£0.026m) and reduced demand for Supplies and Services (£0.016m). These underspends are offset by a projected overspend within the <u>In-house Residential Service</u> (£0.112m) mostly due to the need to ensure adequate staff cover (£0.189m) and various premises costs (£0.028m) offset by additional client (£0.070m) and Health (£0.050m) income together with a shortfall against <u>Supporting People</u> funding (£0.080m).</p> | <p><u>Extra Care</u> The underspend against is one-off and non recurring and has arisen due to the opening of the facility being part way through the current year.</p> <p><u>Client Transportation Service</u> The underspend is expected to be on-going following contract re-tendering.</p> <p><u>In-house Residential Service</u> Review underspends within Services for Adults to identify budgets to be vired into this service to address additional costs for ensuring adequate staffing levels.</p> <p><u>Supporting People</u> This is an ongoing shortfall and will be addressed internally for month 4.</p> |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service                     | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance  | Action Required  |
|-----------------------------|---------------------|------------------------|---------------|--------------------------|--|--|
| Locality Teams (Localities) | 14.112              | 13.757                 | (0.355)       | (0.250)                  | <p><u>Older People Services</u></p> <ul style="list-style-type: none"> <li>&gt; Purchased Day Care - underspend (£0.040m) due to a change in emphasis in service delivery.</li> <li>&gt; Purchased Residential and Domiciliary Care are together underspending (£0.247m) mostly due to purchased residential care (£0.453m) and additional income (£0.072m) offset by additional spend on homecare (£0.060m) and direct payments (£0.218m) reflecting a change in emphasis on service delivery introduced through TSSA.</li> <li>&gt; Locality Teams are together expected to underspend (£0.118m) mostly due to vacant posts some of which are not expected to be filled until 01/01/2014.</li> <li>&gt; Early Onset Dementia is projected to overspend (£0.067m) due to purchased domiciliary care costs.</li> </ul> <p>The balance (£0.017m) is made up of a number of smaller variances.</p> <p>The movement from month 2 is due to detailed monitoring undertaken following the high level estimate provided for month 2.</p> | <p>Keep under review.</p> <p>Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality teams.</p> <p>Projecting outturns within this service remains challenging following the changes in service delivery introduced with TSSA the impact of which continue.</p> <p>Budget virement between Purchased Residential and Domiciliary care to reflect the changes in service delivery.</p> |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service   | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance  | Action Required   |
|---|---------------------|------------------------|---------------|--------------------------|--|---|
| Vulnerable Adults and Disability Services (Disability Services) | 2.284               | 1.958                  | (0.326)       | (0.500)                  | As part of the changes introduced in 2012/13 a review has been undertaken of all individuals within this service to determine what, if any, changes need to be reflected due to changes in their planned care packages. This work is continuing but the outturn reflects all changes known at June 2013. | Continue to keep under review particularly as further changes are possible in the period up to the start of the new college year in September/ October.<br><br>It remains a possibility that some changes will not be known until September/ October as individuals can be late making decisions around their future plans. |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service   | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance   | Action Required  |
|---|---------------------|------------------------|---------------|--------------------------|---|--|
| Resource and Regulated Services (Disability Services) | 15.690              | 15.029                 | (0.661)       |                          | <p><u>Physical Disability Service</u><br/>Overall this is underspending (£0.336m) mostly due to reduced emphasis on the purchase of independent sector residential care (£0.315) and increased use of direct payments.</p> <p><u>Learning Disability Service</u><br/>&gt; Day Opportunities underspend (£0.081m) on staff costs (£0.131m) and transport costs (£0.075m) offset by overspends in premises costs (£0.024m), third party costs (£0.026m) and an underachievement of income (£0.085m).<br/>&gt; In-House Supported Living Team is underspending (£0.039m) mostly due to vacant posts (£0.036m).<br/>&gt; Within this Service is a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. It is not expected that this will be resolved until November 2013 and that changes will be phased in, consequently, an underspend (£0.140m) is declared. The balance (£0.065m) is made up of smaller amounts in a number of areas.</p> | <p>Keep under review.</p> <p><u>PDSI</u> This underspend is likely to be ongoing due to changes in service delivery. However, it should be borne in mind that new service users within this area tend to have large care packages.</p> <p><u>LD</u><br/>The underspend in relation to the negotiations with Health on jointly funded packages is based on current assumptions. These will be kept under review and adjusted if proven necessary.</p> |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service  | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance   | Action Required    |
|--|---------------------|------------------------|---------------|--------------------------|---|--------------------|
| Administrative Support (Disability Services)                                   | 0.314               | 0.452                  | 0.138         |                          | This is due to an overspend against staff pay costs (£0.138m).  | Keep under review. |
| Residential and Domiciliary Service (Mental Health & Substance Misuse Service) | 0.871               | 0.669                  | (0.202)       |                          | This underspend is based on current care packages. An additional £0.0259m budget has been added to this area in 2013 to reflect the expectation of the transfer from Health of an individual with a high cost transition package. The underspend within the service is reduced from what would be expected due to the delay relating to the transition client because of other additional clients, one of which has a high cost care package. | Keep under review. |
| Professional Support (Mental Health & Substance Misuse Service)                | 0.785               | 0.733                  | (0.052)       |                          | This is mostly (£0.047m) due to a one-off pay cost reduction following an agreed absence with no pay.   | One-off.           |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service  | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance  | Action Required   |
|--|---------------------|------------------------|---------------|--------------------------|--|---|
| Forensic Budget (Mental Health & Substance Misuse Service) | 0.305               | 0.142                  | (0.163)       |                          | Reflects current care packages for 2013/14.  | Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown. |
| Forensic Budget (Learning Disability)                      | 0.482               | 0.597                  | 0.115         |                          | Reflects current care packages for 2013/14.  |   |
| Business Systems (Development & Resources)                 | 1.142               | 1.083                  | (0.059)       |                          | The underspend within this area is mostly due to vacant posts.   |   |
| Family Placement (Children's Services)                     | 1.977               | 2.296                  | 0.319         | 0.250                    | The overspend is mainly as a result of an increase in the number of foster care placements 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 been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.   |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service                                  | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance  | Action Required                                     |
|--|---------------------|------------------------|---------------|--------------------------|--|---|
| Youth Offending Team (Children Services) | 0.329               | 0.263                  | (0.066)       |                          | This is mostly due to an underspend on staff costs (£0.183m), mainly due to vacant posts and secondments, offset by overspends on staff travel (£0.025m), premises (£0.019m), Supplies and services (£0.015m), third party payments (£0.057m) with the balance made up of smaller variances. | It is currently expected that this will be one-off. |

COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service                                    | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance  | Action Required  |
|--|---------------------|------------------------|---------------|--------------------------|--|--|
| Professional Support (Children's Services) | 5.235               | 5.508                  | 0.273         | 0.250                    | <p>Professional Support comprises of Fieldwork, Resources, Children's Integrated Disability Service (CIDS) and General.</p> <p><u>Fieldwork</u>: Overspend £0.170m mostly due to the requirement for sufficient staffing levels and associated travel costs (£0.159m) together with supporting young people leaving care (£0.047m) offset by a reduction in third party payments (£0.037m).</p> <p><u>Resources</u>: Underspend £0.039m mainly on pay (£0.065m) offset by an increase in third party payments (£0.022m).</p> <p><u>CIDS</u>: Overspend £0.025m mainly on direct payments (£0.062m) offset by pay and staff travel (£0.028m).</p> <p><u>General</u>: Overspend £0.117m mostly on pay and travel costs (£0.073m), legal and court costs (£0.047m), payments to service users (£0.026m) offset by reduced third party payments (£0.033m).</p> | <p>Keep under review.</p> <p>Due to the overspend within Children Services spending is kept to a minimum where possible.</p> |



COMMUNITY SERVICES

APPENDIX 1

Budget Monitoring 2013/14 (Month 3)

| Service   | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)  | Variance Last Month (£m) | Cause of Major Variance  | Action Required  |
|---|---------------------|------------------------|----------------|--------------------------|--|--|
| Out of County Pooled Budget (Children's Services) | 3.178               | 2.834                  | (0.344)        | (0.250)                  | Costs reflect existing placements up until March 2014. This reflects known reductions in payments to providers following re-negotiation of contracts. The movement from month 2 reflects further detailed work undertaken. | The focus of high cost placements is now a North Wales project and will continued to be reviewed.<br><br>The impact of these changes on the Children Services Fostering and Leaving Care budgets has not yet been quantified. Further details are awaited. |
| Homelessness Accommodation (Housing Services)     | 0.360               | 0.198                  | (0.162)        | (0.060)                  | This reflects current position of the anticipated demand on the service this financial year. The movement from month 2 reflects further detailed work undertaken.  | Keep under review. Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation.  |
| Accommodation Support Team (Housing Services)     | 1.206               | 1.136                  | (0.070)        | (0.100)                  | Service undergoing restructure which is not yet in place. The movement from month 2 reflects further detailed work undertaken.   | Restructure to be implemented.   |
| Other variances (aggregate)                       | 7.016               | 6.961                  | (0.055)        | 0.000                    | Various minor variances.   | Continue to review but not expected to be recurrent.   |
| <b>Total :</b>                                    | <b>60.922</b>       | <b>58.773</b>          | <b>(2.149)</b> | <b>(1.130)</b>           |  |  |

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## Budget Monitoring 2013/14 (Month 3)

| Service  | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Month 2 Variance | Cause of Variance   | Action Required  |
|--|---------------------|------------------------|---------------|------------------|---|--|
| Industrial Units                                   | (1.255)             | (1.194)                | 0.061         |                  | Estimated net income shortfalls across the Industrial Estate portfolio  | Keep Unit rental income closely monitored throughout 2013/14.            |
| Property Holdings                                  | 0.083               | 0.042                  | (0.041)       |                  | NNDR costs lower than anticipated   | Review of site budgets necessary in line with asset management programme |
| Property Asset & Development                       | 0.529               | 0.425                  | (0.104)       |                  | Net Vacancy Savings   |  |
| Highways Development Control & Regulatory Services | 0.806               | 0.843                  | 0.037         |                  | Lower than anticipated levels of income for Fixed Penalty Notices (based on improving standards of repair by utility companies) & road closures |  |

## Budget Monitoring 2013/14 (Month 3)

| Service                           | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Month 2 Variance | Cause of Variance  | Action Required                       |
|-----------------------------------|---------------------|------------------------|---------------|------------------|--|---------------------------------------|
| Waste Disposal & Waste Collection | 9.179               | 9.543                  | 0.364         |                  | Plastic recycling prices have reduced by £100 per tonne since June due to export to China ceasing. This is likely to result in an estimated income reduction of £100k in 2013/14 and a potential larger impact from 2014/15 onwards if circumstances remain the same.<br>Staff backfilling costs to the end of September as a result of the on-going investigation within waste of approximately £80k. | Consider impact on MTFP going forward |
| Management Support & Performance  | 1.085               | 0.982                  | (0.103)       |                  | Notification was given by WG in late July that the Sustainable Waste Management Grant (SWMG) is being reduced in year by between 5% and 10% which would result in a funding shortfall of £170k at 5%. A further reduction of 10-11% is also now anticipated in 2014/15   | Consider impact on MTFP going forward |
| Other variances (aggregate)       | 21.664              | 21.614                 | (0.050)       |                  | Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets  |                                       |
| <b>Total :</b>                    | <b>32.091</b>       | <b>32.255</b>          | <b>0.164</b>  |                  | A number of variances of no more than £0.043m individually.  |                                       |

| Service                         | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance   | Action Required   |
|---------------------------------|---------------------|------------------------|---------------|--------------------------|---|---|
| Management & Business Support   | 0.528               | 0.528                  | 0.000         | 0.000                    |   |   |
| Libraries, Culture and Heritage | 2.983               | 2.870                  | (0.113)       | 0.000                    | School Library Service (£0.100m saving)<br>Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in the School Library Service.<br>Library Service (£0.013m saving)<br>Minor variances | Service Manager to place a hold on all uncommitted expenditure within School Library Service. |

| Service          | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance  | Action Required  |
|------------------|---------------------|------------------------|---------------|--------------------------|--|--|
| Leisure Services | 3.892               | 4.832                  | 0.940         | 0.900                    | <b>Leisure Centres (£0.960m pressure)</b> £0.505m relates to the Alliance Leisure developments. This is a combination of income targets not met and costs exceeding the original plan. £0.184m relates to other pressures on income across centres. £0.076m relates to pressures on premises budgets, £0.090m to supplies and services, £0.047m to security costs, £0.036m to credit/debit card fees and £0.022m to other minor variances. | As part of the Leisure Action Plan a number of solutions are being explored and implemented including cessation of Swim Flintshire, Leisure Service Review, Leisure Contact Centre and Asset Review. |
|                  |                     |                        |               |                          | Leisure Services (£0.004m saving)<br>Minor variances<br>Recreational Ground & Amenities (£0.012m saving) Minor variances   |  |
| Schools Budgets  | 81.584              | 81.584                 | 0.000         | 0.000                    | Play Development (£0.004m saving)<br>Minor variances   |  |
| School Services  | 12.487              | 12.061                 | (0.426)       | (0.500)                  | <b>Out of County (£0.411m saving)</b><br>As expected, the projected outturn is similar to the 2012/13 outturn less the budget reduction for 2013/14. There have been a number of minor changes to the cost of several placements and projected loss of income from Health of £0.060m.  |  |

| Service                 | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance   | Action Required  |
|-------------------------|---------------------|------------------------|---------------|--------------------------|---|--|
| Development & Resources | 11.590              | 11.365                 | (0.225)       | 0.010                    | Children, Youth & Community (£0.007m saving)<br>Minor variances<br><br>Schools ICT (£0.146m saving)<br>In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on all uncommitted expenditure in Schools ICT.<br><br>Transport (£0.018m saving)<br>Minor variances<br><br><b>Service Units (£0.052m saving)</b><br>A pressure of £0.003m linked to NDR costs on Westwood School House and a pressure of £0.060m on Pupil Support (Free School Meals) have been offset by estimated savings on Mobile Classrooms (£0.075m), and Insurance (£0.040m).<br>Facilities Services (£0.003m saving)<br>Minor variances | Service Manager to place a hold on all uncommitted expenditure within Schools ICT.<br><br><br><br><br><br>A more accurate picture will be available in September when full transport requirements are known. |
| <b>Total :</b>          | <b>113.064</b>      | <b>113.240</b>         | <b>0.176</b>  | <b>0.410</b>             |   |  |





| Service                     | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance  | Action Required   |
|-----------------------------|------------------------|---------------------------|------------------|-----------------------------|--|---|
| Chief Executive             | 2.348                  | 2.358                     | 0.010            | 0.000                       | <b>£0.014m</b> Corporate voluntary sector contribution to Dangerpoint.<br><b>(£0.004m)</b> minor variances.  |   |
| Finance                     | 14.243                 | 14.023                    | <b>(0.220)</b>   | <b>(0.280)</b>              | <b>£0.053m</b> net additional costs of the Finance Division including: grades in new structure, revised cost reallocation, pay protection and support to major projects.<br><b>(£0.700m)</b> net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget.<br><b>£0.427m</b> CTRS shortfall in funding compared to estimated in year cost. | A review is in progress to re-align the budget. Pay protection costs are time limited and will not feature in future years budgets.<br><br>Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15. |
| Legal & Democratic Services | 3.145                  | 3.157                     | 0.012            | 0.000                       | <b>£0.018m</b> use of Agency/Locums.<br><b>(£0.006m)</b> minor variances.  |   |

| Service                                      | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance   | Action Required |
|--|------------------------|---------------------------|------------------|-----------------------------|---|-----------------|
| Human Resources & Organisational Development | 2.427                  | 2.432                     | 0.005            | 0.000                       | £0.005m minor variances.  |                 |
| ICT & Customer Services                      | 4.871                  | 4.836                     | (0.035)          | 0.000                       | (£0.018m) vacancy savings.<br>(£0.011m) additional registrars income.<br>(£0.006m) minor variances. |                 |
| <b>Total :</b>                               | <b>27.034</b>          | <b>26.806</b>             | <b>(0.228)</b>   | <b>(0.280)</b>              |   |                 |

| Service                               | Revised Budget<br>(£m) | Projected<br>Outturn<br>(£m) | Variance<br>(£m) | Variance<br>Last<br>Month<br>(£m) | Cause of Variance  | Action Required |
|---------------------------------------|------------------------|------------------------------|------------------|-----------------------------------|--|-----------------|
| Central Loans &<br>Investment Account | 14.231                 | 13.989                       | (0.242)          | 0.000                             | <p>Unsupported (Prudential Borrowing) - Funding for Local Government Borrowing Initiative (LGBI) transferred into settlement from 2013/14 (previously specific grant) -£0.415m which isn't needed to finance any new borrowing during 2013/14. The total of -£0.415m includes the £0.385m which was transferred into the settlement plus a residual £0.030m which wasn't utilised from the 2012/13 specific grant allocation of £0.192m.</p> <p>Reduction in net external interest payable (-£0.047m), Reduction in interest receivable on temporary investments (£0.127m), increased cost of Minimum Revenue Provision (£0.088m) increased internal interest (-£0.015m), reduction in debt management costs (-£0.010m).</p> |                 |
| Centrally Held<br>Provisions          | 5.138                  | 5.031                        | (0.107)          | 0.000                             | Surplus on recovery of FCC share of pension fund deficit - final year of three year strategy (-£0.104m), other minor variances (-£0.003m).   |                 |
| Central Service<br>Recharges          | (1.931)                | (1.620)                      | 0.311            | 0.000                             | Shortfall of £0.311m of internal income recovered from trading accounts and the HRA.   |                 |
| Other variances -<br>aggregate        | 9.203                  | 9.213                        | 0.010            | 0.000                             |  |                 |
| <b>Total :</b>                        | <b>26.641</b>          | <b>26.613</b>                | <b>(0.028)</b>   | <b>0.000</b>                      |  |                 |

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APPENDIX 6

**Movements on Council Fund Unearmarked Reserves**

|   | £m             | £m           |
|---|----------------|--------------|
| Total Reserves as at 1 April 2013   | 9.335          |              |
| Less - Base Level (inclusive of increase of £0.065m agreed as part of the 2013/14 budget)   | <u>(5.629)</u> |              |
| Total Reserves above base level   |                | 3.706        |
| Less - Amount approved by Council on 1 <sup>st</sup> March for funding of one-off costs in the 2013/14 budget proposals   |                | (0.297)      |
| Less - Amount approved by Cabinet on 16 <sup>th</sup> July for reinstatement of funding within the Winter Maintenance reserve following utilisation of funding during 2012/13 (late March severe weather event) |                | (0.250)      |
| Amount available for delegation to Cabinet  |                | <u>3.159</u> |
| Add projected underspend as at 31 <sup>st</sup> March 2014  |                | 2.065        |
| Less - Estimate of severe weather recovery costs (paragraph 9.03)   |                | (0.518)      |
| <b>Projected Level of Total Contingency Reserve as at 31<sup>st</sup> March 2014</b>  |                | <b>4.706</b> |

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## HRA Major Variance Report - Period 3

| Service                     | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance  | Action Required  |
|-----------------------------|---------------------|------------------------|---------------|--------------------------|--|--|
| HRA Subsidy                 | 6,167               | 6,288                  | 121           |                          | Capital Financing charges to HRA reviewed after budget rounds completed.   | Review timings of figures with Capital team.                         |
| Repairs and Maintenance     | 8,393               | 8,623                  | 230           |                          | Increased material costs related to activity levels in Q1 including remedial works following the severe weather in late March. |  |
| Rents                       | -26,946             | -27,194                | -248          |                          | A review of bad debt provision based on the age of the debts currently held and levels of recovery.                            | Review arrears on a monthly basis to ensure provision is sufficient. |
| Other variances (aggregate) | 12,883              | 12,822                 | -61           |                          |  |  |
| <b>Total :</b>              | <b>497</b>          | <b>539</b>             | <b>42</b>     | <b>0</b>                 |  |  |

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Extract from Draft Financial Procedure Rules

**FINANCIAL PROCEDURE RULE 3: BUDGET MANAGEMENT (REVENUE AND CAPITAL)**

**3.1** Heads of Service are the accountable officers for budgets for the delivery of the services in the Division for which they have responsibility. Heads of Service are authorised to incur expenditure and generate income in accordance with the budget approved by Council, as amended by any virement made under Financial Procedure Rule 4, or any supplementary budgets approved under Financial Procedure Rule 5 by the Cabinet and/or Council as appropriate. It is the responsibility of the Head of Service to consult with the Chief Finance Officer and seek advice on further action to be taken before any commitments are incurred, where these are not covered by the Council's approved budget.

**3.2** Heads of Service will ensure that all income and expenditure is accounted for against the budget head to which it relates, irrespective of where budget has been allocated. Where necessary, Heads of Service should request a budget virement (FPR4).

**3.3** Heads of Service are accountable for monitoring and controlling both revenue and capital, income and expenditure against budget heads as approved in the Budget. Variances in excess of £50k should be reported with an explanation to the Chief Finance Officer

**3.4** The Chief Finance Officer is responsible for the adequacy and effectiveness of budgetary control arrangements across the Council, ensuring appropriate systems are in place to provide timely and sufficiently detailed reports to Managers to fulfil their budget monitoring responsibilities. Directors and Heads of Services are responsible for ensuring that the budgets for which they are responsible are monitored and reported on to the Chief Finance Officer in accordance with the agreed budgetary control arrangements. The Chief Finance Officer will report to the Cabinet on the Council's overall position on a regular basis.

**3.5** Heads of Service should ensure that each budget head, and below that, each cost centre, has a single named manager, who will be responsible for monitoring and investigating variances (positive and negative) against budget and bringing these to the attention of the Head of Service and the relevant Finance Manager or Accountant for action as required.

**3.6** Heads of Service should take action as necessary to avoid exceeding their budget allocation for the particular service area thus operating within their available resources, and ensure that Managers and all staff understand their financial responsibilities.

**3.7** Heads of Service should prepare budget action plans where a significant overspend is forecast. The action plan should identify how expenditure will be brought back into line with budget, either by taking corrective action, or, through the proposed use compensating savings elsewhere in their budget. Heads of Service should also report areas of forecast under spend, along with the implications for future years, for corporate consideration of where any available resources should be re-allocated. The use of budget savings other than in accordance with the approved budget is not permitted without Cabinet approval.

All significant variations from budget will be reported to the Chief Finance Officer, who will report the position and any budget action plans in the overall budget monitoring report to Cabinet. In certain circumstances it may be that the significance of the variance requires a separate report to Cabinet for consideration or approval. The report will outline the reasons for the projected variance, the implications for future years' budgets, along with the budget action plan to bring expenditure in line with budget.

Budget action plans will be monitored by the relevant Head of Service who will notify the Chief Finance Officer should it emerge that a budget action plan will fail to prevent an overspend. The Chief Finance Officer will report the position to Cabinet.

**3.8** In exceptional cases, Head of Services will submit reports to the Cabinet and to the Council, in consultation with Chief Finance Officer, where a Head of Service is unable to balance expenditure and resources within existing approved budgets under his or her control, requesting a supplementary budget allocation for the current financial year only. Financial Procedure Rule 5 provides further details.

**3.9** Nothing in the Financial Procedure Rules shall prevent expenditure being incurred which is essential to meet any immediate needs arising from an emergency, including any expenditure under Section 155 of the Local Government and Housing Act 1989 (Emergency Financial Assistance Scheme, formerly known as the “Belwin” scheme). Such action shall only be taken after consultation with the Chief Finance Officer, and any such expenditure must be reported retrospectively to the Cabinet, and the funding for such expenditure must be agreed as soon as possible.

## **RULES RELATING TO CAPITAL**

**3.10** The Chief Finance Officer is responsible for the monitoring of the Capital Programme, in conjunction with the Director of Environment. A report updated on a quarterly basis will be submitted to Cabinet, identifying changes in capital resources, including the generation of capital receipts and the effect of rollover together with quantifying contractually uncommitted values by scheme.

**3.11** Whole schemes, or distinct parts thereof, which are identified as slipping into the following financial year, shall be included in the Capital Programme assessments for the later year.

**3.12** The approved Capital Programme will include information on grant funded schemes, as estimated.

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **HEAD OF FINANCE**

**SUBJECT:** **COUNCIL TAX - PENSIONER GRANT SCHEME FOR 2013-14**

### **1.00 PURPOSE OF REPORT**

1.01 To provide cabinet with information on the implementation of a revised national Pensioner Grant scheme to those residents in receipt of partial awards under the Council Tax Reduction Scheme (CTRS).

### **2.00 BACKGROUND**

2.01 For the past four years, the Welsh Government has provided local authorities with funding to operate locally designed grant schemes to help pensioners pay their Council Tax.

2.02 During 2012-13 the grant scheme locally adopted by Flintshire provided 8,700 grant awards to pensioner households using a combination of qualifying conditions. The awards were generally open to all pensioners, irrespective of their financial circumstances but were relatively small in value at £18.50 due to the high number of applications received, especially from those pensioners who had responded to the Councils 'apply on advert' campaign.

2.03 In 2013-14, the Welsh Government is now operating a new national grant scheme, more targeted to provide those pensioners who already receive partial awards under the CTRS scheme.

2.04 The Welsh Government has recognised that the previous schemes, designed by each local authority, led to inconsistencies between authorities in the level of support pensioners received and which pensioners received the support.

### **3.00 CONSIDERATIONS**

3.01 With the introduction of the new Council Tax Reduction Scheme in Wales following the abolition of Council Tax Benefit by the UK Government, the additional support for targeted pensioners is now being provided as a national scheme for 2013-14 using funding of £4m across Wales.

3.02 The national scheme removes local variations, both in the value of awards and who receives the awards. The new scheme is designed to provide a fair and consistent approach to calculating the level of assistance for all pensioner households who meet the qualifying criteria.

3.03 To ensure the funding of £4m is evenly distributed across Wales so that each pensioner household receives the same level of award, irrespective of where they live in Wales, a coordinated data matching exercise has been undertaken by the Welsh Government to produce a combined list of all qualifying households. This has ensured that there is a consistent approach for those pensioners who meet the qualifying conditions on the 30<sup>th</sup> June 2013 (the qualifying date). The maximum award across Wales is £100. The qualifying criteria is :

- Either the claimant or the partner to the claimant has reached the age of 60 and is liable for Council Tax at a property which is deemed to be a 'sole and main' residence, and
- The claimant qualifies for partial Council Tax Support, but not the maximum level of support on the qualifying date and there is a net liability to Council Tax (after any other discounts or reductions, for example single person discount or disabled banding relief).
- Should the net liability be below the maximum level of award then the credit to the Council Tax account will only be up to the net liability.
- The minimum award will be £5.

3.04 Data analysis work has now been completed across Wales and 2,233 households in Flintshire will qualify for funding of up to £100, although some households will receive less if their net Council Tax liability is less than £100. Overall, the Council will receive funding of £201,700 in order to make the awards.

3.05 Grant awards will be automatically credited to the Council Tax accounts of qualifying households during the third week in September. The awards will have the effect of reducing monthly or weekly instalments for the remaining months of the year.

#### **4.00 RECOMMENDATIONS**

4.01 That cabinet note the implementation of the revised Welsh Government Pensioner Grant Scheme for 2013-14 as detailed in the report.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The Welsh Government continues to provide a small administrative grant of £5,000 to partly cover the additional costs associated with implementation of the new national scheme.

5.02 The overall grant awards will be cost neutral to match the funding the level of funding.

**6.00 ANTI POVERTY IMPACT**

6.01 The Welsh Government grant scheme is specifically designed to help pensioner households, especially those who have been assessed as being in need of financial assistance and who already receive some help with paying their Council Tax.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None.

**8.00 EQUALITIES IMPACT**

8.01 None.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 The Welsh Government has held discussions with the Welsh Local Government Association and local authority Revenues practitioners in relation to the introduction and design of this scheme.

**12.00 APPENDICES**

12.01 None.

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

**Contact Officer: David Barnes, Revenues Manager**  
**Telephone: 01352 703652**  
**Email: david.barnes@flintshire.gov.uk**

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **HEAD OF FINANCE**

**SUBJECT:** **TREASURY MANAGEMENT ANNUAL REPORT  
2012/13**

### **1.00 PURPOSE OF REPORT**

1.01 To present to Members the draft Annual Treasury Management Report for 2012/13.

### **2.00 BACKGROUND**

2.01 The Council has adopted the CIPFA Treasury Management in the Public Services: Code of Practice, which requires Council to approve a treasury management strategy before the start of each financial year, a mid year report, and an annual report at the end of each financial year.

2.02 The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Head of Finance, who acts in accordance with the Council's Policy and Strategy Statement and Treasury Management Practices.

2.03 The Council has nominated the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies. A treasury management update was provided to the Audit Committee at each quarterly meeting during 2012/13.

2.04 On 1<sup>st</sup> March 2012 the Council approved the Treasury Management Policy and Strategy Statement for 2012/13. This report reviews the activities and performance of the treasury management operations during 2012/13.

2.05 The Treasury Management Mid Year Report 2012/13 was presented to the Audit Committee on 25<sup>th</sup> September 2012, Cabinet on 16<sup>th</sup> October and Council on 13<sup>th</sup> November 2012.

### **3.00 CONSIDERATIONS**

3.01 The draft Annual Treasury Management Report 2012/13 is attached in the appendix to this report. The report was reviewed by the Audit Committee on 30<sup>th</sup> July 2013; the Committee resolved that the report be presented to Cabinet and Council.

3.02 The key points to note from the report are summarised below:

- Section 3 – Borrowing requirements and debt management. Borrowing was reduced by £1.5m during the year to £172.1m due to the repayment of a loan. Total external debt; which includes both borrowing and other long term liabilities such as finance leases, increased to £180.2m in the main due to new finance leases being signed for redevelopment works at the Jade Jones Pavilion, Flint.
- Section 4 – Investment Activity. The investment strategy was implemented in a pro-active manner with security and liquidity as the focus. Average cash balances during the year were £70m which generated investment income of £508k. The financial environment within which the treasury function operated remained challenging and this is likely to continue for the foreseeable future.
- Section 6 – Compliance. The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2012/13 with one exception as detailed in 6.03 of appendix A.

3.03 The Mid Year Treasury Management report 2013/14 will be presented to the Audit Committee on 7/10/2013, Cabinet on 15/10/2013, and Council on 12/11/2013.

### **4.00 RECOMMENDATIONS**

4.01 Cabinet approves and recommends to Council the draft Annual Treasury Management Report for 2012/13.

### **5.00 FINANCIAL IMPLICATIONS**

5.01 As set out in the Annual Report.

### **6.00 ANTI POVERTY IMPACT**

6.01 None directly as a result of this report.

### **7.00 ENVIRONMENTAL IMPACT**

7.01 None directly as a result of this report.

**8.00 EQUALITIES IMPACT**

8.01 None directly as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly as a result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 Arlingclose Ltd. as Treasury Management Advisors.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Arlingclose Ltd. as Treasury Management Advisors.

**12.00 APPENDICES**

12.01 Draft Annual Treasury Management Report 2012/13.

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

Treasury Management Policy & Strategy Statement 2011/13  
Schedule of temporary investment transactions 2012/13  
Approved bank and building society list as at 31<sup>st</sup> March 2013.

**Contact Officer: Liz Thomas**  
**Finance Manager Strategy & Technical**  
**Telephone: 01352 702289**  
**Email: [liz.thomas@flintshire.gov.uk](mailto:liz.thomas@flintshire.gov.uk)**

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# **FLINTSHIRE COUNTY COUNCIL**

## **TREASURY MANAGEMENT**

### **DRAFT ANNUAL REPORT 2012/13**

## **1.00 INTRODUCTION**

- 1.01 The Council approved the Treasury Management Policy and Strategy Statement (Policy Statement) 2012/13 including key indicators, limits and an annual investment strategy on 1<sup>st</sup> March 2012.
- 1.02 The Policy Statement was produced based on the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice.
- 1.03 The purpose of this report is to review the outcomes from 2012/13 treasury management operations and compare with the Policy Statement.
- 1.04 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

## **2.00 ECONOMIC & INTEREST RATE REVIEW 2012/13**

*Provided by Arlingclose Ltd the Council's Treasury Management advisors.*

The global outlook stabilised mainly due to central banks maintaining low interest rates and expansionary monetary policy for an extended period. Equity market assets recovered sharply with the FTSE 100 registering a 9.1% increase over the year. This was despite economic growth in G-7 nations being either muted or disappointing.

In the UK the economy shrank in the first, second and fourth quarters of calendar 2012. It was the impressive 0.9% growth in the third quarter, aided by the summer Olympic Games, which allowed growth to register 0.2% over the calendar year 2012. The expected boost to net trade from the fall in the value of sterling did not materialise, but raised the price of imports, especially low margin goods such as food and energy. Avoiding a 'triple-dip' recession became contingent on upbeat services sector surveys translating into sufficient economic activity to overhaul contractions in the struggling manufacturing and construction sectors.

Household financial conditions and purchasing power were constrained as wage growth remained subdued at 1.2% and was outstripped by inflation. Annual CPI dipped below 3%, falling to 2.4% in June before ticking up to 2.8% in February 2013. Higher food and energy prices and higher transport costs were some of the principal contributors to inflation remaining above the Bank of England's 2% CPI target.

The lack of growth and the fall in inflation were persuasive enough for the Bank of

England to maintain the Bank Rate at 0.5% and also sanction additional £50 billion asset purchases (QE) in July, taking total QE to £375 billion. The possibility of a rate cut was discussed at some of Bank's Monetary Policy Committee meetings, but was not implemented as the potential drawbacks outweighed the benefits of a reduction in the Bank Rate. In the March Budget the Bank's policy was revised to include the 2% CPI inflation remit alongside the flexibility to commit to intermediate targets.

The resilience of the labour market, with the ILO unemployment rate falling to 7.8%, was the main surprise given the challenging economic backdrop. Many of the gains in employment were through an increase in self-employment and part time working.

The Chancellor largely stuck to his fiscal plans with the austerity drive extending into 2018. In March the Office for Budgetary Responsibility (OBR) halved its forecast growth in 2013 to 0.6% which then resulted in the lowering of the forecast for tax revenues and an increase in the budget deficit. The government is now expected to borrow an additional £146bn and sees gross debt rising above 100% of GDP by 2015-16. The fall in debt as a percentage of GDP, which the coalition had targeted for 2015-16, was pushed two years beyond this horizon. With the national debt metrics out of kilter with a triple-A rating, it was not surprising that the UK's sovereign rating was downgraded by Moody's to Aa1. The AAA status was maintained by Fitch and S&P, albeit with a Rating Watch Negative and with a Negative Outlook respectively.

The government's Funding for Lending (FLS) initiative commenced in August which gave banks access to cheaper funding on the basis that it would then result in them passing this advantage to the wider economy. There was an improvement in the flow of credit to mortgagees, but was still below expectation for SMEs.

The big four banks in the UK – Barclays, RBS, Lloyds and HSBC – and several other global institutions including JP Morgan, Citibank, Rabobank, UBS, Credit Suisse and Deutsche came under investigation in the Libor rigging scandal which led to fines by and settlements with UK and US regulators. Banks' share prices recovered after the initial setback when the news first hit the headlines.

### 3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

#### 3.01 PWLB (Public Works Loans Board) Certainty Rate

The Certainty Rate was introduced by the PWLB in November 2012, allowing the authority to borrow at a reduction of 20bps on the Standard Rate.

#### 3.02 Borrowing Activity in 2012/13

The total long term borrowing outstanding, brought forward into 2012/13 totalled £173.6 million. Loans with the Public Works Loans Board were in the form of fixed rate (£144.66m) and variable rate (£10m). The remaining £18.95m was variable in the form of Lobo's (Lender's Option, Borrower's Option). The Council's average borrowing rate throughout the year was 5.43%.

|   | Balance<br>1/04/2012<br>£m | Debt<br>Maturing<br>£m | New<br>Debt<br>£m | Balance<br>31/03/2013<br>£m |
|---|----------------------------|------------------------|-------------------|-----------------------------|
| <b>Capital Financing Requirement</b>        | <b>180.4</b>               |                        |                   | <b>183.2</b>                |
| <b>Short Term Borrowing<sup>1</sup></b>     | 0.00                       | 0.00                   | 0.00              | 0.00                        |
| <b>Long Term Borrowing</b>                  | 173.6                      | 1.5                    | 0.00              | 172.1                       |
| <b>TOTAL BORROWING</b>                      | <b>173.6</b>               | <b>1.5</b>             | <b>0.00</b>       | <b>172.1</b>                |
| <b>Other Long Term Liabilities</b>          | 6.0                        | 0.5                    | 2.6               | 8.1                         |
| <b>TOTAL EXTERNAL DEBT</b>                  | <b>179.6</b>               | <b>2.0</b>             | <b>2.6</b>        | <b>180.2</b>                |
| <b>Increase/ (Decrease) in Borrowing £m</b> |                            |                        |                   | <b>0.6</b>                  |

3.03 The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31/3/2013 was £183.2m. The Council's total external debt was £180.2m.

3.04 No new long term Public Works Loan Board (PWLB)/financial institution borrowing was undertaken during 2012/13 - the Council continues to use cash reserves to fund capital expenditure in place of new borrowing. New finance leases of £2.6m were signed to fund, in the main, the Redevelopment works at the Jade Jones Pavilion, Flint.



### 3.05 Loans at Variable Rates

The extent of variable rate borrowing the Council can potentially undertake is influenced by the level of Reserves and Balances. The interest rate on the Council's £10m variable rate loans averaged 0.54%.

The uncertain interest rate outlook further supported the case for maintaining variable rate debt. As the economy still appeared susceptible to economic shocks, growth remained insipid and official interest rates were forecast to remain low for much longer, the Council determined that exposure to variable rates was warranted. It also made sense from an affordability and budgetary perspective in the short-to-medium term.

Any upward move in interest rates and interest paid on variable rate debt would be 'hedged' by a corresponding increase in interest earned on the Council's variable rate investments. The interest rate risk associated with the Council's strategic exposure of £10m is regularly reviewed with our treasury advisor against clear reference points, this being a narrowing in the gap between short and longer term interest rates by 0.5%. When appropriate this exposure will be reduced by replacing the variable rate loans with fixed rate loans.

### 3.05 Internal Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the strategy followed was to minimise debt interest payments without compromising the longer-term stability of the portfolio. The differential between the cost of new longer-term debt and the return generated on the Council's temporary investment returns was significant at around 3%. The use of internal resources in lieu of borrowing was judged to be the most cost effective means of funding £1.4m of capital expenditure. This has, for the time being, lowered overall treasury risk by reducing both external debt and temporary investments. Whilst this position is expected to continue in 2013/14, it will not be sustainable over the medium term. The Council expects it will need to borrow for capital purposes from 2014/15 onwards.

### 3.06 Lender's Option Borrower's Option Loans (LOBOs)

The option to change the terms on £18.95m of the Council's LOBOs was not exercised by the lender.

The 2011 revision to the CIPFA Treasury Management Code now requires the prudential indicator relating to Maturity of Fixed Rate Borrowing to reference the maturity of LOBO loans to the earliest date on which the lender can require

payment, i.e. the next call date. This change is reflected in Appendix 1, paragraph (c).

### 3.07 Debt Rescheduling

No debt-restructuring opportunities arose. However, The Head of Finance, along with its Treasury Management Advisors, keeps under review any opportunities which may arise for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility). At a late stage in the year a proposal was being considered and assessed for suitability. Any actions carried out under delegated powers will be reported to the Audit Committee, Cabinet and County Council as appropriate.

## 4.00 INVESTMENT ACTIVITY

4.01 The Welsh Assembly Government's Investment Guidance requires local authorities to focus on security and liquidity, rather than yield.

4.02 Investment Activity in 2012/13

### Summary of investments as at 31<sup>st</sup> March 2013.

| Country                      | Total       |            | <1 month    | 1 –12 months | >12 months  | Iceland    |
|------------------------------|-------------|------------|-------------|--------------|-------------|------------|
|                              | £m          | %          | £m          | £m           | £m          | £m         |
| UK BANKS                     | 7.0         | 12         |             | 7.0          |             |            |
| UK BUILDING SOCIETIES        | 22.4        | 39         | 7.1         | 15.3         |             |            |
| OVERSEAS                     | 3.7         | 6          | 2.0         | 1.7          |             |            |
| LANDSBANKI                   | 1.9         | 3          |             |              |             | 1.9        |
| MMF'S                        |             |            |             |              |             |            |
| LOCAL AUTHORITIES            | 2.0         | 4          | 2.0         |              |             |            |
| DMO                          | 21.0        | 36         | 21.0        |              |             |            |
| <b><u>TOTAL</u></b>          | <b>58.0</b> | <b>100</b> | <b>32.1</b> | <b>24</b>    | <b>0.00</b> | <b>1.9</b> |
| <b><u>% OF PORTFOLIO</u></b> |             |            | 55%         | 42%          | 0.0%        | 3%         |
| <b><u>TARGET 2012</u></b>    |             |            | 35%         | 55%          | 10%         |            |

4.03 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Policy and Strategy Statement for 2012/13. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other Local Authorities
- Investments in AAA-rated Constant Net Asset Value Money Market Funds
- Call accounts and deposits with Banks and Building Societies

4.04 The start of 2012/13 saw the continuation of the self imposed low risk policy of only making short term investments (maximum term of 3 months), or investing in instant access call accounts and money market funds, which was put in place during 2011/12 in response to the Euro zone sovereign debt crisis.

In January 2013, following discussions with Arlingclose, the financial environment had stabilised sufficiently for the self imposed restriction of only making short term investments to be lifted, and subsequently a number of longer term investments ranging from 3 to 12 months being made.

#### 4.05 Credit Risk

Counterparty credit quality was assessed and monitored with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP; any potential support mechanisms and share price. The minimum long-term counterparty credit rating determined for the 2012/13 treasury strategy was A/A/A2 across rating agencies Fitch, S&P and Moody's.

In June Moody's downgraded a swathe of banks with global capital market operations, including the UK banks on the Council's lending list - Barclays, HSBC, Royal Bank of Scotland/Natwest, Lloyds TSB Bank/Bank of Scotland - as well as several non UK banks.

#### 4.06 Liquidity

In keeping with the WAG's Government's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts.

#### 4.07 Yield

The Council sought to optimise returns commensurate with its objectives of security and liquidity. The UK Bank Rate was maintained at 0.5% through the year.

The Council considered an appropriate risk management response to uncertain and deteriorating credit conditions in Europe was to shorten maturities for new investments. Short term money market rates also remained at very low levels

which had a significant impact on investment income.

Income earned on £9m of longer-dated investments made in 2012/13 at an average rate of 1.9% provided some cushion against the low interest rate environment.

The Council's budgeted investment income for the year had been estimated at £537k. The average cash balances were £70m during the period and interest earned was £508k.

## **5.00 UPDATE ON INVESTMENTS WITH ICELANDIC BANKS**

- 5.01 The Winding up board of Landsbanki (now LBI hf) made distributions to priority creditors in February, May and October of 2012, totalling £1.76m.

The Winding Up Board published details of LBI's financial position as at 31 December 2012 on its website. This showed that LBI's assets, including partial payments already made in respect of priority claims were greater than the sum of the priority claims. It is therefore still considered likely that UK local authorities will recover 100% of their deposits, subject to potential future exchange rate fluctuations.

There is an on-going dispute over whether the total claims should be valued at the 22 April 2009 exchange rates or at spot rates. This is being trialled in the Icelandic Courts shortly and is likely to be the subject of appeal to the Icelandic Supreme Court whatever the verdict.

The future pattern of distributions by the Landsbanki Winding Up Board is not known, but based on the above information and an estimate that the distribution made in October 2012 represented 49.65% of the total due (based on the 22 April 2009 exchange rates), Local Authority Accounting Panel recommends that the estimate of the recoverable amount is based on a total repayment of 100% and that the future payment schedule should be estimated as follows:

December 2013 7.50%  
December 2014 7.50%  
December 2015 7.50%  
December 2016 7.50%  
December 2017 7.50%  
December 2018 7.50%  
December 2019 5.35%

Issues remain around foreign exchange risks, as payments have been and will continue to be received in Euros, US Dollars, GBP and Icelandic Krona. The

Council has discussed these foreign exchange transactions with its bank and suitable arrangements have been put in place to accept the payments. There are still uncertainties regarding funds currently held in Krona, as they cannot currently be converted into GBP. The LGA in conjunction with those authorities affected, are working on practical solution for all.

## **6.00 COMPLIANCE**

- 6.01 The Council can confirm that it has complied with its Prudential Indicators for 2012/13, which were approved on 1<sup>st</sup> March 2012 as part of the Council's Treasury Management Policy and Strategy Statement.
- 6.02 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2012/13. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.
- 6.03 The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2012/13 with one exception; an investment was made with a counterparty that had recently been placed at risk of falling below the Council's criteria because it was on review for possible downgrade. The error was identified the next day and immediate action was taken to recover the investment. The investment has now been returned, and internal controls have been improved to ensure that such an error will not happen again.

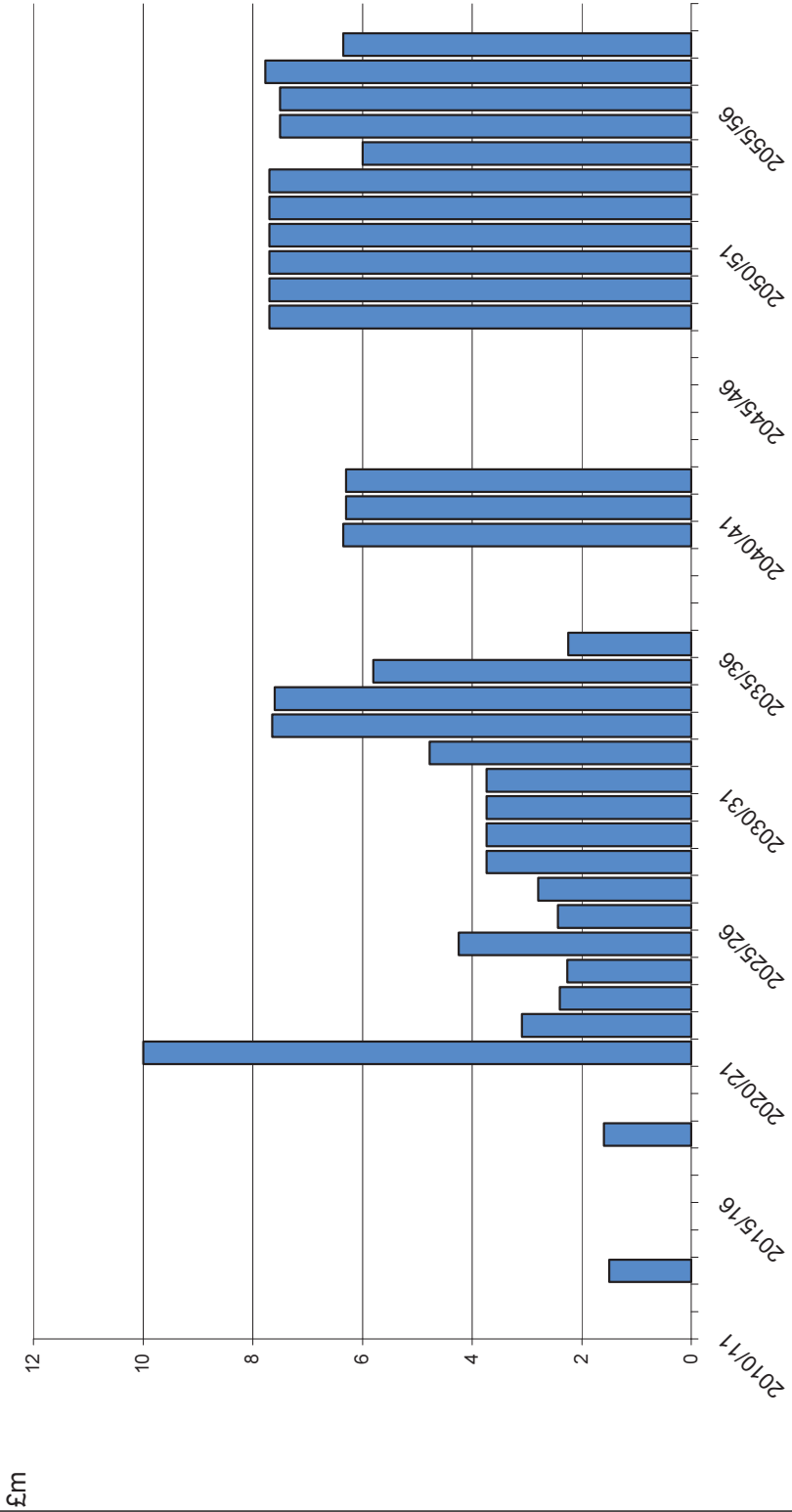
## **7.00 OTHER ITEMS**

- 7.01 The following were the main treasury activities during 2012/13:
- The Head of Finance received a monthly update on treasury activities.
  - The Council received a Mid Year Report on 13<sup>th</sup> November 2012.
  - Quarterly updates reports were presented to the Audit Committee including the Icelandic monies at risk
  - All Members were invited to a training session undertaken by Arlingclose Ltd on 29<sup>th</sup> January 2013, which was hosted by Audit Committee.
  - The new Policy and Strategy Statement 2013/14 was approved by Council on 1<sup>st</sup> March 2013.
  - The Council continues to be an active member of both the CIPFA Treasury Management Forum and the CIPFA Benchmarking Club.
  - The Council's cash flow was managed on a daily basis. During the year the Authority acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Authority had on deposit at any one time was £82.1m and the maximum long-term borrowing at any one time was £172.1m.

**8.00 CONCLUSION**

- 8.01 The treasury management function has operated within the statutory and local limits detailed in the 2012/13 Treasury Management Policy and Strategy Statement with one exception.
- 8.02 A new Policy Statement 2013/14 – 2015/16 and Treasury Management Strategy 2013/14 has been adopted which were revised from the 2012/13 statement, with the view of continuing to improve performance by managing the various treasury risks.
- 8.03 The Policy was implemented in a pro-active manner with security and liquidity as the focus.

### Debt Maturity Profile



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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

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

**SUBJECT:** **DOMESTIC ABUSE POLICY**

### **1.00 PURPOSE OF REPORT**

1.01 To raise awareness and gain support for the Council's newly developed Domestic Abuse Policy.

### **2.00 BACKGROUND**

2.01 The Council condemns domestic abuse and recognises it as a workplace issue. The Council is committed to raising the awareness of domestic abuse and its impacts. By introducing a workplace Domestic Abuse Policy, the Council will create a safer workplace and send out a strong message that domestic abuse is unacceptable.

2.02 The Council already has a major role in the prevention of domestic abuse and supporting victims through its involvement in the Community Safety Partnership. It recognises the role it has to play as an employer in ensuring that a safe working environment is created and employees feel supported.

2.03 The Council fully supports the Welsh Assembly's National Domestic Abuse Strategy and WLGA / Trade Union Joint Statement on Domestic Abuse and has developed its policy to meet the core principles of both and to achieve compliance with employment legislation and recommended good practice.

### **3.00 CONSIDERATIONS**

3.01 Under the Council's policy, employees will be encouraged to access services and support where needed.

3.02 Employees who are experiencing domestic abuse can raise the matter confidentially with their manager, Trade Unions, Occupational Health, the Council's Domestic Abuse Co-ordinator and Specialist External Agencies.

- 3.03 Training will be provided to ensure that employees and managers are aware of domestic abuse and its implications for the workplace and act to support as needed with sensitivity.
- 3.04 The policy provides clarity on roles and expectations and is accompanied by additional information on the 'myths and facts' on domestic abuse and a short practical guide for employees setting out how they can access support should they be experiencing domestic abuse.
- 3.05 The arrangements for communicating and implementing the new policy have been incorporated into a plan. The Council's Domestic Abuse Coordinator, in partnership with Human Resources, will be responsible for the effective implementation of the plan.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the Domestic Abuse Policy is adopted.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None identified.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None identified.

#### **8.00 EQUALITIES IMPACT**

- 8.01 An Equality Impact Assessment has been completed for the policy and is attached.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 The policy provides a clear framework for dealing with domestic abuse issues and sends a clear message to all employees that the Council condemns domestic abuse and has a commitment to supporting employees who are victims of domestic abuse. The training / raising awareness on domestic abuse issues, together with the policy, will support employees in coming forward to make disclosures, thereby enabling them to access a range of support mechanisms.

**10.00 CONSULTATION REQUIRED**

10.01 Consultation has already been undertaken.

**11.00 CONSULTATION UNDERTAKEN**

11.01 A comprehensive consultation exercise with key stakeholders, including the Joint Trade Unions and Employee Network Groups, has been undertaken.

**12.00 APPENDICES**

12.01 Domestic Abuse Policy and appendices are attached to this report.

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

None.

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

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## Equality Impact assessment Template

Flintshire County Council has based this template on the model developed the Equality and Human Rights Commission (EHRC) for conducting the initial screening and completing a full equality impact needs assessment.

A full assessment proceeds through the following 9 steps:

1. Scoping the equality impact needs assessment
2. Data collection and evidence
3. Involvement and consultation
4. Assessing impact and strengthening the policy
5. Procurement and partnerships
6. Making a decision
7. Monitoring, evaluating and reviewing
8. Action planning
9. Sign-off, publication and review

The aim of an equality impact assessment (EIA) is to ensure that policies help to promote equality. The EIA contributes to effective policy making by providing an opportunity to minimise risk and maximise the benefits of a policy, therefore ensuring we have the best possible policy in place. It also helps us to meet our requirements under the general equality duties. **Throughout this document we use the word 'policy' to refer to what we are assessing. In this context, the term includes the different things that we do, including strategies, functions, procedures, practices, decisions, initiatives and projects.**

All EIAs should consider the potential impact of policies in respect of all areas of equality including human rights and socio economic issues.

Our approach to EIAs will help us to strengthen our work to promote equality. It will also help to identify and address any potential discriminatory effects before introducing a policy and reduce the risk of potential legal challenges. When carrying out an EIA you should consider both the negative and positive consequences of your proposals

If a project is designed for a specific group, you also need to think about what potential effects it could have on other areas of equality.

Further advice, guidance and training is available and should be used when conducting EIAs.

### Members of the assessment Team

| Name              | Job Title                      | Organisation |
|-------------------|--------------------------------|--------------|
| Sharon Cave       | Senior HR Adviser              | FCC          |
| Jackie Goundrey   | Domestic Violence Co-ordinator | FCC          |
| Laura Ravenscroft | HR Advisor                     | FCC          |

Start date: 16.05.11

End date:

#### Lead Officer

**Laura Ravenscroft, HR Advisor**

#### Step 1– Scoping the Equality Impact Assessment (EIA)

Building on the material included at the screening stage, you should begin the EIA by determining its scope. The EIA should consider the impact or likely impact of the policy in relation to all areas of our remit, including human rights. The EIA should be proportionate to the significance and coverage of the policy.

|  |
|--|
| <b>Name of the policy</b>  |
| Policy for Managing and Supporting Employees experiencing Domestic Abuse   |
| <b>What are the main aims, purpose and outcomes of the policy and how does it fit in with the wider aims of the organisation?</b>  |
| Flintshire County Council condemns domestic abuse and recognises it as a workplace issue. The Council is committed to raising the awareness of managers and employees regarding domestic abuse and the issues facing victims.<br><br>By introducing an effective workplace domestic abuse policy and working to reduce the risks related to domestic abuse, we will create a safer workplace and we will also send out a strong message that domestic abuse is unacceptable.<br><br>Flintshire County Council accepts the WLGA/ Trade Union Joint Statement on Domestic Abuse and is committed to developing workplace policies which raise awareness of |

Domestic Abuse and create a safe working environment where employees feel supported.

**List the main activities relating to the policy and identify who is likely to benefit from it**

One of the key aims of the policy is to raise awareness of domestic abuse and to create an environment where employees are encouraged to seek support if they are victims of domestic abuse. The policy identifies the approach that should be taken when an employee makes a disclosure of domestic abuse and highlights the sources of support for employees and managers. The policy also recognises the Council's role in supporting employees who may be perpetrators of domestic violence and encourages them to seek help.

**What do you already know about the relevance of the policy? What are the main issues you need to consider?**

Some things to consider:

- How is the policy likely to affect the promotion of equality in the areas of age, disability, gender, gender reassignment, race, religion or belief, sexual orientation, human rights or Welsh language?
- How do you think that the policy will promote community cohesion?/good relations, e.g. will it bring people from different backgrounds together
- What consultation has already been undertaken which is relevant to the development of this policy?
- Are there any examples of existing good practice in this area – such as measures to improve access to the policy among particular groups?
- Do you think that your policy presents any problems or barriers to any community or group?

Age:

Statistics show that the largest age category of victims of Domestic Abuse are aged between 15 to 24 year olds, with previous statistics highlighting 25 to 34 year olds as being the largest age category. Flintshire County Council employ 16% of its workforce between these ages.

The definition also acknowledges that children/young people can be victims of domestic abuse. Flintshire Multi Agency Risk Assessment Conference have distributed figures that show that in one year, there were 241 very high risk cases of children being affected by Domestic Abuse.

It is also taken into account the fact that domestic abuse can affect elderly people also. This can be direct or indirect, emotion, physical and mental, and require support as older people can be particularly vulnerable.

## Disability

Disabled people can be particularly vulnerable as can older people.

## Gender:

Women and men can be victims of domestic abuse in heterosexual relationships but statistics show that domestic abuse is gendered – the majority of perpetrators are men and between 80-95% of those who experience it are women.

Research shows that in the UK, in any one year, more than 20% of employed women take time off work because of domestic abuse, and 2% lose their jobs as a direct result of it. (Walby and Allen, 2004). While the majority of incidents of domestic violence recorded by the police involve male-to-female abuse, little is known about the nature of the incidents where men are recorded as victims and women as perpetrators, nor about the circumstances where both partners are recorded as perpetrators.

Domestic abuse can be a performance and productivity concern. The effects of domestic abuse can include decreased productivity, lateness, stress, absenteeism, errors and increased employee turnover. Research demonstrates for example that:

- 56% of abused women arrive late for work at least five times a month.
- 28% leave early at least five days a month.
- 53% miss at least three days of work a month.

## Gender Reassignment:

The limited research available suggests that prevalence rates of domestic abuse may be higher for transgender people than any other section of the population. The picture painted is one of high levels of prejudice and abuse in transgender people's relationships and home life, coupled with unacceptable negative experiences of accessing services and support when they are so fundamental. Research - Out of sight : Out of mind

Transgendered people's experience of domestic abuse - found that 80% of respondents stated that they had experienced emotionally, sexually or physically abusive behaviour from a partner or ex-partner. However, only 60% of respondents recognised the behaviour as domestic abuse. The type of abuse most frequently experienced by the respondents was transphobic emotional abuse, with 73% of the respondents experiencing at least one type of transphobic emotionally abusive behaviour from a partner or ex-partner.



|  |
|--|
| Language   |
| <p>Race:</p> <p>The inclusion in the full definition of abuse between family members ensures that issues such as ‘honour crimes’ are fully reflected.</p>  |
| <p>Religion and Belief</p> <p>The inclusion in the full definition of abuse between family members ensures that issues such as ‘honour crimes’ are fully reflected.</p>  |
| <p>Sexual Orientation:</p> <p>At least one in four people in same sex relationships will experience abuse in a relationship in their lifetime. Most survivors of same sex domestic abuse do not report to public agencies. This is partly because they see their experience as their own problem, and partly because they do not believe they will receive a sympathetic response. (Comparing Domestic Abuse in Same Sex and Heterosexual Relationships by Catherine Donovan, Marianne Hester, Jonathan Holmes &amp; Melanie McCarry, November 2006)</p> |

## Step 2 – Data Collection And Evidence

|  |
|--|
| <p><b>What evidence, data, information or results of consultation exercises do you already have about how this policy and its potential take-up might affect equality.</b></p>   |
| <p>Please cite any quantitative (for example, statistical, monitoring data or research) and qualitative evidence (for example, complaints, surveys, focus groups, questionnaires, meetings, interviews) relating to groups having different needs, experiences or attitudes in relation to this policy. Describe briefly what evidence you have used. Compare equality monitoring data with the Census data 2001 or with equality monitoring data records from previous years.</p> |
| <p><b>What involvement and consultation has been done in relation to this (or a similar) policy or function, and what are the results?</b></p>   |

|   |
|---|
| LGBT Employee Network Group<br>Womens Group<br>Unison Disabled SOG<br>Occupational Health<br>Womens officer – Unison<br>Flintshire Domestic Abuse & Sexual Violence Forum<br>Senior Managers        |
| <b>What does the available data tell you about the actual and potential take –up of services?</b>   |
| Full support from the above groups for the introduction of this policy.   |
| <b>What additional research or data is required to fill any gaps in your understanding of the potential or known effects of the policy? Have you considered commissioning new data or research?</b> |
| Fully satisfied with available research.  |

**Step 3 – Involvement And Consultation**

When considering how you will involve and consult other people in developing the policy, you need to think about internal and external audiences.

For each of the equality target groups listed in the answer table directly below, outline the involvement or consultation which is relevant to this policy. Please outline a brief summary of the responses gained and links to relevant documents, as well as any actions taken as a result of the consultation.

|                   | <b>Summary of outcomes of involvement/consultation carried out and action taken as a result.</b>  |
|-------------------|---|
| <b>Age</b>        | Stakeholders did not identify any negative impact for this equality strand.   |
| <b>Disability</b> | Stakeholders did not identify any negative impact for this equality strand.   |
| <b>Gender</b>     | Stakeholders did not identify any negative impact for this equality strand, although people recognised that statistically there is a high |

|                            |  |
|----------------------------|--|
|                            | increase of domestic abuse towards females; males can also suffer and therefore this policy would benefit everybody. |
| <b>Gender reassignment</b> | Stakeholders did not identify any negative impact for this equality strand.  |
| <b>Race</b>                | Stakeholders did not identify any negative impact for this equality strand.  |
| <b>Religion or belief</b>  | Stakeholders did not identify any negative impact for this equality strand.  |
| <b>Sexual orientation</b>  | Stakeholders did not identify any negative impact for this equality strand.  |
| <b>Human rights</b>        | Stakeholders did not identify any negative impact for this equality strand.  |

#### Step 4 – Assessment of impact and strengthening policy

This section asks you to assess the impact of the service / policy on each of the equality strands

Using the information available, identify the effects on this service / policy on the following groups

| Please indicate impact                               |                 |                 |           |   |
|--|-----------------|-----------------|-----------|---|
|  | Positive impact | Negative impact | No impact | Reasons and evidence(Provide details of specific groups affected) |
| <b>Age</b><br><i>(across the whole age spectrum)</i> |                 |                 | X         |   |
| <b>Disabled People</b>                               |                 |                 | X         |   |

|   |  |  |          |  |
|---|--|--|----------|--|
| <b>Gender</b><br><i>(Men, women,<br/>boys ,girls)</i>   |  |  | <b>X</b> |  |
| <b>Gender Reassignment</b>  |  |  | <b>X</b> |  |
| <b>Race</b>   |  |  | <b>X</b> |  |
| <b>Religion / Belief</b><br><i>(Faith)</i>  |  |  | <b>X</b> |  |
| <b>Sexual Orientation</b><br><i>(Heterosexual,<br/>Bisexual people.<br/>Lesbians, Gay men</i> |  |  | <b>X</b> |  |
| <b>Human Rights</b>   |  |  | <b>X</b> |  |
| <b>Other</b> <i>(additional groups that may experience impacts)</i>                           |  |  | <b>X</b> |  |

**Does any adverse impact identified amount to unlawful discrimination?**

*(Please answer Yes or No in appropriate box)*

| <b>Age Race</b>                                  | <b>Disability</b> | <b>Gender</b> | <b>Gender Reassignment</b> | <b>Race</b> | <b>Religion / Belief</b> | <b>Sexual Orientation</b> | <b>Other</b> |
|--|-------------------|---------------|----------------------------|-------------|--------------------------|---------------------------|--------------|
| No   | No                | No            | No                         | No          | No                       | No                        | No           |
| <i>If yes in any of the above please explain</i> |                   |               |                            |             |                          |                           |              |

**Strengthening the policy**

As a result of this assessment and available evidence collected, state whether any changes will be made or planned as a result of the policy, strategy or project:

**What measures does, or could, the policy include to help promote equality of opportunity and eliminate unlawful discrimination?**

For example, positive measures designed to address disadvantage and reach different communities or groups, such as, providing information in Braille or alternative languages, providing a Traveller Education Service

Although statistics show that domestic abuse is gendered – the majority of perpetrators are men and between 80-95% of those who experience it are women – this policy is aimed towards both male and female who could be experiencing domestic abuse.

**How can this service or policy be used to promote good/better community relations and what actions do you need to put in place to make this happen?**

For example, providing opportunities for people from different backgrounds or communities to meet, ensuring all groups receive information about grants, circulating information to dispel myths and stereotypes.

This policy demonstrates that Flintshire County Council is a model employer by recognising and supporting domestic abuse policies.

**Step 5 – Procurement And Partnerships**

**Consideration of external contractor obligations and partnership working**

Is this policy due to be carried out wholly or partly by contractors? If yes, have you done any work to include equality, Welsh language and human rights considerations into the contract already?

If you have, please set out what steps you will take to build into all stages of the procurement process the requirement to consider the equality duties.

Specifically you should set out how you will make sure that any partner you work with complies with equality and human rights legislation and how you will monitor this. You will need to think about:

- tendering and specifications
- awards process
- contract clauses
- performance measures, and
- monitoring and performance measures.

|  |
|--|
|  |
|--|

### Step 6 – Making A Decision

|   |
|---|
| <b>Summarise your findings and give an overview of whether the policy will meet legislation and our equality schemes in relation to equality and human rights and Welsh language.</b> |
| This policy has no negative impact on any of the equality strands.  |
| <b>What practical actions will you take to reduce or remove any adverse/negative impact?</b>  |
|   |

### Step 7 – Monitoring, Evaluating And Reviewing

|  |
|--|
| <b>How will you monitor the impact and effectiveness of the new policy?</b>  |
| This could include adaptations or extensions to current monitoring systems, relevant timeframes and a commitment to carry out an EIA review once the policy has been in place for one year. List details of any follow-up work that will be undertaken in relation to the policy (e.g. survey, specific monitoring process etc). |
| Monitoring will be conducted by the Domestic Abuse and Violence Co-Ordinator. This is likely to include monitoring the number of staff who come forward under this policy.<br>We are also able to monitor the number of employees who request the training for the policy.   |
| <b>Give details of how the results of the impact assessment will be published, including consultation results and monitoring information if applicable.</b>  |
| Summaries of the results of all impact assessments will be published on the Council's website. You could also publish them in other relevant media.  |

The Council's website.

### Step 8 – Action Plan

The below provides an opportunity to state how any negative impact will be mitigated. It also allows you to list how you will tackle any gaps in the policy. Look back through steps 1 – 7 of the EIA and include any identified actions in the plan below. Ensure that each action is listed with a target date and assigned to a named member of staff. **These actions should be incorporated in to Directorate and Service plans.**

| Action | Responsible Officer | By When | Progress |
|--------|---------------------|---------|----------|
|        |                     |         |          |
|        |                     |         |          |
|        |                     |         |          |
|        |                     |         |          |
|        |                     |         |          |



## Step 9 – Sign-Off

**The final stage of the EIA is to formally sign off the document as being a complete, rigorous and robust assessment**

The policy has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

(Once you have completed the EIA sign the below and forward to the Directorate Equalities representative)

### Author of EIA

|                            |
|----------------------------|
| Name: Sharon Cave          |
| Job title and directorate: |
| Date:                      |
| Signature:                 |

### Quality check: Document has been checked by:

|  |
|--|
| Name: Fiona Mocko                                    |
| Job title and directorate: Equalities Policy Officer |
| Date:  |
| Signature:   |

### Director level (sign-off)

|  |
|--|
| Name: Helen Stapleton  |
| Job title and directorate: Head of HR and Organisational Development |
| Date:  |
| Signature:   |

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# FLINTSHIRE COUNTY COUNCIL

**(Excluding staff employed by School  
Governing Bodies)**

## **Policy for Managing and Supporting Employees experiencing Domestic Abuse**

|                         |  |
|-------------------------|--|
| Policy owner for review | Head of Human Resources and Organisation Development |
| Date implemented        | June 2013  |
| Date last reviewed      | June 2013  |
| Date of last amendment  | June 2013  |
| Date of next review     | June 2014  |



## Contents

|  | <b>Page</b> |
|--|-------------|
| <b>1. Introduction</b>   | <b>3</b>    |
| <b>2. Aims</b>   | <b>3</b>    |
| <b>3. Scope</b>  | <b>3</b>    |
| <b>4. Definition</b>   | <b>3</b>    |
| <b>5. Policy Details</b>   | <b>3</b>    |
| <b>6. Monitoring and Review</b>  | <b>4</b>    |
| <b>7. Training and Development</b>   | <b>4</b>    |
| <b>8. Procedure</b>  | <b>5</b>    |
| <b>9. Role of the Manager</b>  | <b>5</b>    |
| <b>10. Support for the Employee</b>  | <b>6</b>    |
| <br>   |             |
| <b>Appendices</b>  |             |
| Appendix 1 - Pathway following disclosure of Domestic Abuse                | <b>8</b>    |
| Appendix 2 – How to spot signs and symptoms of Domestic Abuse              | <b>9</b>    |
| Appendix 3 – General facts about Domestic Abuse                            | <b>10</b>   |
| Appendix 4 - Common Myths about Domestic Abuse and Work                    | <b>11</b>   |
| Appendix 5 – Sources of help and support within Flintshire and North Wales | <b>12</b>   |

## Introduction

Flintshire County Council condemns domestic abuse and recognises it is both a crime and unacceptable. The Council is committed to the welfare of its employees and will seek to support and assist any employee who is experiencing domestic abuse.

Flintshire County Council already has a role in the prevention of domestic abuse and support to victims through its involvement in the Community Safety Partnership(s). The Council also recognises the role it has to play as an employer in taking action to ensure that victims of domestic abuse are safe and feel supported at work.

## Aims

The Council is committed to raising the awareness of domestic abuse and the issues facing victims. By introducing an effective workplace domestic abuse policy and working to reduce the risks related to domestic abuse, we will create a safer workplace and send out a strong message that domestic abuse is unacceptable.

Flintshire County Council recognises that domestic abuse is not a private matter and that it can impact greatly on an individual's working life. Domestic abuse is a workplace issue.

## Scope

These guidelines apply to all employees employed by FCC, excluding staff who are employed by Schools Governing Bodies.

## Definition

The Welsh Assembly National Domestic Abuse Strategy defines domestic abuse as:-

'The use of physical and/or emotional abuse or violence, including undermining of self confidence, sexual violence or the threat of violence, by any person, who is or has been in a close relationship with the victim, including abuse of parents or adult children' .

## Policy Details

The Council has a duty of care to all its employees and has a role in encouraging and supporting employees to address violent and abusive behaviour of all kinds. If an employee discloses that they are subjected to abusive behaviour, the Council will seek to provide information about the services and support networks available to them.

Any employee who is experiencing domestic abuse should be able to raise the matter confidentially in the knowledge that they will receive appropriate support. This

support can be from colleagues, managers, Trade Unions, Occupational Health, the Council's Domestic Abuse Co-ordinator or any of the specialist agencies listed in Appendix 4.

Employees who disclose experiencing abuse can be assured that the information they provide is confidential and will not be shared with other members of staff without their permission. There are, however, some circumstances in which confidentiality cannot be assured. These occur when there are concerns about the safeguarding of children or vulnerable adults or where the Council needs to act to protect the safety of employees. If it is decided to proceed in breaching confidentiality, after having taken advice, this should be explained to the employee and where possible the employee's agreement obtained.

Improper disclosure of information i.e. breaches of confidentiality by any member of staff will be taken seriously and may result in disciplinary action.

The Council will encourage the perpetrator, if also an employee of the Council, to seek appropriate advice from the FCC Domestic Abuse Coordinator.

If an employee wishes to report concerns about somebody who they think is suffering from domestic abuse, they will need to speak to their line manager, in the first instance, who will seek advice from the Domestic Abuse Co-ordinator.

The Council have a role to play in the Multi Agency Risk Assessment Conference (MARAC). The main aim of the MARAC is to reduce the risk of serious harm or homicide for a domestic abuse victim and to increase the safety, health and wellbeing of other victims. Information can be shared when it is necessary to prevent a crime, protect the health and/or safety of the victim and/or the rights of freedoms of those who are victims of violence and/or their children.

### **Monitoring and Review**

This policy will be reviewed to ensure compliance with changes in employment legislation or recommended best practice. Any future amendments to the policy may be authorised by the Head of Human Resources and Organisational Development.

### **Training and Development**

Training will be provided to ensure that employees and managers are aware of domestic abuse and its implications for the workplace. Information, briefings or awareness raising sessions will ensure that all managers/employees are able to:

- Identify if an employee is experiencing difficulties of domestic abuse
- Respond to a disclosure in a sensitive and non judgemental manner
- Provide initial support – be clear about available workplace support
- Discuss how the organisation can contribute to safety planning
- Signpost to other organisations and sources of support
- Understand the limitations of their role

The Council will ensure that information and sources of support are available in the workplace which can easily be accessed by all employees in confidence.

## Procedure

### Role of the Manager

Managers should be mindful of the signs of domestic abuse – outlined in Appendix 2.

Although a line manager may not be the first person to be approached for help by someone who is experiencing domestic abuse, the line manager may become involved through associated issues such as attendance management or poor performance. If you are a line manager, it is important to consider how you will deal with such a scenario before it occurs.

This guidance should also be followed when an employee discloses experiencing Domestic Abuse to another colleague.

There are a number of ways in which a manager can support an employee:

- Ensure that any discussion about the employee's situation takes place in privacy and that their confidentiality is respected as far as possible.
- Employees who disclose experiencing abuse should be assured that the information they provide is confidential and will not be shared with other members of staff without their permission.
- Inform the employee of the support networks available to them eg. The Council's Domestic Abuse Co-ordinator, Occupational Health, the Trade Unions and specialist support agencies. A list of support agencies for men and women is attached to this policy.
- Where an employee discloses domestic abuse/violence, they should be encouraged to contact a specialist support agency (or the Domestic Abuse Co-ordinator) who can undertake a DASH (Domestic abuse, stalking and harassment, and honour based violence) risk assessment – [www.dashriskchecklist.co.uk](http://www.dashriskchecklist.co.uk)) and make appropriate referrals where necessary.
- Employees should also be informed that there are some circumstances in which confidentiality cannot be assured i.e. if a manager has concerns about the safeguarding of children or vulnerable adults.
- In circumstances where it is felt it may be necessary to breach confidentiality, managers should seek specialist advice from the Council's Domestic Abuse Co-ordinator before doing so.
- The Manager will then work with the employee and a specialist agency to identify what actions can be taken to increase their personal safety as well as address any risks there may be to colleagues, taking into account the duty of care for all their employees.
- If an employee discloses their abusive behaviour, the line manager will seek to provide information about the services and support available to them, and will encourage the perpetrator to seek advice and guidance from the FCC Domestic Abuse Co-ordinator or support agencies.

- In line with the terms and conditions of employment with the Council, employees are required to inform their line manager if they are charged with, or convicted of, a criminal offence.
- Where perpetrators are employed in posts requiring a valid CRB disclosure, a caution or conviction relating to domestic abuse may have an adverse impact on their suitability to remain in that post.
- Any employee who threatens, harasses or abuses a partner or family member at, or from, the Council's workplace will be subject to disciplinary action up to and including dismissal.
- Conduct outside work (whether or not it leads to a criminal conviction) can also lead to disciplinary action against an employee because of its employment implications.
- In these circumstances the possibility of redeployment into an alternative role should be considered.

### Support for the Employee

A list of support agencies can be found at the end of this policy – Appendix 4.

We recognise that those experiencing domestic abuse will need to feel comfortable about disclosing information regarding their circumstances. If an employee does not wish to talk to their manager about their situation in the first instance, they should feel able to approach colleagues, Trade Union representatives, HR, Occupational Health or the Council's Domestic Abuse Co-ordinator. In order to support the employee appropriately in the workplace, the manager may need to be involved at a later stage.

In order to deal with the issues relating to Domestic Abuse, employees will almost certainly need to take time off work to attend appointments. Often such appointments will be during normal working hours and may include:

- Appointments with support agencies such as Women's Aid, Social Services or counsellors.
- Meetings in relation to housing or accommodation issues
- Meetings with solicitors
- Attending criminal or civil court proceedings.
- Making alternative childcare arrangements, including meetings with schools.

There are a number of existing policies that can be utilised once a disclosure has been made that may reduce the need to take unplanned time away from work. Managers are expected to respond positively and sympathetically to such requests under these circumstances.

Examples of utilising current policies could include:

- Allowing employees to take some annual holiday in hours to accommodate appointments during working hours



- Adjusting starting and finishing times to allow pre-planned appointments
- Adjustments to flexi time to allow pre-planned appointments

Other related absence may not be planned and managers should be mindful of the Special Leave policy which grants paid time off to deal with sudden unforeseen family emergencies.

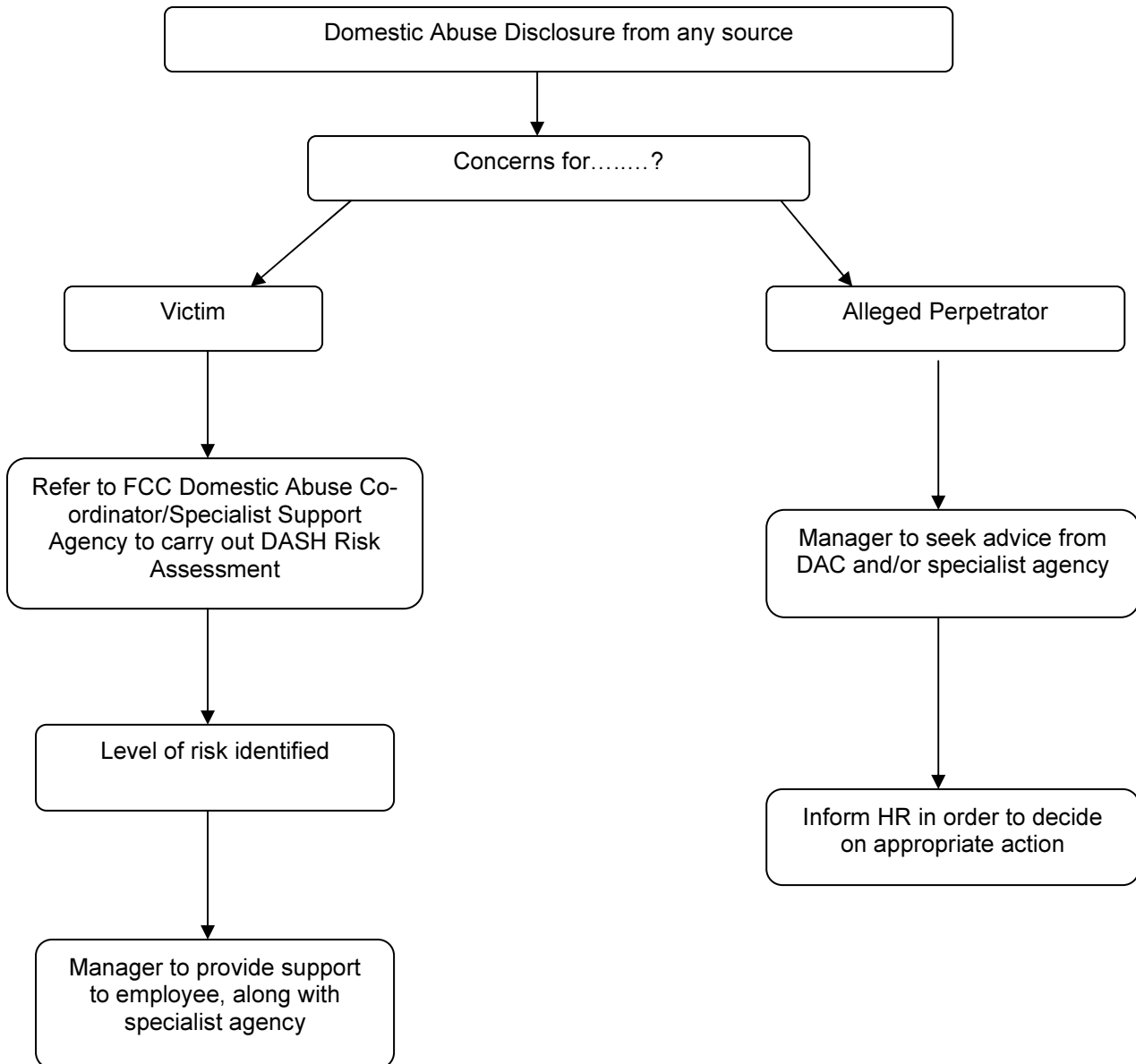
Employees may also wish to consider the Agile Working Policy and the Flexible Working policy if changing their working arrangements would be beneficial, ie, change to hours, working days.

The line manager must protect the health and safety of the employee while they are in work and it may be necessary and reasonable to make temporary or permanent adjustments to working arrangements, if requested/agreed by the employee. These could include:

- Changes to working times and patterns e.g. changing starting and finishing time or lunch breaks
- Changes to specific duties, for example to avoid potential contact with an abuser in a customer facing role
- Redeployment or relocation
- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- Access to counselling/support services in paid time

**Appendix 1**

**Pathway following disclosure of Domestic Abuse involving FCC employee**



### **You may be experiencing Domestic Abuse.....Does your partner/ex partner/family member behave in the following way?**

- Are they jealous and possessive?
- Do they cut you off from family and friends and try to isolate you?
- Are they charming one minute and abusive the next? Do they have sudden changes of mood – like Dr Jekyll and Mr Hyde?
- Do they control your life – for example, money, who you should see, what you should wear?
- Do they monitor your movements?
- Do they blame you for the abuse?
- Do they humiliate or insult you in front of others?
- Do they verbally abuse you?
- Do they constantly criticise?
- Do they use anger and intimidation to frighten and make you comply with their demands?
- Do they tell you you're useless and couldn't cope without them?
- Have they threatened to hurt you or people close to you if they leave?
- Do they force you to have sex when you don't want to?

### **How to spot signs and symptoms of Domestic Abuse in the workplace**

The effects of domestic abuse can often lead to work place concerns which may be observed by work colleagues and/or line managers. These may include reduced performance, increased absenteeism, lateness and signs of stress.

Research shows that:

- 56% of abused employees arrive late for work at least five times a month
- 28% leave early at least five days a month
- 53% miss at least three days of work a month

Other signs that may indicate some form of domestic abuse include:

- repeatedly attending work with injuries
- receiving a high number of telephone calls from work/ strong reactions to calls from home
- being secretive about home life
- emotional reactions, cycles of depression
- partners exercising high levels of control over work and/ or life

Those who suffer domestic abuse at home may be targeted at work; they may receive unwanted phone calls or text messages and may even be assaulted on their way in to work or on the way home.

Any employee who suspects a colleague, service user, or member of the public that may be experiencing domestic abuse should seek advice from the Councils Domestic Abuse Co-ordinator or from one of the support agencies listed in Appendix 4.

### **General Facts about Domestic Abuse**

One in four women and one in seven men will experience domestic abuse during their lifetime.

Domestic abuse occurs in all social classes, cultures, and age groups whatever the sexual orientation, mental or physical ability.

Domestic abuse includes more than actual physical violence. It can also involve emotional/psychological abuse, the destruction of a spouse's or partner's property, their isolation from friends, family or other potential sources of support, control over access to money, personal items, food, transportation and the telephone, honour based violence, forced marriage and stalking.

Domestic abuse is not a 'one off' occurrence but is frequent and persistent, aimed at instilling fear into, and compliance from, the victim.

Nationally, crimes associated with Domestic Abuse account for almost a quarter of all violent crime in the UK.

In Flintshire more than 2348 incidents were recorded in 2012, 77.1% of victims were female.

Research shows that 75% of those experiencing domestic abuse, as well as suffering abuse at home, are also targeted at work.

**Common Myths about Domestic Abuse and Work**

**Myth 1**

Domestic abuse is about an employee's personal life and has no impact on my business.

**Fact:** Domestic abuse has an impact on the financial strength and success of the organisations for which its victims work. Domestic violence leads to decreased productivity and poor performance, erratic attendance and absenteeism, and employee turnover.

**Myth 2**

Domestic abuse victims are safe at work

**Fact:** Research indicates that nearly 75 per cent of domestic abuse victims are targeted at work - from harassing phone calls and abusive partners arriving at the office unannounced, to physical assaults. Once a person leaves an abusive partner they are especially vulnerable at work, as it may be the only place they can be located or harmed. Also, many people meet their partners at work. If both perpetrator and victim work for the same organisation, there are more opportunities for victims to be targeted there.

Simple, practical measures such as alerting security personnel, varying start and finish times or providing a mobile phone can assist in thwarting perpetrators and help to protect victims.

**Myth 3**

Supporting victims will mean turning our managers or HR staff into Social workers

**Fact:** It's not necessary for organisations to have specialised expertise in house; employees can be referred to domestic abuse helplines or other sources of advice. By being aware of how domestic abuse can affect staff and being ready to make adjustments to assist them, employers can complement this specialist help with practical support.

**Myth 4**

Domestic abuse is only an issue for women

**Fact:** Domestic abuse can happen to men as well as women and men in same sex relationships are just as likely to become victims. However it is true that more women than men are victims, including the majority of repeat victims. Domestic abuse does not only harm the victim. Parents, children, siblings and friends can also be profoundly affected – including their work. Abuse against children can often take place at the same time as abuse against a woman. A conservative estimate is that in 40% of cases of domestic abuse, the abuser is abusing both his partner and his children. Children and young people living with domestic abuse are significantly affected.

## **DOMESTIC ABUSE -SOURCES OF HELP**

### **Wales Domestic Abuse Helpline**

The helpline offers a 24-hour, bilingual, freephone helpline information and signposting service to women, men and children that are experiencing domestic abuse.

Tel: 0808 80 10 800

Web: [www.wdah.org.uk](http://www.wdah.org.uk)

### **Delyn Womens Aid**

Refuge and outreach support for women and children escaping domestic abuse.

Tel: 01352 712150

### **Dyn Wales Helpline – 0808 801 0321**

The Dyn Project provides accessible support to all men who experience domestic abuse in Wales regardless of age; gender; race; religion or sexual orientation.

### **C.A.L.L. Helpline – 0800 132 737**

Community Advice and Listening Line Wales

Provide information on services, local or national, which may help sufferers of mental health distress, including people suffering from any type of abuse as well as their friends, family, carers or relatives.

### **Unison Welfare**

Provide confidential service offering advice and support for Unison members and their families.

Tel: 020 7551 1620

Email: [welfare@unison.co.uk](mailto:welfare@unison.co.uk)

Web: [www.unison.org.uk](http://www.unison.org.uk)

### **Broken Rainbow UK**

Broken Rainbow UK is a National LGBT Domestic Violence Helpline providing confidential support to all members of the Lesbian, Gay, Bisexual and Trans (LGBT) communities, their family and friends, and agencies supporting them.

Tel: 0300 999 5428

Web: [www.broken-rainbow.org.uk](http://www.broken-rainbow.org.uk)

### **North Wales RASA (Rape & Sexual Assault Service)**

Rape and sexual support centre provides services for males and females aged 14+ who have experienced any of the following:- domestic abuse including physical, emotional and sexual, rape and ritual abuse.

Tel: 01286 669266

PO Box 87, Caernarfon, Gwynedd, LL55 9AA

### **North Wales Sexual Assault Referral Centre**

One stop shop supporting adult and child victims of rape and/or sexual abuse.

Tel: 01492 805384

1 Bryn Eirias Close, Colwyn Bay

### **Choose2Change Domestic Violence Intervention Programme**

If you are worried about the future of your relationship – are you worried, scared or ashamed by the way you sometimes treat your partner? If you are ready to do something about it then Choose2Change.

Tel: 01492 532503

Email: [kelly@choose2change.org.uk](mailto:kelly@choose2change.org.uk)

### **Domestic Abuse One Stop Shop**

Domestic Abuse One Stop Shop bringing together the services most needed by victims/survivors of domestic abuse into a single location.

Tel: 01244 830436

Web: [www.domesticabusesafetyunit.net](http://www.domesticabusesafetyunit.net)

Chester Road, Shotton, Deeside

### **Positive Outlook Service**

Supports people whose experiences of domestic abuse have led to problems with tenancy. Assists victims/ survivors to remain safe within their own homes.

Tel: 01244 845506

### **Victoria Roberts – Independent Domestic Violence Advisor (IDVA)**

Buckley Town Council, Mold Rd, Buckley, CH7 2JB

Email: [idva.flintshire@btconnect.com](mailto:idva.flintshire@btconnect.com)

### **Flintshire Housing Options Team**

Housing options are able to provide advice and assistance on temporary accommodation, target hardening, homeless legislation and so on.

Tel: 01352 703815

### **Domestic Abuse Safety Unit**

Refuge and resettlement/outreach support, counselling, support and advice to women and men experiencing domestic abuse

Tel: 01244 830436

### **The KIM Project**

Offers support to women with mental health issues

Tel: 01352 41908

P O Box 106, Mold, CH7 5ZB

### **Young Peoples Counselling Service (YPCS)**

Text 80800 and start your message YPCS (free texts)

Tel. 01244 846742

Email: [ypcs@flintshire.gov.uk](mailto:ypcs@flintshire.gov.uk)

### **Hafan Cymru**

Provides housing and support services to women men and children – particularly those experiencing domestic abuse.

Tel: 01978 823077

Web: [www.hafan.cymru.co.uk](http://www.hafan.cymru.co.uk)

Hafan Cymru, Midland Bank Chambers, High Street, Ruabon, Wrexham, LL14 6AA

**Flintshire HomeSafe**

Flintshire Homesafe is available to all victims of domestic abuse who are threatened with attack or personal harm (including harassment) or damage to their property.  
Tel: 01352 701818



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

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

**SUBJECT:** **ATTENDANCE MANAGEMENT PERFORMANCE AND  
AREAS OF IMPROVEMENT**

### **1.00 PURPOSE OF REPORT**

- 1.01 To analyse the performance of the organisation in relation to management of attendance, as reported in the Council's Performance Report to Cabinet in March 2013, and to set out the plan and commitment, led by Heads of Service and the Corporate Management Team, to achieve improvements in performance.
- 1.02 To identify the measures that are currently being taken, to identify actions that are planned for implementation and to consider further options to improve attendance levels across the organisation.

### **2.00 BACKGROUND**

- 2.01 The Council's performance on attendance worsened during 2012/13, particularly during quarters 1 and 3. Actions to address the downturn in performance have already been identified and are in the process of being implemented. Further actions to address the low performance are detailed in this report and will form part of specific Action Plans for implementation by service areas.
- 2.02 The Council's performance is average compared to peer organisations. 'Average' is not considered to be acceptable and requires more Directorate and management team focus to achieve the desired impact on lowering levels of sickness absence.

### **3.00 CONSIDERATIONS**

- 3.01 The Council has an Improvement Target for attendance - CHR/002 - the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. This indicator was reported as having a 'Red' RAG status for performing below the target for the first three quarters of 2012/13. The annual outturn for 2012/13 was 11.03 against a target of 9.8 days.
- 3.02 The Council has evaluated its approach to managing attendance by reviewing its policy and considering the range of interventions available that are proven to be effective in addressing the main causes of absence and reducing levels of sickness absence overall.
- 3.03 Reports on managing attendance published by organisations such as CIPD (Chartered Institute of Personnel and Development) and APSE (Association for Public Service Excellence) indicate that the most effective measures for managing attendance include:
- a robust attendance management policy which is followed through at every stage by the manager - i.e. return to work interviews, attendance review meetings, through to dismissal where appropriate;
  - an effective policy which separates long term and short term absence and defines approaches for managing each;
  - offering flexible working patterns;
  - the regular review of patterns of absence, e.g. Fridays and Mondays;
  - ensuring work related causes of absence such as excessive work demands or poor working conditions are managed and minimised;
  - focused interventions such as physiotherapy for certain work related injuries to enable employees to return to work sooner, helping to reduce long term absence or preventing long term absence from occurring in the first place;
  - a strong attendance culture where the significance of excellent attendance to the service, service users and customers and the financial constraints created as a result of absence are firmly emphasised.
- 3.04 As part of our evaluation of current arrangements, we were able to confirm that the Council's policy includes many of the policy-related features recommended above although a more intensive review of our policy and practices is required. Managers are required to conduct return to work interviews following each and every absence, to follow through with an attendance review meeting when employees hit the tolerance triggers, to refer to Occupational Health at the appropriate stage and to act on the advice that is given and to proceed to dismissal if the necessary improvements in attendance are not

achieved.

- 3.05 Other tools include the appropriate and timely use of Risk Assessments, including Stress Risk Assessments, which if used effectively will act as a proactive measure to prevent absences from occurring. In some areas of the Council, 100% attendance is recognised at team and one to one meetings – this practice needs to be implemented consistently across the Council.
- 3.06 Heads of Service are provided with monthly management information on long and short term absences and patterns of absence which they cascade down to their managers as an additional prompt to take the necessary actions to manage attendance issues effectively and within appropriate timeframes.
- 3.07 Nevertheless, recent reviews of cases and practices and current performance levels strongly suggest a number of shortfalls in our approach to attendance management. These include the policy not being followed rigorously and consistently by all managers, a lack of a systematic approach to ensuring appropriate follow up on tolerance triggers and referrals to Occupational Health, managers and supervisors not having the requisite skills to manage attendance issues competently, and an organisational culture where managing attendance has not been addressed as a priority.
- 3.08 Improvements in managing attendance have been implemented over the last six to nine months, but it is acknowledged that such measures can take some time to have a positive and visible impact on levels of attendance. These are:
- the introduction of a physiotherapy pilot in the Streetscene Service to provide early treatment for injuries / musculoskeletal problems to support employees to remain in the workplace or to promote an earlier return to work;
  - the design and introduction of a 'return to work pathway' in Community Services to support the earlier return to work for employees who have been on long term absence and / or to encourage reasonable temporary or longer term adjustments to be made to allow a reintroduction to the workplace sooner;
  - the introduction of case conferences between the line manager, the employee (where appropriate), HR and Occupational Health to plan and facilitate a return to work as the earliest opportunity;
  - coaching / refresher training of managers and supervisors to improve the quality and rigour of the management of attendance issues starting with key areas where absences are high;
  - the inclusion of attendance as a standard item of business on Department Management Team meetings'
  - the appropriate and effective use of 'working from home' where

this is planned and where the employee is able to undertake meaningful work productively - e.g. where an employee's physical condition post surgery might hinder them attending the workplace, but where they are able to deliver their work objectives from home.

3.09 Measures to improve attendance that are being introduced currently are:

- publishing / reporting attendance rates broken down by service to improve visibility of the 'hot spots' in the organisation and to increase the accountability of all managers in managing attendance as a priority;
- identifying targets for improvement for each service / divisional area;
- reporting performance on attendance on a quarterly basis within every service's Quarterly Performance Report and providing a commentary on the reasons for low performance and corrective actions being taken;
- provision of additional management information as part of the suite of reports to include the organisation's 'Top 50' short term / frequent absences and long term absence as an assurance measure for checking that all cases are being managed in accordance with the policy;
- introducing flexible working across the organisation, enabling employees to meet / balance other personal or family commitments more flexibly, thereby reducing sickness absence for those reasons;
- extending the physiotherapy service to other service areas (pending an evaluation of the physiotherapy pilot in Streetscene) where there are high levels of musculoskeletal related absence (e.g. in direct care and support type services in Community Services);
- extending the concept of the 'return to work' pathway into other services, particularly where there are significant numbers of long term absence cases;
- effective management of attendance as part of the Probationary Period process for new employees so that sickness absence issues are addressed robustly during the first six months of employment.

3.10 To support and enable the improvements identified, structured Action Plans will be developed by all services with a target date for completion of 18 October 2013, to include service targets for improvement. The plans will drill down to team level as appropriate and will include core elements that will apply to all employees and services, supplemented by additional interventions to address the particular attendance issues and causes of absence that are pertinent to each service. Managers, Heads of Service and Directors will be accountable for ensuring that the plans are implemented and are

monitored and managed on a regular basis to support the step-change required in performance.

- 3.11 In service areas such as Streetscene and Community Services, work is already advanced in setting out and implementing improvements in the way in which attendance is managed. In Streetscene, a high level review and analysis of sickness data to identify underlying causes for the increase in absence (including, but not limited to comparison of sickness levels year on year since and the split between long/short term absence) is being undertaken. The outcomes from these activities will be used to develop the detailed Action Plan, which will be owned by Streetscene Senior Management Team (SMT) and reviewed on a monthly basis, with a peer review undertaken by DMT on a quarterly basis.
- 3.12 In putting these arrangements into place, one of the most critical aspects is ensuring that all advice and recommendations received from Physiotherapy and Occupational Health referrals are followed through promptly by managers and employees, otherwise the improvement in outcomes will not be realised. This places a greater emphasis on managers to direct more of their time and capacity in managing attendance as a priority.
- 3.13 In Community Services, the Directorate Management Team is in the process of developing their Action Plan which includes measures to promote health and wellbeing and to improve attendance at work. One of the key developments is the establishment of a Cross Directorate Working Group which includes representatives from each service area, HR & OD, Workforce Development and Occupational Health. This working group meets on a monthly basis to review absence data, to identify areas of concern and to agree strategies to improve attendance both on a service and individual level.
- 3.14 The focus on attendance continues at the Directorate Quarterly Review Meeting where quarterly workforce information is reviewed and strategies for improvement discussed and agreed. An alternative approach is also on trial as the Community Service Bulletin will start to feature articles on Health & Wellbeing to promote and encourage healthy living amongst the workforce. As a result of this renewed focus on attendance, Quarter 1 figures for 2013/14 (i.e. May to July 2013) showed a reduction in absence across all service areas in Community Services from 16.87 day's lost per employee to 10.84 days which represents a significant improvement. Continued and concerted effort is required to make further improvements in performance.
- 3.15 In summary, the Heads of Service and the Corporate Management Team (as a collective) will be responsible for analysing and monitoring trends and levels of performance across the Council and ensuring that targets for improvements are achieved. In fulfilling these

responsibilities, there is a clear expectation that:

- Action Plans are developed and are given greater management priority in terms of monitoring, management, challenge and delivery and are owned by Heads of Service and management teams;
- Heads of Service report their performance against targets in their Performance Reports to the relevant Overview and Scrutiny Committee;
- Prompt action is taken to follow up and act on advice received from Occupational Health and Physiotherapy referrals to facilitate an earlier return to work and to maximise the value of the advice / intervention;
- A more flexible approach is adopted in finding alternative work, on a temporary basis, to facilitate an earlier return to work. This must include seeking alternatives across services and departments and must not be restricted to jobs / roles in the employee's own service;
- More targeted work is done around outcomes for longer term absence cases, including accelerated return to work plans.

#### 4.00 **RECOMMENDATIONS**

- 4.01 That Members note the analysis and the requirements and expectations for Heads of Service, managers and Corporate Management Team in managing attendance and support the on-going work to address attendance levels and underlying causes.

#### 5.00 **FINANCIAL IMPLICATIONS**

- 5.01 The identification of the financial implications / costs on the impact of attendance to be considered.

#### 6.00 **ANTI POVERTY IMPACT**

- 6.01 None.

#### 7.00 **ENVIRONMENTAL IMPACT**

- 7.01 None.

#### 8.00 **EQUALITIES**

- 8.01 Any proposed changes in relation to new employee incentives, or approaches to attendance management, will be assessed from an equality impact perspective.

#### 9.00 **PERSONNEL IMPLICATIONS**

- 9.01 No further implications at this stage.

**10.00 CONSULTATION REQUIRED**

10.01 Further consultation will be required should there be any significant changes to our policy or approach.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable at this stage although commitment will be sought from the Trade Unions to support and endorse a more targeted approach for managing attendance.

**12.00 APPENDICES**

12.01 None.

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

None.

**CONTACT OFFICER:** Helen Stappleton  
**Telephone:** 01352 702720  
**E-mail:** [helen.stappleton@flintshire.gov.uk](mailto:helen.stappleton@flintshire.gov.uk)

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

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

**SUBJECT:** **WORKFORCE INFORMATION QUARTER 1 APRIL -  
JUNE 2013**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide Members with an update for the first quarter 2013/14. This report provides details of the following:

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

### **2.00 BACKGROUND**

- 2.01 This report now includes additional details on agency workers, including number of placements, level of spend and the savings which have been achieved through the Matrix contract and information on Early Retirements, the latter being reported bi-annually (first and third quarter reports).
- 2.02 The format of this report has been adapted to provide commentary on changes and trends that have occurred during the quarter on an exceptional basis.

### **3.00 CONSIDERATIONS**

#### **Establishment**

- 3.01 According to the data, the numbers of vacancies across the Council have increased this quarter. Relief and School Supply workers are no longer included in the 'Establishment Summary' (in the report's Appendix), which has resulted in the vacancy information being more accurate and reliable. Nevertheless, the capture of accurate information on establishment and vacancies remains a concern for the Council and is becoming increasingly important, given the imperative to achieve efficiencies and savings wherever possible. Services across the Council are currently undergoing 'Value for Money' reviews, part of which will focus on each service's funded

establishment / posts and vacancies. The feedback from these reviews will be used as an opportunity to improve the quality and accuracy of data held on iTrent and on the Workforce Information produced.

### Agency

3.02 The statistics below provide a breakdown of spend and net savings per month during the first quarter.

| Month | Spend £     | Net Savings £ | Net Savings % |
|-------|-------------|---------------|---------------|
| April | £192,435.31 | £18,903.31    | 9.82%         |
| May   | £170,794.81 | £15,212.71    | 8.91%         |
| June  | £295,625.77 | £25,352.82    | 8.58%         |

3.03 Snapshot figures taken from Matrix on 30<sup>th</sup> June indicate 175 placements were active - a slight decrease when compared to the same date in the previous financial year. As expected, the number of placements has increased throughout this quarter due to a peak in seasonal activities (for example grass cutting).

| Year  | 2012 | 2013 |
|-------|------|------|
| April | 191  | 148  |
| May   | 163  | 164  |
| June  | 178  | 175  |

3.04 The table below indicates the overall number of hours completed by workers during the 1<sup>st</sup> quarter of the current financial year and the previous two. These figures indicate that the overall usage of the temporary agency workforce has decreased year on year.

| Q1      | Total Hours Worked |
|---------|--------------------|
| 2011/12 | 53,661             |
| 2012/13 | 34,843             |
| 2013/14 | 32,475             |

3.05 In line with the AWR (Agency Workers Regulations), temporary workers are entitled to equal treatment after 12 weeks in the job, this relates to basic employment and working conditions. The Council monitors the number of placements exceeding 12 weeks and where appropriate have taken steps to reduce those that exceed this duration. Figures taken from the Matrix placement report at the end of June 2013 indicate that the number of placements over 12 weeks has risen by 4% in comparison with figures for June 2012. Work continues to monitor and reduce the number of long term temporary workers.

3.06 The Agency net savings for the first quarter for the financial year 2013/14 are £48,203.50, compared to £45,523.88 savings for the same quarter in the financial year 2011/12.

### Early Retirements

- 3.07 There were 7 Early Retirements for the period January to June 2013. 5 of these Early Retirements were on the grounds of redundancy, with the remainder being agreed with 'Employer's Consent'. The total cost of pension strain for this period is £136,919.31.

### Absence

- 3.08 The number of days lost in Quarter 1 has increased. This is predominantly due to a significant increase in the short term and long term absence in 'C – Stress/Depression Mental Health and Fatigue Syndrome' and 'K – Chest Respiratory'. It is also worth noting that there has been a significant decrease in 'J' – Blood Pressure Circulation'.

| Average FTE Days Lost |  |                              |  |                              |  |                          |                          |
|-----------------------|--|------------------------------|--|------------------------------|--|--------------------------|--------------------------|
|                       | All Wales<br>Avg<br>Whole<br>Year<br>2010/11 | 2011/<br>12<br>Actual<br>FCC | All Wales<br>Avg<br>Whole<br>Year<br>2011/12 | 2012/<br>13<br>Actual<br>FCC | All Wales<br>Avg<br>Whole<br>Year<br>2013/14 | 2013/14<br>Actual<br>FCC | 2013/14<br>Target<br>FCC |
| Qtr 1                 |  | 2.27                         |  | 2.52                         |  | 2.65                     | 2.25                     |
| Qtr 2                 |  | 2.17                         |  | 2.13                         |  |                          | 1.95                     |
| Qtr 3                 |  | 2.89                         |  | 3.18                         |  |                          | 2.45                     |
| Qtr 4                 |  | 3.21                         |  | 3.26                         |  |                          | 2.95                     |
| Whole<br>Year         | 10.34  | 10.54                        | 10.9   | 11.10                        |  | 2.65                     | 9.60                     |

- 3.09 An additional absence report is included in the report Appendix that shows the breakdown of absence reasons by long and short term periods. This report has been extended to show the breakdown by Directorate.

This report aligns to the breakdown developed as part of our benchmarking work across Wales. This means that each service area can now compare its long and short term absence at each level of the Organisation, throughout Wales.

There is a continued programme of attendance management reporting and action planning across each Directorate. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.

Where necessary, capability measures are taken to address poor attendance. This includes first stage disciplinary through to dismissal.

The review of the Attendance Management Strategy has been completed and focused work is being undertaken between HR / Occupational Health and Directorate Management Teams to implement early interventions to

reduce levels of sickness absence, e.g. Environment and Community Services. The Physiotherapy pilot in Streetscene has been running for a number of months and the impacts and outcomes are being evaluated.

### 100% Attendance - Flintshire

- 3.10 When looking at Quarter 1 2013/14 data there are no changes to the 2012/13 figures, which are maintained at 75% of employees achieving 100% attendance during this Quarter.

| 100 % Attendance |                   |                   |                   |                   |
|------------------|-------------------|-------------------|-------------------|-------------------|
|                  | 2010/11<br>Actual | 2011/12<br>Actual | 2012/13<br>Actual | 2013/14<br>Actual |
| Quarter 1        | 78                | 77                | 75                | 75                |
| Quarter 2        | 78                | 84                | 80                |                   |
| Quarter 3        | 65                | 75                | 67                |                   |
| Quarter 4        | 69                | 67                | 70                |                   |
| Whole Year       | 40                | 42                | 41                |                   |

### 100% Attendance by Directorate

- 3.11 When looking at each Directorate, the rate for Community Services has increased by 6% and schools have decreased by 3%.

|                    | 2012/13 |    |    |    |            | 2013/14 |    |    |    |            |
|--------------------|---------|----|----|----|------------|---------|----|----|----|------------|
|                    | Q1      | Q2 | Q3 | Q4 | Whole Year | Q1      | Q2 | Q3 | Q4 | Whole Year |
| Community Services | 69      | 71 | 63 | 65 | 30         | 76      |    |    |    |            |
| Corporate Services | 81      | 83 | 74 | 76 | 45         | 82      |    |    |    |            |
| Environment        | 76      | 74 | 66 | 68 | 37         | 76      |    |    |    |            |
| Lifelong Learning  | 78      | 79 | 72 | 71 | 44         | 77      |    |    |    |            |
| Schools            | 76      | 85 | 65 | 70 | 44         | 73      |    |    |    |            |

### Community Services

- 3.12 The Community Services Directorate Management Team (DMT), Managers and Supervisors continue to carry out the actions within the Attendance Management Strategy. This financial year has started well with the Quarter 1 data showing an improvement across all services when compared to the end of the last reporting period in March (Quarter 4) and when compared with Quarter 1 last year (2012/13). There has been a significant improvement in the attendance rates in Social Services for Adults which is very encouraging. The Directorate needs to maintain its focus on managing attendance as overall absence rates continue remain above the corporate target.

Long term absence continues to have the greatest impact on attendance rates across all services and although managers have been working hard to keep absences to a minimum, there remains more work to be done to ensure that there is a greater focus on the importance of managing

attendance. A Return to Work pathway has been developed for Community Services to assist managers to facilitate an early return to work. This pathway involves early intervention by managers to identify alternative work opportunities where employees are temporarily unable to return to their substantive role for health reasons. These supportive measures have already had a positive impact with employees returning to work much sooner thereby improving absence rates at the start of this financial year.

#### Average Days Lost by Service

|                                     | 2012/2013 |       |       |       |            | 2013/2014 |            | 2013/14 Target |
|-------------------------------------|-----------|-------|-------|-------|------------|-----------|------------|----------------|
|                                     | Qtr 1     | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1     | Whole Year |                |
| <b>Development and Resources</b>    | 3.73      | 2.31  | 2.84  | 2.35  | 11.24      | 1.40      |            |                |
| <b>Housing Services</b>             | 3.03      | 3.14  | 4.02  | 3.06  | 13.25      | 2.58      |            |                |
| <b>Social Services for Adults</b>   | 4.67      | 4.34  | 5.56  | 6.35  | 20.92      | 4.06      |            |                |
| <b>Social Services for Children</b> | 2.57      | 3.24  | 3.98  | 5.11  | 14.91      | 2.80      |            |                |
|                                     | 0.42      | 0.19  | 0.41  | 0     | 1.02       | 0.26      |            |                |
| <b>Community Services</b>           | 3.9       | 3.75  | 4.78  | 5.16  | 17.57      | 3.37      |            |                |

#### Corporate Services

3.13 In line with more robust reporting, and the variation in absence levels across Corporate Services, additional HR support has been introduced mid-quarter to ensure managers are taking action swiftly when 'trigger' reports occur for individuals on long term sickness and frequent short term repeats. This will help ensure management processes are applied early and consistently.

The greatest proportion of absences have been categorised as reason 'other' and so coaching will be undertaken with line managers to ensure that appropriate information is captured on the initial day of absence. The opportunity to use the category "Other" will be removed later in the year following the introduction of revised Sickness Absence Forms. This is critical in assisting senior managers to understand any underlying issues and develop more targeted and proactive strategies to maximise attendance.

There is a general downward trend across Corporate Services and all services have less than 2 days absence with the exception of HR & OD which is managing four long term absentees. Absence is being managed via the agreed processes under the Policy; one employee has returned and one is due back shortly which will impact positively in Quarter 2.

#### Average Days Lost by Service

|                           | 2012/2013 |       |       |       |            | 2013/2014 |            | 2013/14 Target |
|---------------------------|-----------|-------|-------|-------|------------|-----------|------------|----------------|
|                           | Qtr 1     | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1     | Whole Year |                |
| Chief Executive's Dept    | 1.94      | 4.16  | 2.44  | 2.71  | 11.25      | 1.88      |            |                |
| Clwyd Theatr Cymru        | 0.68      | 0.08  | 0.80  | 0.95  | 2.51       | 0.53      |            |                |
| Finance                   | 1.70      | 1.42  | 1.62  | 6.01  | 10.75      | 1.58      |            |                |
| HR & OD                   | 0.72      | 1.61  | 2.26  | 2.71  | 7.29       | 2.98      |            |                |
| ICT & Customer Serv       | 0.78      | 0.95  | 1.17  | 1.06  | 3.97       | 0.96      |            |                |
| Legal and Democratic Serv | 4.51      | 2.8   | 2.45  | 1.04  | 10.8       | 1.89      |            |                |
| Corporate Services        | 1.49      | 1.52  | 1.65  | 1.75  | 6.44       | 1.59      |            |                |

#### Environment

- 3.14 Managing attendance remains a priority for the Directorate. We are pleased to report that Assets & Transportation has achieved a figure which is below average for the quarter and that two other service areas, Management Support & Performance and Public Protection have achieved an improved position in comparison to the same quarter last year.

Streetscene is still a key priority for the Directorate and as such Supervisors/Team Leaders have attended focussed sessions on the importance of managing attendance with HR colleagues. The sessions have focussed on the cost of absence in terms of increased spend, impact on service delivery and impact on colleagues and what actions they can and should take to improve the position. A level of challenge has also been introduced by means of carrying out random checks of the quality and frequency of return to work interviews and associated paperwork.

Long-term absence accounts for the majority of absence in Planning and Regeneration. Targeted management interventions during the quarter have resolved the outstanding issues and therefore an improved position is anticipated going forward.

#### Average Days Lost by Service

|                    | 2012/2013 |       |       |       |            | 2013/2014 |            | 2013/14 Target |
|--------------------|-----------|-------|-------|-------|------------|-----------|------------|----------------|
|                    | Qtr 1     | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1     | Whole Year |                |
| Assets and Trans   | 2.02      | 1.6   | 2.5   | 2.23  | 8.35       | 2.55      |            |                |
| Mgt, Supp and Perf | 1.92      | 1.37  | 1.26  | 4.37  | 8.92       | 0.74      |            |                |
| Planning Serv      | 2.38      | 0.91  | 2.97  | 4.02  | 10.27      | 4.41      |            |                |
| Public Protection  | 2.35      | 1.36  | 1.83  | 1.3   | 6.83       | 1.79      |            |                |
| Regeneration Div   | 4.56      | 1.6   | 2.38  | 4.9   | 13.44      | 8.41      |            |                |

|                         |      |      |      |      |       |      |  |  |
|-------------------------|------|------|------|------|-------|------|--|--|
| <b>Streetscene Serv</b> | 3.54 | 3.33 | 4.39 | 4.34 | 15.61 | 3.81 |  |  |
|                         | 1.33 | 1.33 | 0    | 0    | 2.67  | 0    |  |  |
| <b>Environment</b>      | 2.95 | 2.42 | 3.4  | 3.55 | 12.34 | 3.49 |  |  |

### **Lifelong Learning**

- 3.15 There is an encouraging overall decrease in the absence levels across the directorate this quarter compared to Quarter 4 of 2012/2013 and compared to Quarter 1 last year.

Significant activity with moving cases forward through the Attendance Management policy, including warnings and dismissal. There is more work required in some service areas but overall, there are positive signs of improvement going forward.

#### **Average Days Lost by Service**

|                                  | 2012/2013 |       |       |       |            | 2013/2014 |            | 2013/14 Target |
|----------------------------------|-----------|-------|-------|-------|------------|-----------|------------|----------------|
|                                  | Qtr 1     | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1     | Whole Year |                |
| <b>Culture and Leisure</b>       | 1.58      | 2     | 2.39  | 2.34  | 8.3        | 1.97      |            |                |
| <b>Resources and Dev</b>         | 3.58      | 2.95  | 3.34  | 3.9   | 13.77      | 3.62      |            |                |
| <b>Lib, Culture and Heritage</b> | 1.62      | 3     | 3.4   | 2.98  | 10.99      | 0.69      |            |                |
| <b>School Services</b>           | 2.33      | 1.55  | 3.54  | 3.44  | 10.86      | 2.54      |            |                |
|                                  | 7.14      | 0     | 0     | 0     | 7.14       |           |            |                |
| <b>Lifelong Learning</b>         | 2.56      | 2.37  | 3.11  | 3.13  | 11.12      | 2.36      |            |                |

### **Schools**

- 3.16 Schools continue to perform reasonably well in managing attendance, with an improvement in rates when compared with Quarters 3 and 4 in 2012/13.

## **4.00 RECOMMENDATIONS**

- 4.01 Members note Workforce Information Report for quarter one for 2012/13.

## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 None.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None.

**8.00 EQUALITIES IMPACT**

8.01 This increased reporting and monitoring within this area will result in more informed analysis of the impact our policies and procedures have across these groups.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

**12.00 APPENDICES**

12.01 Available in Members' Services.

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

Contact Officer: Helen Stappleton, Head of HR & OD  
Telephone: 01352 702720  
Email: [helen.stappleton@flintshire.gov.uk](mailto:helen.stappleton@flintshire.gov.uk)



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**  
**DATE:** **TUESDAY, 19<sup>TH</sup> SEPTEMBER 2013**  
**REPORT BY:** **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT:** **ADULT SAFEGUARDING UPDATE**

### **1.00 PURPOSE OF REPORT**

1.01 To update Cabinet on Adult Safeguarding Performance and revised structures.

### **2.00 BACKGROUND**

2.01 This is the annual adult safeguarding report for the year April 2012 to March 2013 in compliance with the Welsh Assembly Government statutory guidance document, 'In Safe Hands'.

2.02 The adult safeguarding process in Wales is the national system in place to protect all vulnerable adult client groups from abuse and to support them to seek treatment and redress in the event that they have been abused. Social Services Departments through the Safeguarding Team take the lead role in coordinating the development of local policy guidance, but all agencies are to '*work cooperatively on the identification, investigation, treatment and prevention of abuse of vulnerable adults*' [In Safe Hands, 2000].

2.03 The Safeguarding Team has undergone significant change in the past year and will continue to evolve as it responds to the forthcoming Social Services and Wellbeing (Wales) Bill.

2.04 The new Social Services and Wellbeing (Wales) Bill includes provisions for a statutory basis for adult protection, a stronger national direction through the establishment of Adult Protection Boards and clearer links between child and adult protection.

2.05 The aim is to ensure that adult safeguarding is given the same status, legal framework and leadership as that for the safeguarding of children.

2.06 The Bill intends to establish a new legal definition of "adults at risk" and of "harm" to replace the terms "vulnerable adult" and "abuse". These are much broader definitions and are likely to result in more referrals to Social Services for Adults. Alongside this is a new duty to

investigate which will also increase workload.

2.07 The Mental Capacity Act 2005 (including Deprivation of Liberty Safeguards) and the amended Mental Health Act 1983 have placed additional statutory duties and responsibilities on the Directorate which are inextricably linked to adult safeguarding considerations.

2.08 As part of the development of the team and in the context of our changes in Adult Services key appointments have been made to the team. The team is now able to ensure the robust implementation and operation of adult safeguarding policies and procedures, including more consistent application of criteria and decision making.

2.09 Safeguarding Team Managers now chair all Safeguarding Strategy Meetings, and the Safeguarding Social Worker is able to support investigations into the impact of alleged abuse or harm on victims.

### 3.00 CONSIDERATIONS

#### 3.01 **Adult Protection Statistics 2012 – 2013**

The year saw a total of 283 Adult Protection referrals received by Flintshire Social Services for Adults. Of these, 174 progressed to a full investigation and 109 referrals were screened and were dealt with by the relevant Team Manager. This figure compares with 250 cases reported in the year 2011 - 2012. It shows that the trend of annual increase in Adult Protection referrals is continuing, as can be seen in Table 1.

| Year        | Total Number of Referrals |
|-------------|---------------------------|
| 2012 - 2013 | 283                       |
| 2011 - 2012 | 250                       |
| 2010 – 2011 | 212                       |
| 2009 – 2010 | 190                       |
| 2008 – 2009 | 128                       |
| 2007 – 2008 | 141                       |
| 2006 – 2007 | 103                       |
| 2005 – 2006 | 76                        |
| 2004 – 2005 | 40                        |

Table 1: Annual rates of Adult Protection referrals in Flintshire

#### 3.02 **Trends**

The graphs presented at Appendix 1 give a breakdown of numbers, types of referrals and outcomes. The highest number of referrals (44) came from independent providers, followed by referrals generated by Flintshire social services care managers (34) and then health staff. (26).

3.03 As in previous years, women over 65 are most likely to be the alleged

victim in Adult Protection referrals. In 2012-2013 there were sixty-five referrals completed relating to women over 65.

- 3.04 This population group makes up the highest proportion of clients of Social Services for Adults.
- 3.05 Nearly half of completed referrals related to individuals where a mental health problem was judged to be their main category of vulnerability.
- 3.06 Allegations received are most likely to be ones of physical abuse, although neglect and emotional / psychological abuse are also significant factors.
- 3.07 In cases where the allegations were proved or admitted, the highest proportion relate to people living in care homes, three times the number of cases where people were living in their own homes in the community.
- 3.08 This does not mean that more abuse happens in care homes, but may indicate that reporting systems are more effective in care home settings (staff training in adult safeguarding pays a large part in this).
- 3.09 At the conclusion of each investigation a record is made of the outcome of the process. In 47 cases the allegations made were either proved, upheld or admitted, but in a further 30 cases the outcome remained inconclusive. In 21 cases allegations of abuse were either disproved or not upheld. In the remainder the allegation was either withdrawn, or likely or unlikely on the balance of probability.
- 3.10 It should be noted that statistics for completed cases will include cases which were referred in 2011/2012 as completed outcomes are reported in the year cases are closed. Similarly outcomes for some cases referred in 2012/13 will be reported in 2013/14 safeguarding report.
- 3.11 **Training & Awareness**  
Over 300 staff from within the Council and in the independent sector have received adult safeguarding training delivered by Social Services for Adults in the year.
- 3.12 The increasing public awareness of adult abuse as an issue, together with continuing training and awareness for staff, has led to an increase in referrals and in changes to the way that adult safeguarding in Flintshire is managed. The Social Services and Wellbeing Bill will further raise the profile and increase responsibilities on Social Services for Adults for helping to keep adults who are at risk safe from harm.

**4.00 RECOMMENDATIONS**

4.01 Cabinet are asked to note the contents of this report.

**5.00 FINANCIAL IMPLICATIONS**

5.01 Not Applicable.

**6.00 ANTI POVERTY IMPACT**

6.01 Not Applicable

**7.00 ENVIRONMENTAL IMPACT**

7.01 Not Applicable.

**8.00 EQUALITIES IMPACT**

8.01 Not Applicable.

**9.00 PERSONNEL IMPLICATIONS**

9.01 Not Applicable.

**10.00 CONSULTATION REQUIRED**

10.01 Not Applicable

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not Applicable.

**12.00 APPENDICES**

12.01 Appendix 1 - Breakdown of Adult Protection Referrals & Outcomes

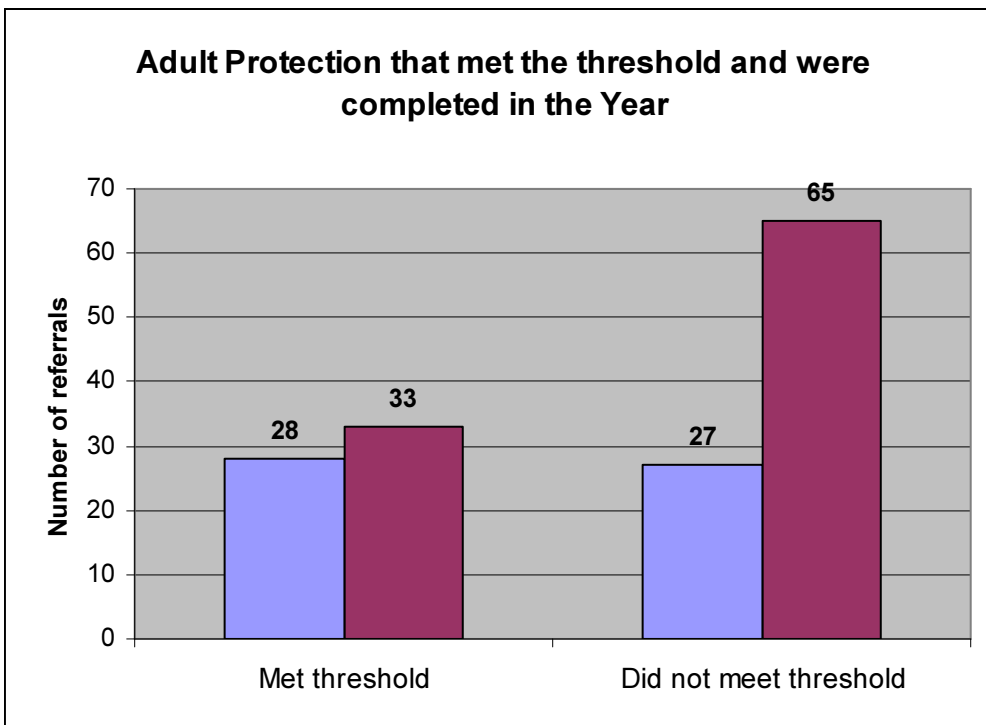
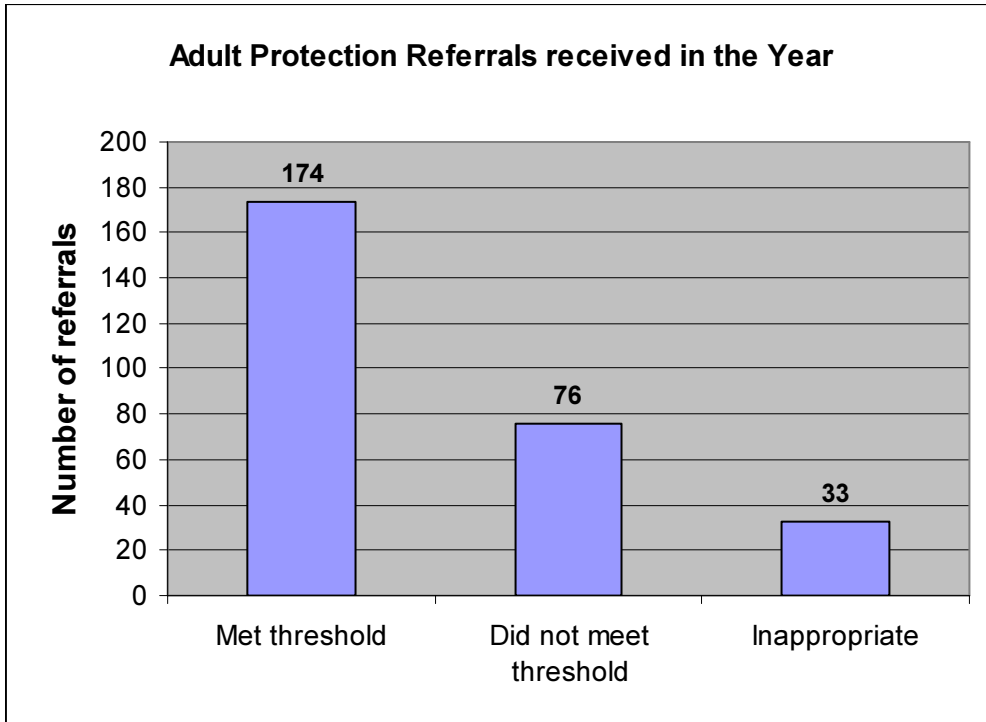
**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

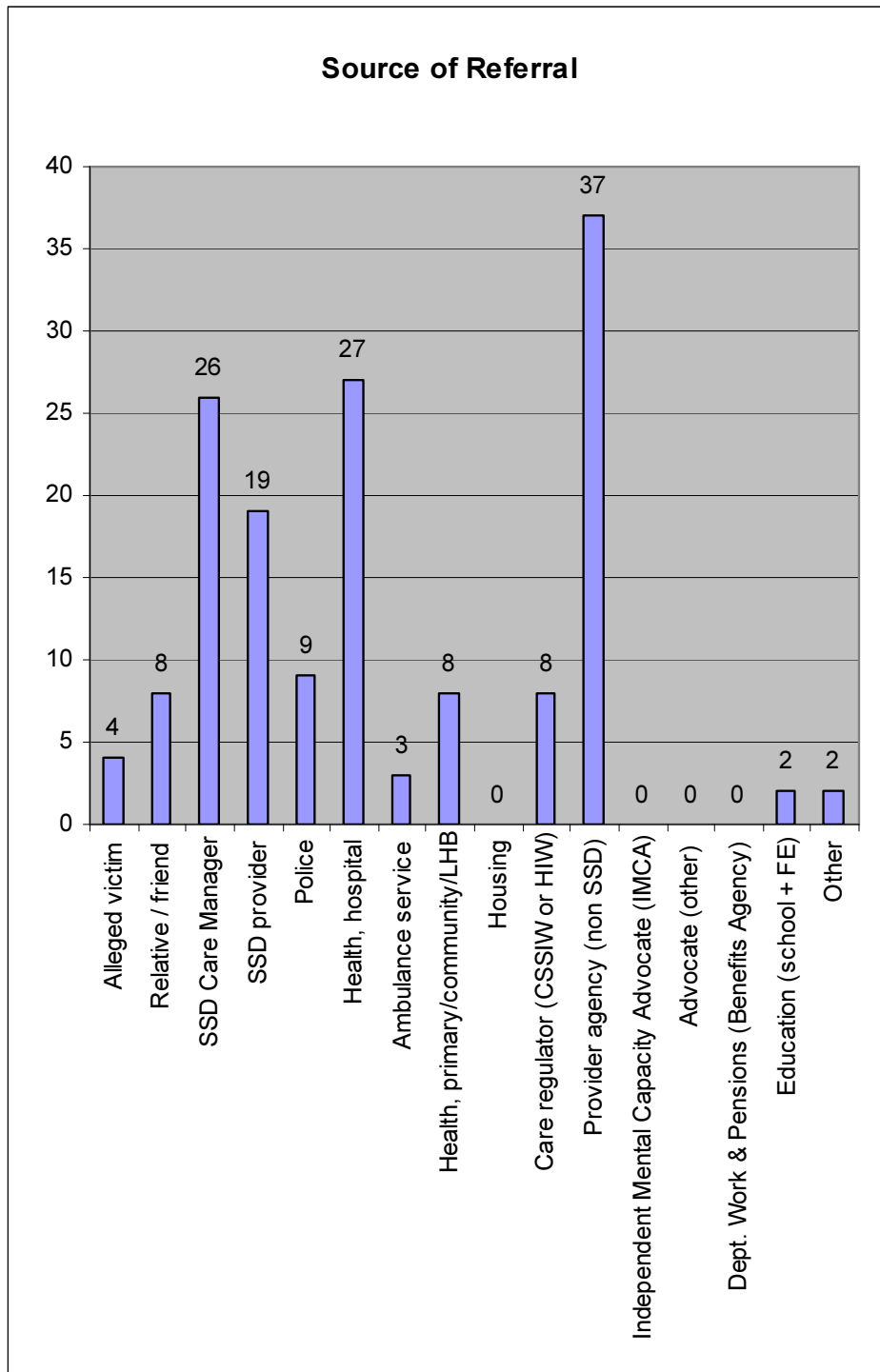
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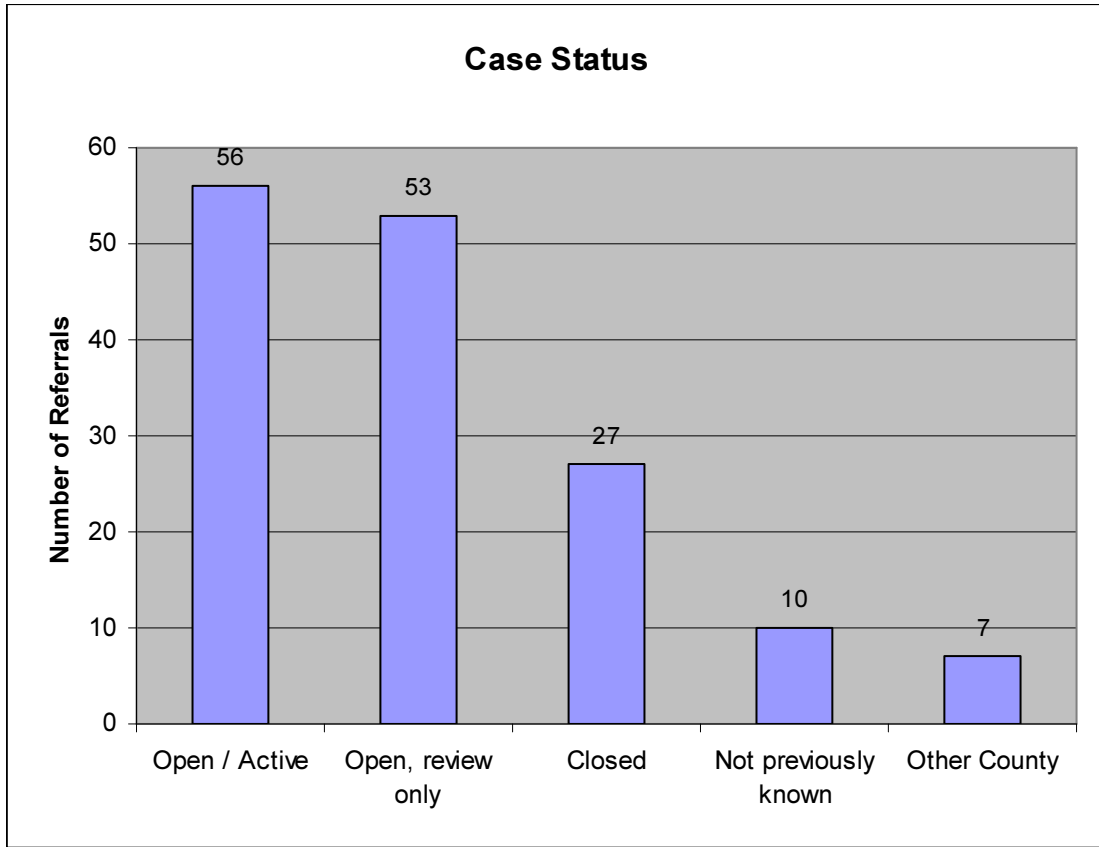
**Contact Officer: Christine Duffy**

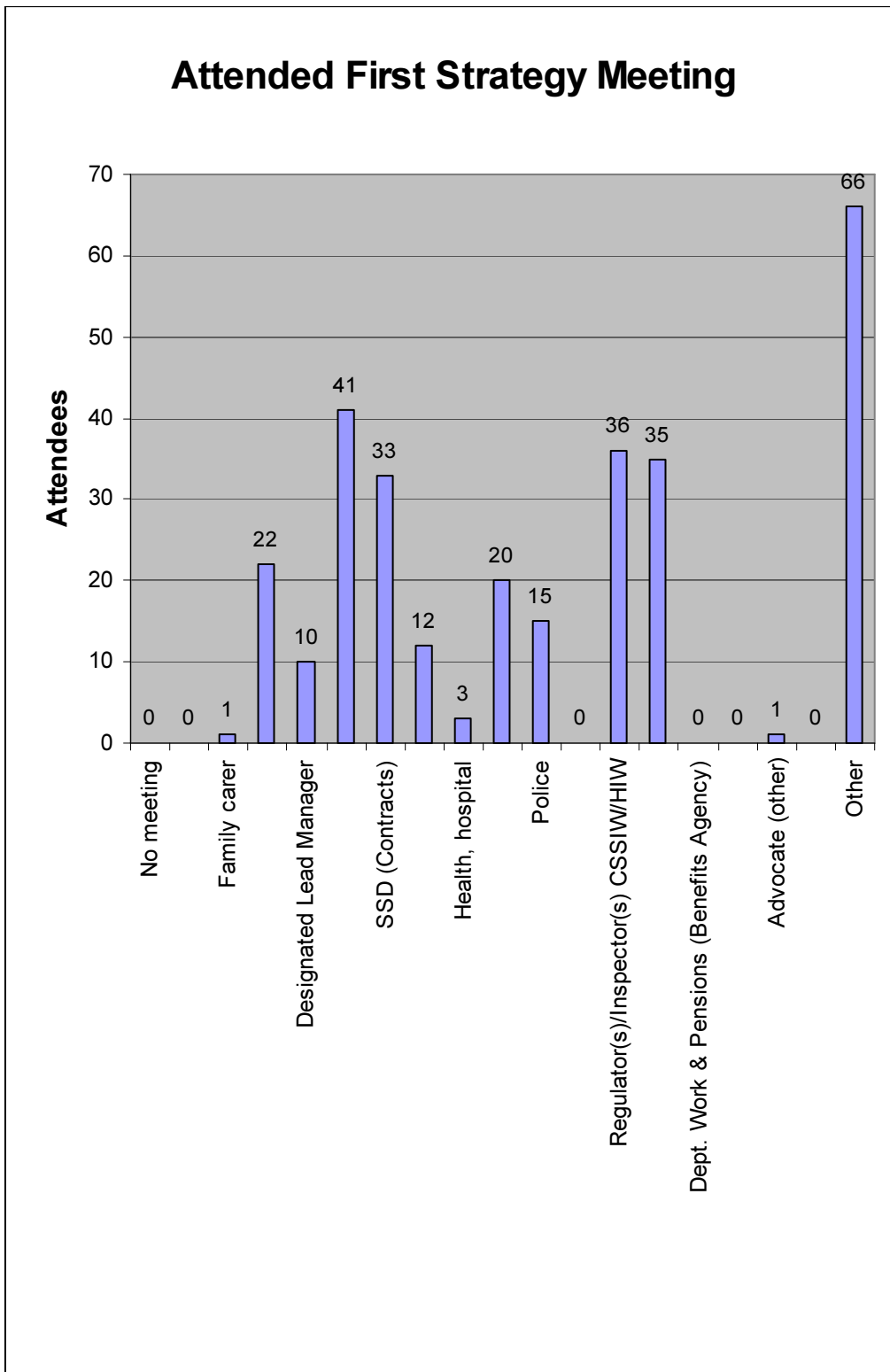
**Telephone: 01352 702561**

**Email: christine.duffy@flintshire.gov.uk**

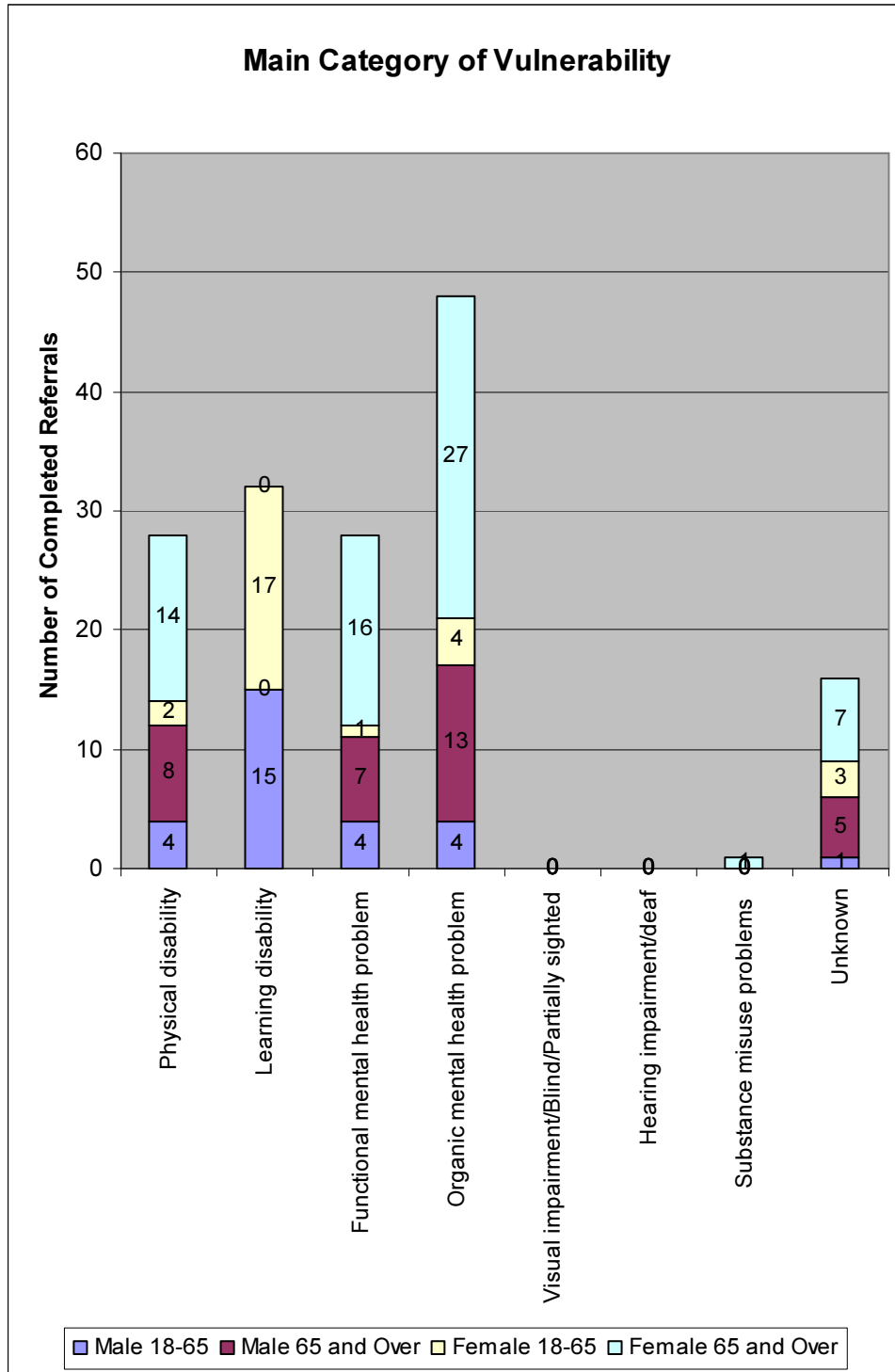


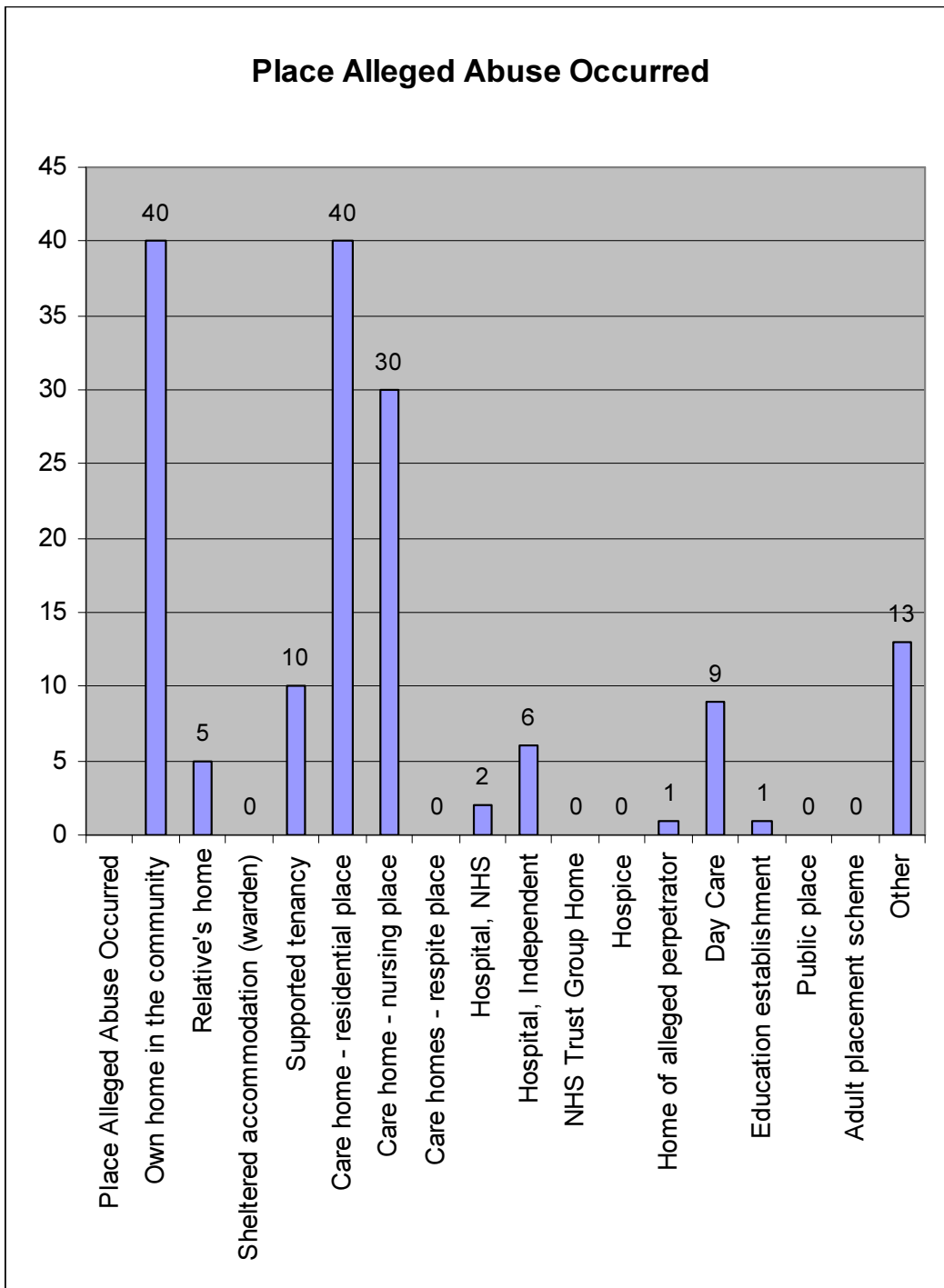


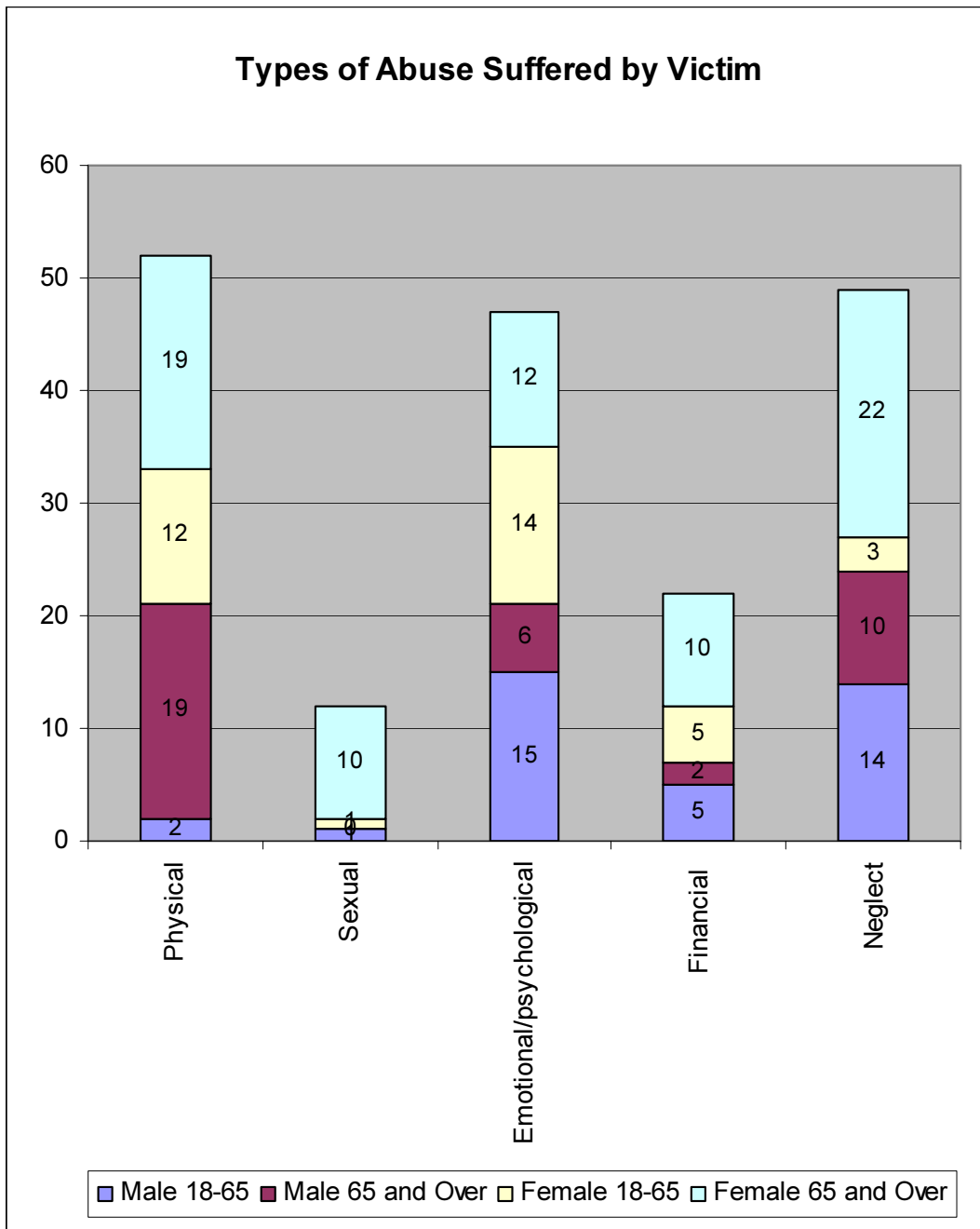


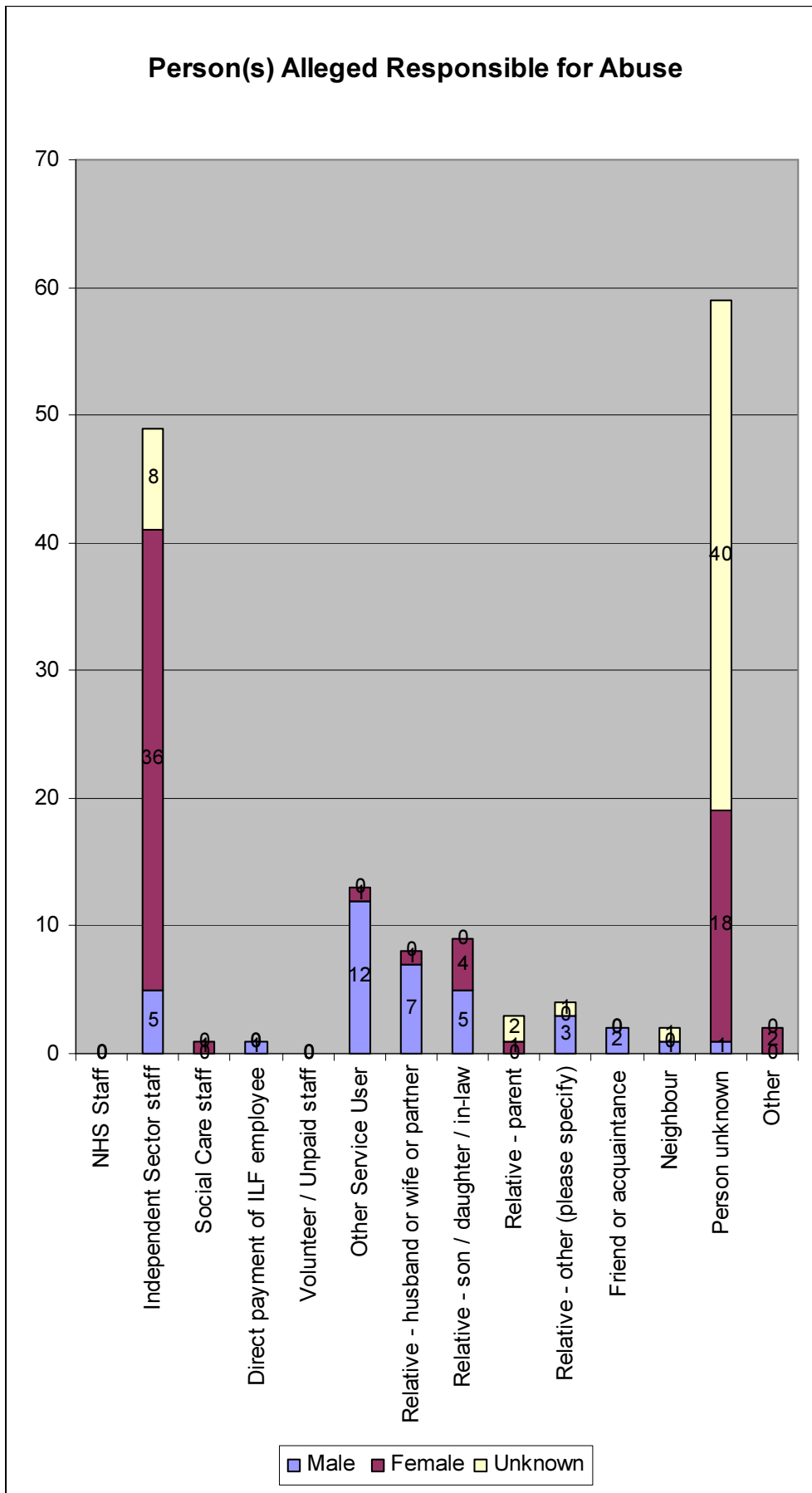


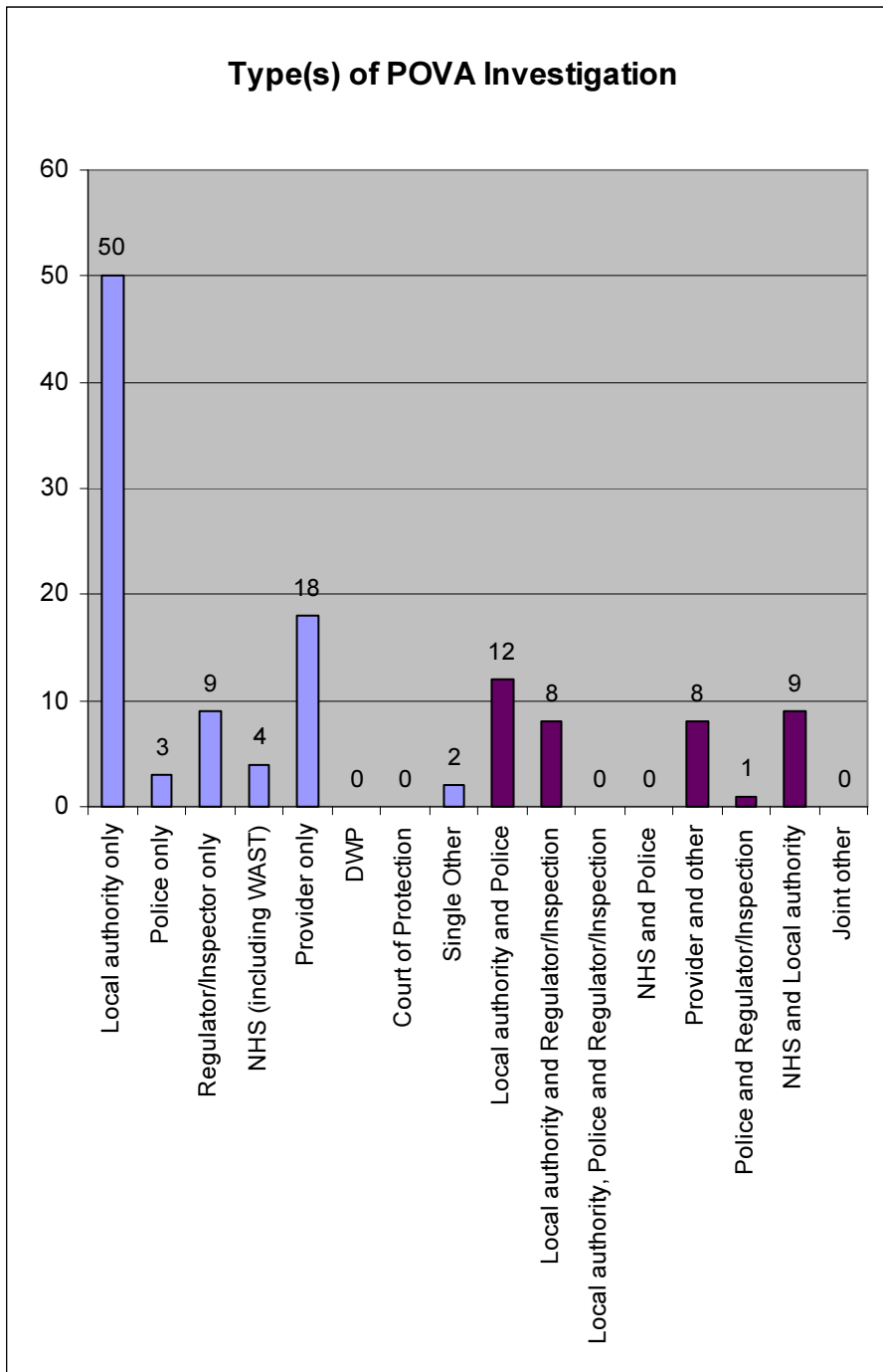


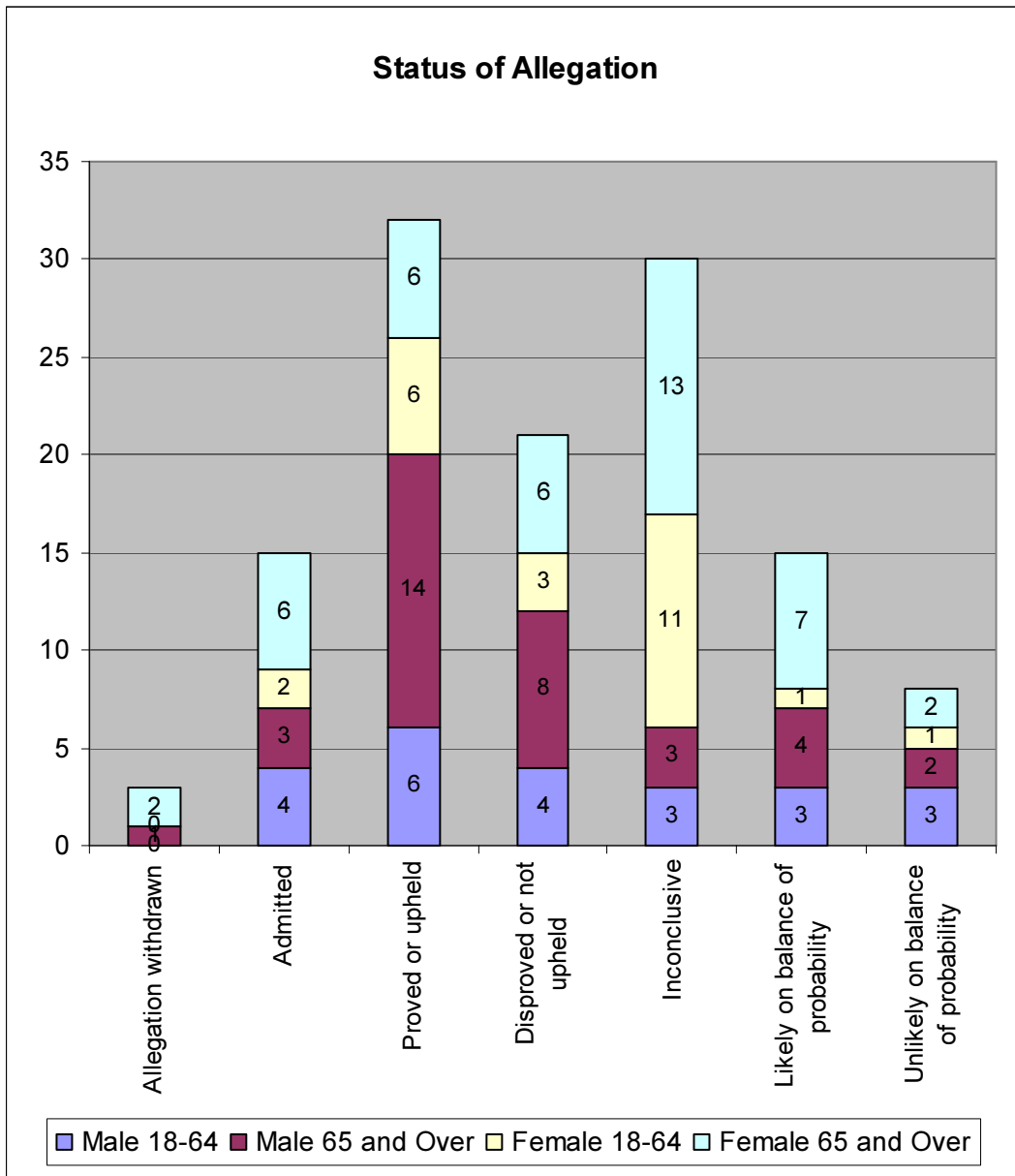


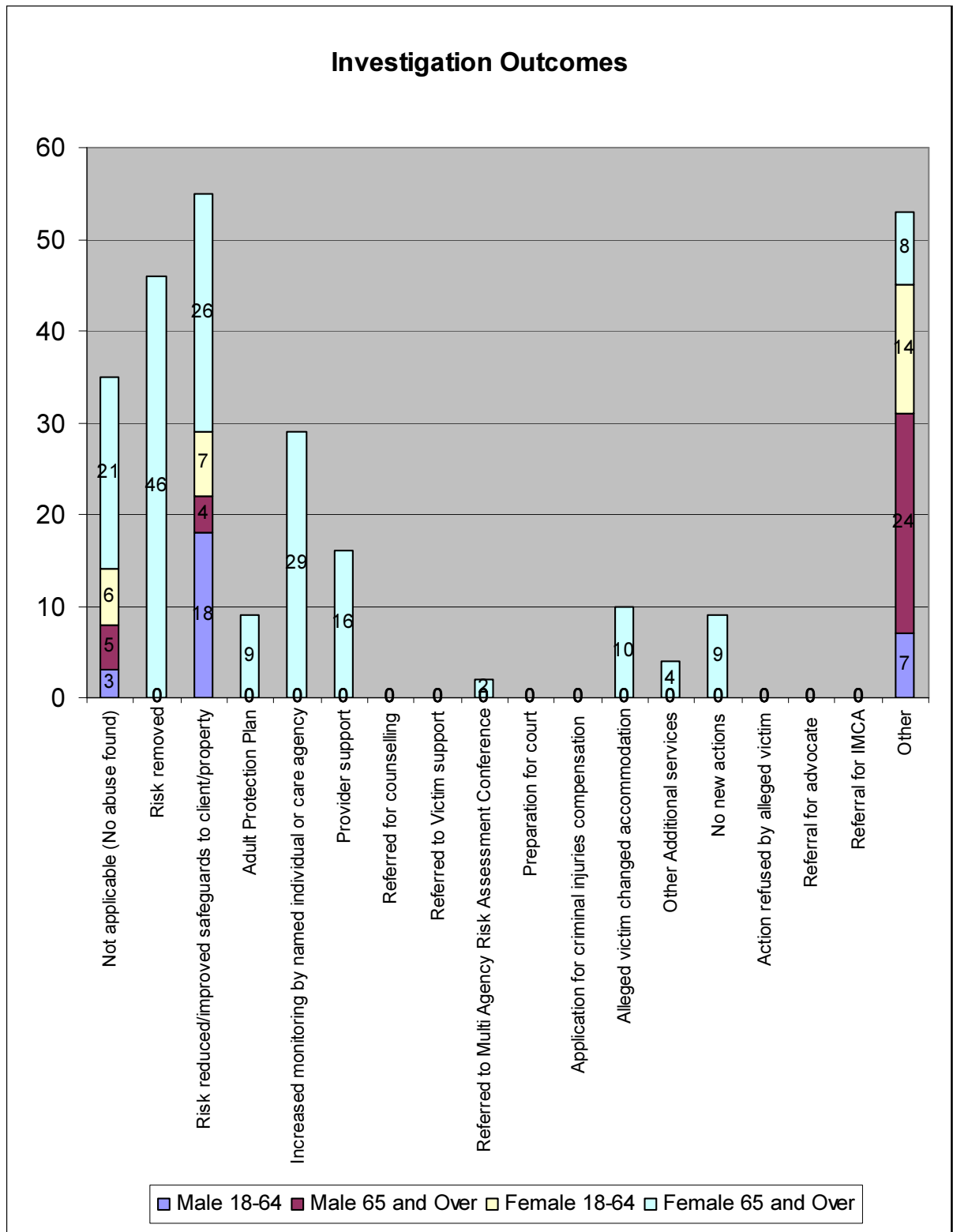


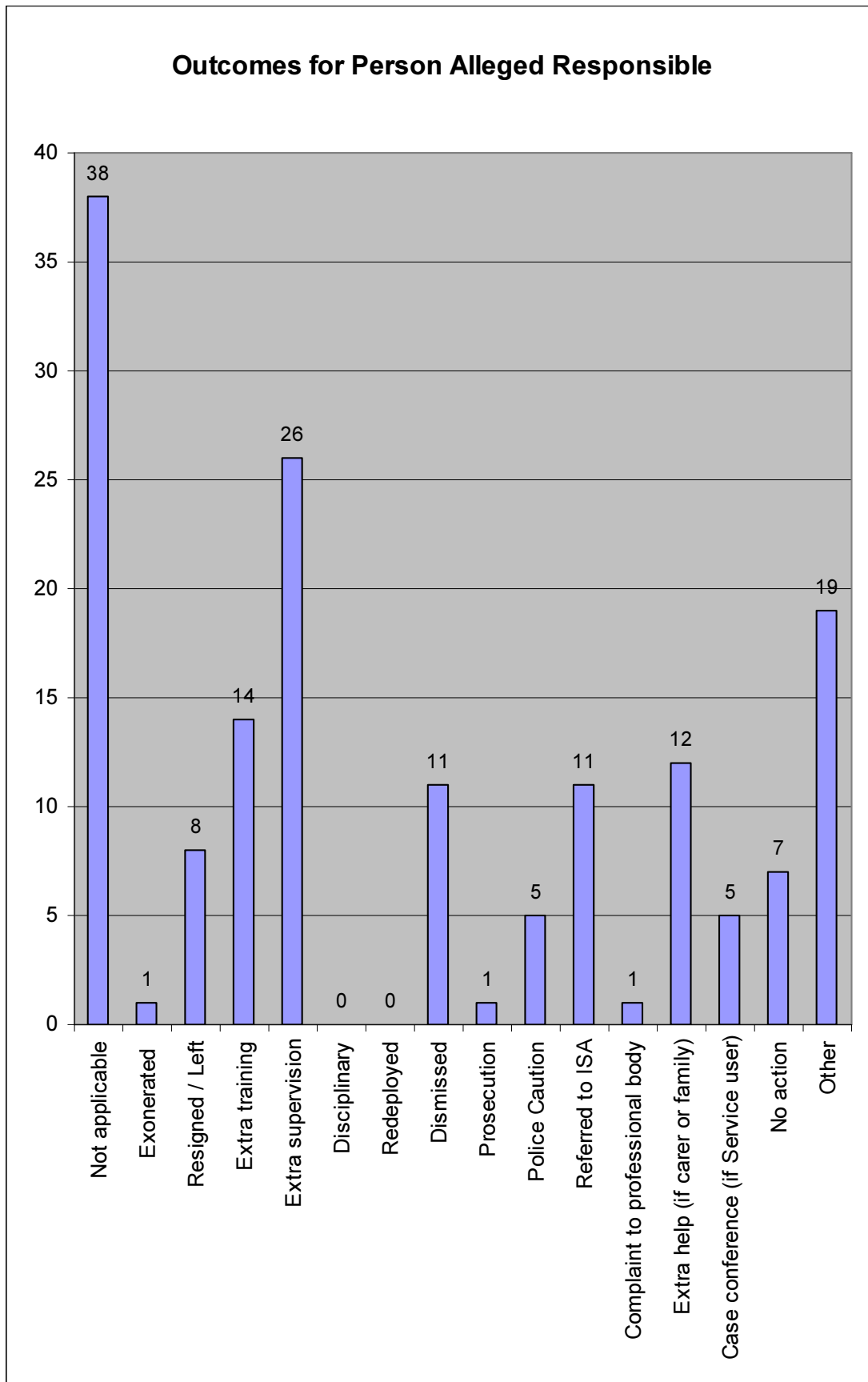




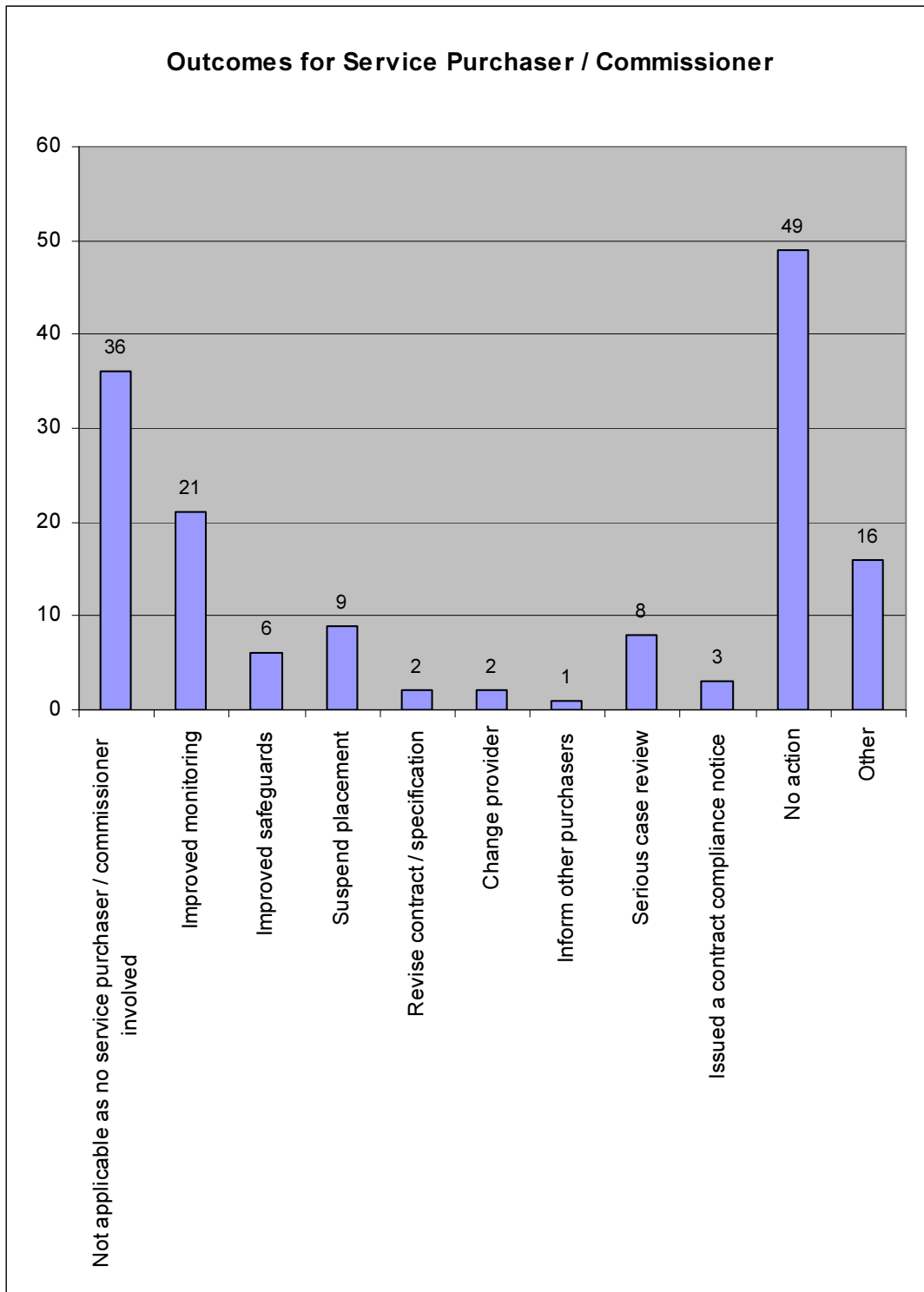












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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**           **CABINET**  
**DATE:**                 **TUESDAY, 17 SEPTEMBER 2013**  
**REPORT BY:**         **DIRECTOR OF ENVIRONMENT**  
**SUBJECT:**            **SCRAP METAL DEALERS ACT 2013**

### **1.00 PURPOSE OF REPORT**

1.01 To provide details of the new legislation and to seek approval for the delegation of powers and the setting of fees.

### **2.00 BACKGROUND**

2.01 The Scrap Metal Dealers Act 2013 received Royal Assent on 28<sup>th</sup> February 2013 and is expected to come fully in to force from 1<sup>st</sup> October 2013.

2.02 The Act will require Scrap Metal Dealers to be assessed for suitability before licenses are granted or renewed. It will also give Local Authorities the power to impose conditions on licenses and to revoke licenses, and allows Local Authorities and the Police to close down unauthorised sites.

2.03 The Act will create two different types of Scrap Metal Licence. Either a 'Site Licence' or a 'Mobile Collectors Licence'. A Mobile Collector would have to have a licence in every Local Authority area in which he/she operates.

2.04 There is also a requirement for a Public Register to be maintained by the Natural Resources Body for Wales. In England, the register will be maintained by the Environment Agency.

2.05 Other powers contained in the Act provide for:

- Licenses to be displayed
- Dealers to carry out identity checks on scrap metal providers
- Dealers to keep records of any scrap received or disposed of
- Prohibition of cash payments. Payment can only be made by non-transferable cheque or transfer of funds
- Local Authorities and Police to enter and inspect licensed premises
- Closure of sites through Closure Orders from a Magistrates Court

- 2.06 The licensing regime will commence on 1<sup>st</sup> October 2013. In order to provide time to process applications without existing businesses being in a position where they cannot operate, the Home Office is implementing a transition process. Provided any dealer already registered with the Authority makes an application for a licence on or before 15<sup>th</sup> October 2013, their deemed licence will last until the Council either issues a licence or gives notice of the decision to refuse the licence. These transitional arrangements will be implemented by a Commencement Order which was made in August 2013.
- 2.07 Other Scrap Metal Dealers not previously registered will be able to apply for a licence from 1 October but will have to wait until a licence is granted before they can legally trade.
- 2.08 The Commencement Order also allows Councils to set a licence fee for applications from 1<sup>st</sup> September 2013.

### **3.00 CONSIDERATIONS**

- 3.01 The Local Government Association (LGA) Guide to the Scrap Metal Dealers Act was only released on 5<sup>th</sup> August 2013. This is a Home Office initiative and has not been devolved to the Welsh Government, therefore the LGA have been responsible for drafting the guidance and application forms.
- 3.02 The Council will have to assess the suitability of each application. This will be done by assessing applications against criteria set out in the Act and the Guide outlined in para 3.01 above; this will include visits to all scrap dealers in the County.
- 3.03 Schedule 1 Section 6(2) of The Scrap Metal Dealers Act 2013 states that 'In setting a fee under this paragraph, the authority must have regard to any guidance issued from time to time by the Secretary of State with the approval of the Treasury.
- 3.04 The LGA have confirmed that the fees guidance is still being discussed with the Treasury. The Home Office were hopeful that the guidance on fees would be issued during early August 2013. An update on this position will be given at the meeting.
- 3.05 The legislation contains provisions relating to the suitability of applicants. In the event of an applicant being deemed unsuitable, they are entitled to make representations. It is suggested that these representations are heard by the Licensing Sub Committee (as already happens in relation to alcohol and taxi licensing).

### **4.00 RECOMMENDATIONS**

- 4.01 That Cabinet delegates the Council's powers under the Scrap Metal Dealers Act to the Community Protection Manager.

4.02 That Cabinet delegates authority to set the fee level to the Director of Environment in consultation with the Cabinet Member for Public Protection, Waste and Recycling.

4.03 That Cabinet delegates responsibility for hearing representations where a finding of unsuitability to hold a licence has been made to the Licensing Sub Committee.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 It is anticipated that fees will be higher than under the current regime, however these costs will reflect the additional time spent on the administration of the licenses and the additional compliance checks. The fees will be reviewed after the initial three year period.

#### **6.00 ANTI POVERTY IMPACT**

6.01 None

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 A register of Scrap Metal Licenses issued in Wales will be maintained by the Natural Resources Body for Wales

#### **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 None

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

Scrap Metal Dealers Act 2013  
LGA Guide to the Scrap Metal Dealers Act 2013

**Contact Officer: Gemma Potter**  
**Telephone: 01352 703371**  
**Email: [gemma.potter@flintshire.gov.uk](mailto:gemma.potter@flintshire.gov.uk)**

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY 17 SEPTEMBER 2013**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:** **NORTH EAST WALES SENSORY SUPPORT SERVICE**

### **1.00 PURPOSE OF REPORT**

1.01 To report on the progress to bring into being the sub-regional sensory service and for the Cabinet to ratify the decision to move to a partnership delivery model.

### **2.00 BACKGROUND**

2.01 In response to the directive from the Welsh Government to increase collaboration and consortium working, the possibility of a regional Sensory Service was identified as a priority by Inclusion Officers across North Wales. Sensory impairment services are small and highly specialised in many authorities. Working together would enable greater resilience and efficiency through enhanced scale. It would also enable service users to benefit through a greater range of specialist staff being available to support children and young people, and their families and carers. Following a series of exploratory meetings with representation from the six LAs, officers from Wrexham, Denbighshire and Flintshire proceeded to scope a service to cover North East Wales.

2.02 The three authorities developed a full business case (available in the Members' Library). The full business case was also presented for consideration by the Lifelong Learning Overview and Scrutiny Committee (September 2012). Flintshire County Council has been identified as host authority for the new service.

2.03 Officers across the three LAs have worked with existing service staff and other LA officers to generate the Partnership Agreement (see Appendix 2) and other associated documentation along with a full service model for delivery.

### **3.00 CONSIDERATIONS**

3.01 Members are asked to consider the benefits achieved through the realisation of the sub-regional service. It is anticipated that the revised model of delivery will enhance the support available to

children and young people, their families and schools across the region. Service staff will also be supported in their roles through an extended peer group and the ability to develop and utilise their areas of specialism.

#### **4.00 RECOMMENDATIONS**

4.01 That Members recognise the positive actions taken to enhance the service available to children and young people with a sensory loss across the counties of Flintshire, Wrexham and Denbighshire.

4.02 That the decision to move to a sub-regional service is ratified by the Cabinet.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The service model has been developed to fit within the combined current budget allocated to sensory provision by the three LAs. It is anticipated there will be efficiencies generated through the regional collaboration, particularly in relation to equipment and resources. As the service becomes established over time, it may possible to identify more efficient ways of working with pupils, parents and schools resulting in reduced staffing levels and savings as a result of this.

5.02 The Partnership Agreement outlines the financial arrangements between the host LA (Flintshire) and Wrexham and Denbighshire LAs identifying the detail around provision and process. The Agreement clearly indicates the shared financial responsibilities of all partners in relation to staff and assets should the Partnership be dissolved.

#### **6.00 ANTI POVERTY IMPACT**

6.01 None as a result of this development.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None as a result of this development.

#### **8.00 EQUALITIES IMPACT**

8.01 An Equalities Impact Assessment has been completed and it is considered that the sub-regional development will provide positive benefits for children and young people with a sensory loss.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 The identified service structure was possible to achieve with limited impact on existing service staff. Ant adjustments identified to realise the structure have been made by the originating LA and the service is now fully staffed in line with the proposed model.



9.02 The service will be hosted by Flintshire County Council and existing Wrexham and Denbighshire staff will transfer to Flintshire County Council under TUPE regulations.

**10.00 CONSULTATION REQUIRED**

10.01 Consultation had been identified to take place with all service staff and their union representatives. Officers have also liaised with Betsi Cadwallader University Health Board professionals and the voluntary sector regarding the proposed changes in service delivery.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Group and individual consultation meetings have taken place with staff and union representative.

**12.00 APPENDICES**

12.01 Appendix 1: Full Business Case for a Three County Sensory Service (in the Members' Library/website).  
Appendix 2: Partnership Agreement (in the Members' Library/website).

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

None.

**Contact Officer: Jeanette Rock**  
**Telephone: 01352 704017**  
**Email: [jeanette.rock@flintshire.gov.uk](mailto:jeanette.rock@flintshire.gov.uk)**

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**           **CABINET**

**DATE:**               **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:**       **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:**           **UPDATE ON STATUTORY NOTICES FOR SCHOOL  
MODERNISATION**

### **1.00 PURPOSE OF REPORT**

1.01 To update members of the Cabinet on the progress since the publication of statutory notices relating to the 21<sup>st</sup> Century Schools Programme.

### **2.00 BACKGROUND**

2.02 Cabinet approved the publication of statutory notices relating to School Modernisation projects in Holywell, Connah's Quay, Queensferry and Buckley in March 2013.

2.03 The notices were published in accordance with Welsh Government requirements, and a period of a month was given for the lodging of written objections. In the event of valid objections being received during the statutory period, a determination of the proposal is made by the Welsh Government Minister with responsibility for Education and Skills. In order that Civil Servants at the Department of Education and Skills can advise the Minister, the Authority must provide a range of background data and written information to support the proposal.

### **3.00 CONSIDERATIONS**

3.01 Considering the number and wide-ranging proposals, the level of objections has been relatively few. Twenty seven valid individual objections were submitted broken down as follows:

| <b>Area</b>  | <b>No. of objections received</b> |
|--|-----------------------------------|
| Reduction in age range at Elfed High School        | 19                                |
| Reduction in age range at Connahs Quay High School | 6                                 |
| Closure of Croft Nursery                           | 2                                 |

One objection was received which dealt with the separate planning related issue of establishing a new school on the Holywell High School site.

A response to each of these objections has been made to the objector, and a copy sent with the other supporting information to the Welsh Government as required for Ministerial consideration. A summary of the correspondence is attached at Appendix 1.

- 3.02 Specific objections were not received in response to the statutory notices relating to the proposed primary amalgamation and the new secondary school in Holywell, neither were any received in relation to the proposal to establish a new 3-16 School at Queensferry. However, as valid objections were received in relation to the proposed closure of the Croft nursery and to the change in age range from 11-18 to 11-16 in Connah's Quay and Buckley, it is likely that the Welsh Government will call-in all of the proposals related to secondary schools due to the close interdependencies for post-16 provision. It is not expected that the proposal to amalgamate Ysgol Perth y Terfyn infants and Ysgol y Fron Juniors will be called in. Written confirmation of this will be sent from the Welsh Government in due course. In the meantime, the design process of the buildings and submission of business cases is progressing to support the receipt of grant funding from the Welsh Government.

#### **4.00 RECOMMENDATIONS**

- 4.01 That members note this update, which will be followed by further updates when ministerial decisions have been made.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None as a result of this update.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None as a result of this update.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None as a result of this update.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None as a result of this update.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None as a result of this update.

**10.00 CONSULTATION REQUIRED**

10.01 None required for this update.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation complete in accordance with Welsh Government Guidance.

**12.00 APPENDICES**

12.01 Appendix 1: Summary of Objections to Statutory Notices.

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

Report to Lifelong Learning Overview and Scrutiny on 14<sup>th</sup> March 2013 updating Members on the progress made in relation to the School Modernisation Strategy.

Report to Cabinet on 19<sup>th</sup> March 2013 with proposals and seeking Members agreement to progress the development of the preferred options for each of the areas and that Statutory Notices be prepared for publication when appropriate.

**Contact Officer: Tom Davies**  
**Telephone: 4011**  
**Email: [tom.davies@flintshire.gov.uk](mailto:tom.davies@flintshire.gov.uk)**

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**Objections to Statutory Notices****Elfed High, Connah's Quay High, John Summers, Holywell High, Ysgol Perth y Terfyn, Ysgol y Fron, St. Ethelwolds and The Croft Nursery**

| Area                       | Channel        | Date       | Mail Reference   | Detail   | Channel of response | Date Sent  |
|----------------------------|----------------|------------|--|--|---------------------|------------|
| Elfed High School          | Email          | 10.07.2013 |  | Objection to the change in age range                         | Email               | 06.08.2013 |
| Elfed High School          | Letter         | 11.07.2013 | LL00622  | Closure of Elfed 6th Form                                    | Letter              | 06.08.2013 |
| Elfed High School          | Email          | 15.07.2013 |  | Closure of Elfed 6th Form                                    | Email               | 07.08.2013 |
| Elfed High School          | Letter         | 15.07.2013 | LL00598  | Objection to the change in age range                         | Letter              | 01.08.2013 |
| Elfed High School          | Email          | 15.07.2013 |  | Closure of Elfed 6th Form                                    | Email               | 07.08.2013 |
| Elfed High School          | Email          | 16.07.2013 |  | Close of Elfed 6th Form                                      | Email               | 19.07.2013 |
| Elfed High School          | Letter         | 17.07.2013 | LL00601  | Objection to closure Elfed 6th Form                          | Letter              | 06.08.2013 |
| Elfed High School          | Letter         | 17.07.2013 | LL00602  |  | Letter              | 06.08.2013 |
| Elfed High School          | Letter         | 17.07.2013 | LL00603  |  | Letter              | 06.08.2013 |
| Elfed High School          | Email          | 18.07.2013 |  | Closure of Elfed 6th Form                                    | Email               | 18.07.2013 |
| Hub based in Connah's Quay | Email          | 19.07.2013 | LL00569  | Same as LL00617  |                     |            |
| Elfed High School          | Letter         | 19.07.2013 | LL00568  | Objection to the change in age range                         | Letter              | 01.08.2013 |
| Elfed High School          | Contact Centre | 19.07.2013 | LL0619 and CC 0713 09760, CC 0713 098284 (L00613 and LL0623) | Objection to the change in age range - Elfed High School     | Letter              | 24.07.2013 |
| Croft Nursery              | Letter         | 19.07.2013 | LL00610  | Various objections to proposal to relocate the Croft Nursery | Letter              | 08.08.2013 |
| Connah's Quay High School  | Letter         | 19.07.2013 | LL00614  | Decrease in age range at CQHS                                | Letter              | 07.08.2013 |
| Connah's Quay High School  | Letter         | 19.07.2013 | LL00615  | Decrease in age range at CQHS                                | Letter              | 08.08.2013 |
| Hub based in Connah's Quay | Letter         | 19.07.2013 | LL00617  | Various objections to Hub                                    | Letter              | 08.08.2013 |
| Elfed High School          | Letter         | 22.07.2013 | LL00620  | Closure of Elfed 6th Form                                    | Email               | 01.08.2013 |
| Connah's Quay High School  | Email          | 22.07.2013 | LL00624  | Closure of CQHS 6th Form                                     | Email               | 08.08.2013 |
| Elfed High School          | Letter         | 23.07.2013 | LL00629  | Closure of Elfed 6th Form                                    | Letter              | 06.08.2013 |
| Elfed High School          | Letter         | 23.07.2013 | LL00626  | Closure of Elfed 6th Form                                    | Letter              | 05.08.2013 |
| Elfed High School          | Letter         | 24.07.2013 | LL00630  | Closure of Elfed 6th Form                                    | Letter              | 07.08.2013 |
| Elfed High School          | Letter         | 24.07.2013 | LL00631  | Closure of Elfed 6th Form                                    | Letter              | 05.08.2013 |
| Connah's Quay High School  | Letter         | 24.07.2013 | LL00627  | Closure of CQHS 6th Form                                     | Letter              | 05.08.2013 |
| Elfed High School          | Letter         | 26.07.2013 | LL00633  | Closure of Elfed 6th Form                                    | Letter              | 31.07.2013 |
| Elfed High School          | Email          | 26.07.2013 | LL00650  | Closure of Elfed 6th Form                                    | Email               | 08.08.2013 |
| The Croft Nursery          | Letter         | 25.07.2013 | LL00648  | Closure of The Croft Nursery                                 | Letter              | 08.08.2013 |

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## FOR INFORMATION

### FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**

**DATE:** **TUESDAY, 17 SEPTEMBER 2013**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **EXERCISE OF DELEGATED POWERS**

#### **1.00 PURPOSE OF REPORT**

1.01 To inform Members of action taken under delegated powers.

#### **2.00 BACKGROUND**

2.01 At the Executive Meeting held on 31<sup>st</sup> October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

#### **3.00 RECOMMENDATION**

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

#### **4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

#### **5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

#### **6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

#### **7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

#### **8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

#### **9.00 CONSULTATION REQUIRED**

9.01 Not applicable

#### **10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable

## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

**APPENDIX 1**

**EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

**Directorate**

**Subject**

**Corporate**

Business Rates – Application for hardship rate relief

Council Tax – Write Offs

Business Rates – Write Offs

**Community Services**

Entering into a private sector leasing agreement for The Old Quayhouse – Connah’s Quay to provide interim and longer term affordable housing for individuals who have been homeless

Extension of Genesis Scheme (NOVUS Scheme)

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  
SEPTEMBER 2013 TO FEBRUARY 2014**

| COMMITTEE                                       | MEETING DATE     | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|------------------|-------------------|--|---|-----------------------------|
| September                                       |                  |                   |  |   |                             |
| Lifelong Learning Overview & Scrutiny Committee | 5 September 2013 | Lifelong Learning | <b>Play Provision: Children's Play Areas</b><br>To consult with Scrutiny over renewal of the scheme for play area renewal                          |   |                             |
| Lifelong Learning Overview & Scrutiny Committee | 5 September 2013 | Lifelong Learning | <b>Play Development: Summer Play Schemes</b><br>To consult with Scrutiny on the continuation of the Summer Play Schemes in 2014/15 and beyond      |   |                             |
| Lifelong Learning Overview & Scrutiny Committee | 5 September 2013 | Lifelong Learning | <b>Update on Statutory Notices for School Modernisation</b><br>To provide Members with an update on the Statutory Notices for School Modernisation |   |                             |

| COMMITTEE   | MEETING DATE      | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|-------------------|-----------------------|--|---|-----------------------------|
| Lifelong Learning Overview & Scrutiny Committee   | 5 September 2013  | Chief Executive's     | <b>Lifelong Learning Performance Reporting</b><br>To explain the improving corporate approach to performance reporting.                          |   |                             |
| Lifelong Learning Overview & Scrutiny Committee   | 5 September 2013  | Overview and Scrutiny | <b>Lifelong Learning Forward Work Programme</b><br>To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 12 September 2013 | Finance               | <b>Revenue Budget Monitoring 2013/14 (Month 3)</b><br>To provide Members with the Revenue Budget Monitoring 2013/14 (Month 3) report.            |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 12 September 2013 | Chief Executive's     | <b>Corporate Resources Performance Reporting</b><br>To explain the improving corporate approach to performance reporting.                        |   |                             |

| COMMITTEE   | MEETING DATE      | DIRECTORATE               | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|-------------------|---------------------------|--|---|-----------------------------|
| Corporate Resources Overview & Scrutiny Committee | 12 September 2013 | ICT and Customer Services | <b>Procurement as a Flintshire Futures workstream</b><br>Monitoring and development  |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 12 September 2013 |                           | <b>Data Protection Audit By the Information Commissioner's Office</b><br>To inform Committee of the audit undertaken by the Information Commissioner's Office (ICO) on Data Protection compliance. |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 12 September 2013 | Overview and Scrutiny     | <b>Corporate Resources Forward Work Programme</b><br>To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee   |   |                             |

| COMMITTEE | MEETING DATE      | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                          |
|-----------|-------------------|-------------------|--|---|--|
| Cabinet   | 17 September 2013 | Chief Executive's | <b>Annual Monitoring Reports: Single Equality Plan and Welsh Language</b><br>To endorse the annual monitoring reports prior to distribution to the regulatory bodies   | Operational   | Cabinet Member for Corporate Management              |
| Cabinet   | 17 September 2013 | Chief Executive's | <b>Performance Reporting</b><br>Performance Reporting  | Operational   | Cabinet Member for Corporate Management              |
| Cabinet   | 17 September 2013 | Chief Executive's | <b>Outcome Agreement 2013/14 onwards</b><br>To endorse the arrangements for agreeing the new Outcome Agreement with Welsh Government   | Strategic   | Cabinet Member for Corporate Management              |
| Cabinet   | 17 September 2013 | Finance           | <b>Revenue Budget Monitoring 2013/14 (Month 3)</b><br>To provide Members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2013/14. | Operational   | Leader of the Council and Cabinet Member for Finance |



| COMMITTEE | MEETING DATE      | DIRECTORATE                                    | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)             |
|-----------|-------------------|--|---|---|---|
| Cabinet   | 17 September 2013 | Finance  | <b>Council Tax - Pensioner Grant Scheme for 2013-14</b><br>To provide Members with information on the implementation of a new Welsh Government Pensioner Grant Scheme | Operational   | Cabinet Member for Corporate Management |
| Cabinet   | 17 September 2013 | Finance  | <b>Treasury Management Annual Report 2012/13</b><br>To present the 2012/13 Annual Report on the Council's Treasury Management Policy, Strategy and Practices.         | Operational   | Cabinet Member for Corporate Management |
| Cabinet   | 17 September 2013 | Human Resources and Organisational Development | <b>People Strategy Update</b><br>To provide Members with a progress report on the delivery of the People Strategy Action Plan   | Strategic   | Cabinet Member for Corporate Management |
| Cabinet   | 17 September 2013 | Human Resources and Organisational Development | <b>Domestic Abuse Policy</b><br>To seek Members approval to adopt as a Flintshire County Council Policy   | Operational   | Cabinet Member for Corporate Management |

| COMMITTEE | MEETING DATE      | DIRECTORATE                                    | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)             |
|-----------|-------------------|--|---|---|---|
| Cabinet   | 17 September 2013 | Human Resources and Organisational Development | <b>Attendance Management Performance and Areas of Improvement</b><br>To analyse the performance of the organisation in relation to management of attendance   | Operational   | Cabinet Member for Corporate Management |
| Cabinet   | 17 September 2013 | Human Resources and Organisational Development | <b>Workforce Information Quarter 1 April - June 2013</b><br>To provide Members with an update for the first quarter 2013/14.  | Operational   | Cabinet Member for Corporate Management |
| Cabinet   | 17 September 2013 | ICT and Customer Services                      | <b>Flintshire Connects Update</b><br>To provide an update on the Flintshire Connects Programme.   | Strategic   | Cabinet Member for Corporate Management |
| Cabinet   | 17 September 2013 | ICT and Customer Services                      | <b>Procurement Strategy Update</b><br>To provide an update on the work being undertaken nationally, regionally and locally to improve procurement practices, increase professional capacity and deliver efficiency savings. | Strategic   | Cabinet Member for Corporate Management |

| COMMITTEE | MEETING DATE      | DIRECTORATE        | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)        |
|-----------|-------------------|--------------------|--|---|------------------------------------|
| Cabinet   | 17 September 2013 | Community Services | <b>Development of a National Adoption Service for Wales</b><br>To secure approval of the plan to establish a National Adoption Service for Wales, supported by Regional Adoption Collaboratives. | Strategic   | Cabinet Member for Social Services |
| Cabinet   | 17 September 2013 | Community Services | <b>Housing Revenue Account 30 Year Business Plan</b><br>The purpose of this report is to present the final revised Housing Revenue Account Business Plan for agreement.                          | Strategic   | Cabinet Member for Housing         |
| Cabinet   | 17 September 2013 | Community Services | <b>Community Heating Charges 2013/2014</b><br>To outline and seek agreement of Cabinet for the proposed heating charges to the communal HRA properties in 2013/14.                               | Strategic   | Cabinet Member for Housing         |
| Cabinet   | 17 September 2013 | Community Services | <b>Adult Safeguarding</b><br>To receive an update on Adult Safeguarding Performance and revised Structures.  | Operational   | Cabinet Member for Social Services |

| COMMITTEE | MEETING DATE      | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|-----------|-------------------|-------------------|---|---|---|
| Cabinet   | 17 September 2013 | Environment       | <b>Civil Parking Enforcement and Traffic Management Measures in Mold, Talacre and Lower Gronant</b><br>To advise on the outcome of the consultation process and implementation of measures. | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Cabinet   | 17 September 2013 | Environment       | <b>Scrap Metal Dealers Act 2013</b><br>To provide details of the new legislation, consider the proposed delegation of powers and consider delegation of the setting of fees.                | Operational   | Cabinet Member for Public Protection, Waste & Recycling         |
| Cabinet   | 17 September 2013 | Environment       | <b>Liquidation of AD Waste</b><br>To provide a verbal update on the latest position regarding the Company.  | Operational   | Cabinet Member for Public Protection, Waste & Recycling         |
| Cabinet   | 17 September 2013 | Lifelong Learning | <b>Schools Funding Formula Review</b><br>A report on the Primary Schools Funding Formula Review Consultation process and documentation.   | Strategic   | Cabinet Member for Education                                    |

| COMMITTEE | MEETING DATE      | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                             |
|-----------|-------------------|-------------------|---|---|---|
| Cabinet   | 17 September 2013 | Lifelong Learning | <p><b>Consultation Response on the Hill Review</b><br/>To raise awareness of the Hill Report and the issues contained within and receive comments for the Authority's response to the consultation.</p>   | Strategic   | Cabinet Member for Education                            |
| Cabinet   | 17 September 2013 | Lifelong Learning | <p><b>Leisure Strategy - Progress Update</b><br/>To provide Members with the most up to date revenue budget monitoring information (Month 3) for Culture and Leisure Services in 2013/14, and update with progress with the current Leisure Strategy and Management Actions agreed as part of the 2013-14 budget.</p> | Strategic   | Cabinet Member for Public Protection, Waste & Recycling |
| Cabinet   | 17 September 2013 | Lifelong Learning | <p><b>Update on Statutory Notices for School Modernisation</b><br/>Update on Statutory Notices for School Modernisation</p>   | Operational   | Cabinet Member for Education                            |

| COMMITTEE                                 | MEETING DATE      | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)  |
|---|-------------------|-----------------------|--|---|------------------------------|
| Cabinet                                   | 17 September 2013 | Lifelong Learning     | <b>North East Wales Sensory Support Service</b><br>To report on the progress to realise the sub-regional sensory service and for the Cabinet to ratify the decision to move to a partnership delivery model. | Operational   | Cabinet Member for Education |
| Environment Overview & Scrutiny Committee | 18 September 2013 | Environment           | <b>Environmental Enforcement Policy</b><br>To seek approval to adopt the proposed Streetscene and open space enforcement policy.   |   |                              |
| Environment Overview & Scrutiny Committee | 18 September 2013 | Environment           | <b>Energy Switching Scheme</b><br>To receive a further update as requested by the Committee on the 6 March, 2013   |   |                              |
| Environment Overview & Scrutiny Committee | 18 September 2013 | Overview and Scrutiny | <b>Environment Performance Reporting</b><br>To explain the improving corporate approach to performance reporting.  |   |                              |

| COMMITTEE  | MEETING DATE      | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|-------------------|-----------------------|--|---|-----------------------------|
| Environment Overview & Scrutiny Committee          | 18 September 2013 | Overview and Scrutiny | <b>Environment Forward Work Programme</b><br>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee   |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 19 September 2013 | Community Services    | <b>Learning Disability Commissioning Plan</b><br>To present for approval a commissioning Plan for Learning Disability Residential Services                                   |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 19 September 2013 | Community Services    | <b>Adults Safeguarding Regional Proposal</b><br>To receive a report regarding proposals to develop 'regional safeguarding adults Board and local structures to support this. |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 19 September 2013 | Community Services    | <b>Social Services Improvement Agency</b><br>To receive a report on the SSIA results based accountability model of intervention pilot of Flintshire.                         |   |                             |

| COMMITTEE  | MEETING DATE      | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|-------------------|-----------------------|--|---|-----------------------------|
| Social & Health Care Overview & Scrutiny Committee | 19 September 2013 | Chief Executive's     | <b>Performance Reporting</b><br>To explain the improving corporate approach to performance reporting.  |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 19 September 2013 | Community Services    | <b>Development of a National Adoption Service for Wales</b><br>To provide Members with an update of the plan to establish a National Adoption Service for Wales. |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 19 September 2013 | Overview and Scrutiny | <b>Social &amp; Health Care Forward Work Programme</b><br>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.      |   |                             |
| Housing Overview & Scrutiny Committee              | 23 September 2013 | Chief Executive's     | <b>Housing Performance Reporting</b><br>To explain the improving corporate approach to performance reporting.  |   |                             |



| COMMITTEE                             | MEETING DATE      | DIRECTORATE | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---------------------------------------|-------------------|-------------|---|---|-----------------------------|
| Housing Overview & Scrutiny Committee | 23 September 2013 | Housing     | <p><b>Developing the Private Rented Sector to help meet the need for more affordable housing</b></p> <p>Developing the Private Rented Sector to help meet the need for more affordable housing</p>  |   |                             |
| Housing Overview & Scrutiny Committee | 23 September 2013 | Housing     | <p><b>Flint Town Centre (Housing Regeneration)</b></p> <p>To inform the Committee of the next steps in progressing the delivery of the Housing element of the Flint Town Centre Master Plan.</p>  |   |                             |
| Housing Overview & Scrutiny Committee | 23 September 2013 | Housing     | <p><b>Developing the Flintshire Housing offer through establishment of a Housing Company</b></p> <p>To explain potential long term strategic aspirations in housing and to seek support in principle to the establishment of a trading company that could be instrumental in delivering the vision.</p> |   |                             |

| COMMITTEE                             | MEETING DATE      | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---------------------------------------|-------------------|-----------------------|---|---|-----------------------------|
| Housing Overview & Scrutiny Committee | 23 September 2013 | Overview and Scrutiny | <b>Housing Forward Work Programme</b><br>To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee        |   |                             |
| Audit Committee                       | 25 September 2013 | Finance               | <b>Statement of Accounts 2012/13</b><br>To present the 2012/13 Statement of Accounts for approval.                                  |   |                             |
| Audit Committee                       | 25 September 2013 | Finance               | <b>Internal Audit Progress Report</b><br>To present to Members an update on the progress of the Internal Audit Department.          |   |                             |
| Audit Committee                       | 25 September 2013 | Finance               | <b>Action Tracking</b><br>To inform the Committee of the actions resulting from points raised at previous Audit Committee Meetings. |   |                             |

| COMMITTEE                 | MEETING DATE      | DIRECTORATE                   | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|---------------------------|-------------------|-------------------------------|---|---|---|
| Audit Committee           | 25 September 2013 | Chief Executive's             | <b>Risk Management Update</b>   |   | Cabinet Member for Corporate Management                         |
| Audit Committee           | 25 September 2013 | Finance                       | <b>Risk Management Report</b><br>To present the Risk Management report to the Committee.  |   |   |
| Audit Committee           | 25 September 2013 | Environment                   | <b>Planning - Section 106 Agreements</b><br>To identify progress against the recommendations of the audit report on Section 106 Agreements.   | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Audit Committee           | 25 September 2013 | Finance                       | <b>Forward Work Programme</b><br>To consider the Forward Work Programme for the Audit Committee for the next year.                            |   |   |
| Flintshire County Council | 25 September 2013 | Legal and Democratic Services | <b>Community Review</b><br>For Council to recommend to the Cabinet the Council's community review proposals for the purposes of consultation. |   |   |

| COMMITTEE          |        | MEETING DATE      | DIRECTORATE                   | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--------------------|--------|-------------------|-------------------------------|---|---|-----------------------------|
| Flintshire Council | County | 25 September 2013 | Legal and Democratic Services | <b>Annual Governance Statement</b><br>For Council to approve the Annual Governance Statement (AGS)  |   |                             |
| Flintshire Council | County | 25 September 2013 | Finance                       | <b>Financial Procedure Rules</b><br>To provide County Council with the proposed updated Financial Procedure Rules (FPRs) following the annual review.         |   |                             |
| Flintshire Council | County | 25 September 2013 | ICT and Customer Services     | <b>Approval of New Contract Procedure Rules</b><br>To obtain County Council approval for the adoption of the new Contract Procedure Rules.                    |   |                             |
| Flintshire Council | County | 25 September 2013 | Finance                       | <b>Clwyd Pension Fund Update</b><br>To update Members on issues relating to the Clwyd Pension Fund.   |   |                             |
| Flintshire Council | County | 25 September 2013 | Finance                       | <b>Treasury Management Annual Report 2012/13</b><br>To present the 2012/13 Annual Report on the Council's Treasury Management Policy, Strategy and Practices. |   |                             |

| COMMITTEE          |        | MEETING DATE      | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--------------------|--------|-------------------|-----------------------|---|---|-----------------------------|
| Flintshire Council | County | 25 September 2013 | Finance               | <p><b>Supplementary Financial Information to Statement of Accounts</b></p> <p>To provide Members with supplementary financial information to accompany the Statement of Accounts as requested in the notice of motion approved by Flintshire County Council on 29th January 2013.</p> |   |                             |
| Flintshire Council | County | 25 September 2013 | Finance               | <p><b>Statement of Accounts 2012/13</b></p> <p>To present the 2012/13 Statement of Accounts for approval.</p>   |   |                             |
| Flintshire Council | County | 25 September 2013 | Overview and Scrutiny | <p><b>Overview &amp; Scrutiny Annual Report</b></p> <p>To enable the Council to receive the Annual Report of the Overview &amp; Scrutiny function for 2012/13</p>   |   |                             |
| October            |        |                   |                       |   |   |                             |

| COMMITTEE  | MEETING DATE   | DIRECTORATE                   | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|----------------|-------------------------------|--|---|-----------------------------|
| Community Profile & Partnerships Overview & Scrutiny Committee | 3 October 2013 | Chief Executive's             | <b>Community Profile &amp; Partnerships Performance Reporting</b><br>To explain the improving corporate approach to performance reporting.   |   |                             |
| Community Profile & Partnerships Overview & Scrutiny Committee | 3 October 2013 | Overview and Scrutiny         | <b>Community Profile and Partnerships Forward Work Programme</b><br>To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee                                     |   |                             |
| Audit Committee  | 7 October 2013 | Legal and Democratic Services | <b>Audit of Data Protection by the Information Commissioner's Office</b><br>To inform the committee of the audit carried out by the Information Commissioner's office on the Council's Data Protection arrangements. | All Report Types  |                             |

| COMMITTEE       | MEETING DATE   | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)             |
|-----------------|----------------|-------------------|--|---|---|
| Audit Committee | 7 October 2013 | Finance           | <b>Treasury Management Mid Year Report 2013/14</b><br>To present the 2013/14 mid year report on the Council's Treasury Management Strategy.  |   |   |
| Audit Committee | 7 October 2013 | Chief Executive's | <b>Wales Audit Office Improvement Assessment Letter and Regulatory Plan 2013</b><br>i) To receive the Improvement Assessment letter from Wales Audit Office and note the Council's response ii) To receive the Regulatory Plan from Wales Audit Office | Strategic   | Cabinet Member for Corporate Management |
| Audit Committee | 7 October 2013 | Finance           | <b>Finance Recommendation Implementation</b><br>To provide an update for the Audit Committee on the implementation of audit recommendations for Finance.   |   |   |

| COMMITTEE   | MEETING DATE    | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|-----------------|-----------------------|---|---|-----------------------------|
| Corporate Resources Overview & Scrutiny Committee | 10 October 2013 | Finance               | <b>Revenue Budget Monitoring 2013/14 (Month 4)</b><br>To provide Members with the Revenue Budget Monitoring 2013/14 (Month 4) report.   |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 10 October 2013 | Overview and Scrutiny | <b>Leisure Services Budget Working Group</b><br>To enable the Committee to consider setting up a Working Group to look at the Leisure Services budget   |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 10 October 2013 | Overview and Scrutiny | <b>Corporate Resources Quarter 1 Performance Reports</b><br>To note and consider the Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2013). |   |                             |



| COMMITTEE   | MEETING DATE    | DIRECTORATE                                    | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|-----------------|--|---|---|-----------------------------|
| Corporate Resources Overview & Scrutiny Committee | 10 October 2013 | Human Resources and Organisational Development | <b>Workforce Information Quarter 1 April - June 2013</b><br>To provide Scrutiny Members with an update for the first quarter 2013/14.                                   |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 10 October 2013 | Human Resources and Organisational Development | <b>People Strategy Update</b><br>To provide Scrutiny Members with a progress report on the delivery of the People Strategy Action Plan for 2009–12 as at 31 August 2013 |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 10 October 2013 | Overview and Scrutiny                          | <b>Corporate Resources Forward Work Programme</b><br>To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee                    |   |                             |
| Lifelong Learning Overview & Scrutiny Committee   | 10 October 2013 | Lifelong Learning                              | <b>Flintshire Music Service Review</b><br>To review the new operating model for the Flintshire Music Service  |   |                             |

| COMMITTEE                                       | MEETING DATE    | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)             |
|---|-----------------|-----------------------|--|---|---|
| Lifelong Learning Overview & Scrutiny Committee | 10 October 2013 | Overview and Scrutiny | <b>Lifelong Learning Quarter 1 Performance Report</b><br>To note and consider the Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2013). |   |   |
| Lifelong Learning Overview & Scrutiny Committee | 10 October 2013 | Overview and Scrutiny | <b>Lifelong Learning Forward Work Programme</b><br>To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee   |   |   |
| Cabinet   | 15 October 2013 | Chief Executive's     | <b>Annual Performance Report 2012/13</b><br>To endorse the Annual Performance Report 2012/13   | Strategic   | Cabinet Member for Corporate Management |
| Cabinet   | 15 October 2013 | Chief Executive's     | <b>Strategic Partnerships mid year update</b><br>To receive the mid year update from the Strategic Partnerships  | Strategic   | Cabinet Member for Corporate Management |

| COMMITTEE | MEETING DATE    | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                          |
|-----------|-----------------|-------------------|---|---|--|
| Cabinet   | 15 October 2013 | Chief Executive's | <b>Wales Audit Office Improvement Assessment Letter</b><br>To receive the Improvement Assessment letter from Wales Audit Office and note the Council's response                                     | Strategic   | Cllr Billy Mullin                                    |
| Cabinet   | 15 October 2013 | Chief Executive's | <b>Annual Monitoring Report - Environmental Management System</b><br>To endorse the annual report of the Council's Environmental Management System  | Operational   | Cabinet Member for Corporate Management              |
| Cabinet   | 15 October 2013 | Finance           | <b>Revenue Budget Monitoring 2013/14 (Month 4)</b><br>To provide Members with the revenue budget monitoring information at Month 4 for the Council Fund and the Housing Revenue Account in 2013/14. | Operational   | Leader of the Council and Cabinet Member for Finance |

| COMMITTEE | MEETING DATE    | DIRECTORATE                                    | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                          |
|-----------|-----------------|--|---|---|--|
| Cabinet   | 15 October 2013 | Finance  | <b>Treasury Management Mid Year Report 2013/14</b><br>To present the 2013/14 mid year report on the Council's Treasury Management Strategy. | Operational   | Leader of the Council and Cabinet Member for Finance |
| Cabinet   | 15 October 2013 | Finance  | <b>Corporate Debt - Write Off</b><br>To request authorisation to write off an accrued debt of £32,000 relating to farm rent.                | Operational   | Cabinet Member for Corporate Management              |
| Cabinet   | 15 October 2013 | Human Resources and Organisational Development | <b>Workforce Information Quarter 2 July - September 2013</b><br>To provide Members with an update for the second quarter 2013/14            | Operational   | Cabinet Member for Corporate Management              |
| Cabinet   | 15 October 2013 | Legal and Democratic Services                  | <b>Community Review</b><br>For Cabinet to agree the Council's community review proposals for the purposes of consultation.                  | Strategic   | Cabinet Member for Corporate Management              |

| COMMITTEE | MEETING DATE    | DIRECTORATE        | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)        |
|-----------|-----------------|--------------------|---|---|------------------------------------|
| Cabinet   | 15 October 2013 | Community Services | <b>Learning Disability Commissioning Plan</b><br>To present for approval a Commissioning Plan for Learning Disability Residential Services.   | Strategic   | Cabinet Member for Social Services |
| Cabinet   | 15 October 2013 | Community Services | <b>Flint - Housing Regeneration Scheme</b><br>To consider the design brief for new housing to replace Flint maisonettes and agree the delivery mechanism for new homes including CPO measures | Strategic   | Cabinet Member for Housing         |
| Cabinet   | 15 October 2013 | Community Services | <b>Adults Safeguarding Regional Proposal</b><br>To receive a report regarding proposals to develop a Regional Safeguarding Adults Board and local structures to support this.                 | Strategic   | Cabinet Member for Social Services |

| COMMITTEE | MEETING DATE    | DIRECTORATE | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|-----------|-----------------|-------------|---|---|---|
| Cabinet   | 15 October 2013 | Environment | <p><b>Environmental Enforcement Policy</b><br/>To seek approval to adopt the proposed Streetscene and open space enforcement policy.</p>  | Strategic   | Cabinet Member for Public Protection, Waste & Recycling         |
| Cabinet   | 15 October 2013 | Environment | <p><b>Policy for the Placement of Highway Street Furniture and Other Temporary Obstructions on the Adopted Highway</b><br/>To seek Cabinet approval to adopt a policy defining the type of street furniture which can be approved for use on the Adopted Highway to ensure a co-ordinated and consistent approach throughout the County. To inform Cabinet of the current arrangements for approving and charging for the placement of temporary obstructions on the Adopted Highway.</p> | Strategic   | Deputy Leader of the Council and Cabinet Member for Environment |

| COMMITTEE | MEETING DATE    | DIRECTORATE       | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|-----------|-----------------|-------------------|---|---|---|
| Cabinet   | 15 October 2013 | Environment       | <b>Policy for Unadopted Roads</b><br>To seek approval of the Policy for the adoption of un-adopted roads and maintenance arrangements on these roads.   | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Cabinet   | 15 October 2013 | Environment       | <b>Town Centre Regeneration Funding</b><br>To update Members on the funding available for town centre regeneration and to approve the allocation of funds from Council capital and external budgets to the programmes of work in each town. | Operational   | Cabinet Member for Regeneration, Enterprise & Leisure           |
| Cabinet   | 15 October 2013 | Environment       | <b>Agricultural Estate Management</b><br>To seek approval for the disposal of part of the estate.   | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Cabinet   | 15 October 2013 | Lifelong Learning | <b>Flintshire Music Service Review</b><br>To review the new operating model for Flintshire Music Service.   | Operational   | Cabinet Member for Education                                    |

| COMMITTEE                             | MEETING DATE    | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---------------------------------------|-----------------|-----------------------|--|---|-----------------------------|
| Housing Overview & Scrutiny Committee | 16 October 2013 | Housing               | <b>HRA Subsidy</b><br>To receive an update on the potential amendments to the HRA subsidy, to include proposals to meet the WHQS   |   |                             |
| Housing Overview & Scrutiny Committee | 16 October 2013 | Overview and Scrutiny | <b>Housing Quarter 1 Performance Report</b><br>To note and consider the Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2013). |   |                             |
| Housing Overview & Scrutiny Committee | 16 October 2013 | Overview and Scrutiny | <b>Housing Forward Work Programme</b><br>To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee   |   |                             |



| COMMITTEE  | MEETING DATE    | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|-----------------|-----------------------|---|---|-----------------------------|
| Social & Health Care Overview & Scrutiny Committee             | 24 October 2013 | Overview and Scrutiny | <b>Social &amp; Health Care Quarter 1 Performance Report</b><br>To note and consider the Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2013). |   |                             |
| Social & Health Care Overview & Scrutiny Committee             | 24 October 2013 | Overview and Scrutiny | <b>Social &amp; Health Care Forward Work Programme</b><br>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.   |   |                             |
| Community Profile & Partnerships Overview & Scrutiny Committee | 28 October 2013 | Chief Executive's     | <b>Strategic Partnerships mid year update</b><br>To receive the mid year update from the Strategic Partnerships   |   |                             |

| COMMITTEE  | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|------------------|-----------------------|---|---|-----------------------------|
| Community Profile & Partnerships Overview & Scrutiny Committee | 28 October 2013  | Overview and Scrutiny | <b>C P &amp; P Forward Work Programme</b><br>To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee |   |                             |
| November   |                  |                       |   |   |                             |
| Cheshire County Council  | 12 November 2013 | Finance               | <b>Treasury Management Mid Year Report 2013/14</b><br>To present the 2013/14 mid year report on the Council's Treasury Management Strategy.               |   |                             |
| Environment Overview & Scrutiny Committee                      | 13 November 2013 | Environment           | <b>North Wales Residual Waste Treatment Partnership</b><br>To receive and consider further details on the progress of the project.                        |   |                             |
| Environment Overview & Scrutiny Committee                      | 13 November 2013 | Environment           | <b>Deeside Enterprise Zone</b><br>To receive a progress report  |   |                             |

| COMMITTEE                                 | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|------------------|-----------------------|---|---|-----------------------------|
| Environment Overview & Scrutiny Committee | 13 November 2013 | Environment           | <b>Rural Development Plan</b><br>To receive regular updates on the progress of Business Plan 2 with particular consideration to any downturn in progress.   |   |                             |
| Environment Overview & Scrutiny Committee | 13 November 2013 | Environment           | <b>Review of Council's Waste Collection Policy</b><br>To seek Scrutiny comments on the revised waste collection policy  |   |                             |
| Environment Overview & Scrutiny Committee | 13 November 2013 | Environment           | <b>Review of Subsidised Bus Services</b><br>To advise Members on the findings of the subsidised bus service review following consultation and assessment, along with proposed options and recommendations |   |                             |
| Environment Overview & Scrutiny Committee | 13 November 2013 | Overview and Scrutiny | <b>Presentation - Mold Food Festival</b><br>To receive a presentation by John Les Tomos on the Mold Food Festival   |   |                             |

| COMMITTEE   | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|------------------|-----------------------|--|---|-----------------------------|
| Environment Overview & Scrutiny Committee         | 13 November 2013 | Overview and Scrutiny | <p><b>Environment Quarter 1 Performance Report</b><br/>To note and consider the Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2013).</p> |   |                             |
| Environment Overview & Scrutiny Committee         | 13 November 2013 | Overview and Scrutiny | <p><b>Environment Forward Work Programme</b><br/>To consider the Forward Work Programme of the Environment Overview &amp; Scrutiny Committee</p>   |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 14 November 2013 | Finance               | <p><b>Revenue Budget Monitoring 2013/14 (Month 5)</b><br/>To provide Members with the Revenue Budget Monitoring 2013/14 (Month 5) report</p>   |   |                             |

| COMMITTEE   | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|------------------|-----------------------|--|---|-----------------------------|
| Corporate Resources Overview & Scrutiny Committee | 14 November 2013 | Overview and Scrutiny | <p><b>Quarter 2 Service Performance Report</b><br/>To note and consider the 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 1 period (July to September 2013).</p> |   |                             |
| Corporate Resources Overview & Scrutiny Committee | 14 November 2013 | Overview and Scrutiny | <p><b>Corporate Resources Forward Work Programme</b><br/>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>   |   |                             |

| COMMITTEE                                       | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                          |
|---|------------------|-----------------------|---|---|--|
| Lifelong Learning Overview & Scrutiny Committee | 14 November 2013 | Overview and Scrutiny | <p><b>Lifelong Learning Quarter 2 Service Performance Report</b><br/>To note and consider the Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2013)</p> |   |  |
| Lifelong Learning Overview & Scrutiny Committee | 14 November 2013 | Overview and Scrutiny | <p><b>Lifelong Learning Forward Work Programme</b><br/>To consider the Forward Work Programme of the Lifelong Learning Overview &amp; Scrutiny Committee</p>  |   |  |
| Cabinet   | 19 November 2013 | Finance               | <p><b>Revenue Budget Monitoring 2013/14 (Month 5)</b><br/>To provide Members with the most up to date revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account 2013/14.</p>   | Operational   | Leader of the Council and Cabinet Member for Finance |

| COMMITTEE | MEETING DATE     | DIRECTORATE | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|-----------|------------------|-------------|--|---|---|
| Cabinet   | 19 November 2013 | Environment | <b>Year 3 Bid from WGBPI</b><br>To seek approval of the outline bid for highway maintenance funding from the third year of the Welsh Government Prudential Borrowing Initiative.                 | Strategic   | Deputy Leader of the Council and Cabinet Member for Environment |
| Cabinet   | 19 November 2013 | Environment | <b>Vehicle Fuel Policy</b><br>To seek approval of the Vehicle Fuel Policy  | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Cabinet   | 19 November 2013 | Environment | <b>Vehicle Replacement Policy</b><br>To seek approval of the Vehicular Replacement Policy.   | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Cabinet   | 19 November 2013 | Environment | <b>Public Rights of Way Priorities</b><br>For the Cabinet to endorse a hierarchical approach to public rights of way maintenance, definitive map and public path orders and handling complaints. | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |

| COMMITTEE | MEETING DATE     | DIRECTORATE        | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                             |
|-----------|------------------|--------------------|---|---|---|
| Cabinet   | 19 November 2013 | Environment        | <b>Closure of AD Waste Services</b><br>To update Members on the out-turn balance following the decision to bring AD Waste services into Council Management. | Operational   | Cabinet Member for Public Protection, Waste & Recycling |
| Cabinet   | 19 November 2013 | Community Services | <b>Mental Health Commissioning Plan - Service Update</b><br>To receive for approval a Commissioning Plan for the provision of Mental Health Services.       | Strategic   | Cabinet Member for Social Services                      |
| Cabinet   | 19 November 2013 | Community Services | <b>Dementia Commissioning Plan</b><br>To receive for approval a commissioning strategy for provision of support to people with Dementia.                    | Strategic   | Cabinet Member for Social Services                      |



| COMMITTEE  | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|------------------|-----------------------|--|---|-----------------------------|
| Housing Overview & Scrutiny Committee              | 20 November 2013 | Overview and Scrutiny | <p><b>Housing Quarter 2 Service Performance Report</b><br/>To note and consider the 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 (July to September 2013).</p> |   |                             |
| Housing Overview & Scrutiny Committee              | 20 November 2013 | Overview and Scrutiny | <p><b>Housing Forward Work Programme</b><br/>To consider the Forward Work Programme of the Housing Overview &amp; Scrutiny Committee</p>   |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 25 November 2013 | Community Services    | <p><b>Mental Health Commissioning Plan – service update</b><br/>To receive for approval a commissioning plan for the provision of mental health services.</p>  |   |                             |

| COMMITTEE  | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|------------------|-----------------------|--|---|-----------------------------|
| Social & Health Care Overview & Scrutiny Committee | 25 November 2013 | Overview and Scrutiny | <p><b>Social &amp; Health Care Quarter 2 Service Performance Report</b></p> <p>To note and consider the 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 (July to September 2013).</p> |   |                             |
| Social & Health Care Overview & Scrutiny Committee | 25 November 2013 | Overview and Scrutiny | <p><b>Social &amp; Health Care Forward Work Programme</b></p> <p>To consider the Forward Work Programme of the Social &amp; Health Care Overview &amp; Scrutiny Committee.</p>   |   |                             |
| December   |                  |                       |  |   |                             |

| COMMITTEE  | MEETING DATE     | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|--|------------------|-----------------------|---|---|-----------------------------|
| Community Profile & Partnerships Overview & Scrutiny Committee | 2 December 2013  | Overview and Scrutiny | <b>C P &amp; P Forward Work Programme</b><br>To consider the Forward Work Programme of the Community Profile and Partnerships Overview & Scrutiny Committee |   |                             |
| Environment Overview & Scrutiny Committee                      | 10 December 2013 | Overview and Scrutiny | <b>Environment Forward Work Programme</b><br>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee                        |   |                             |
| Corporate Resources Overview & Scrutiny Committee              | 12 December 2013 | Finance               | <b>Revenue Budget Monitoring 2013/14 (Month 6)</b><br>To provide Members with the Revenue Budget Monitoring 2013/14 (Month 6) report                        |   |                             |
| Corporate Resources Overview & Scrutiny Committee              | 12 December 2013 | Overview and Scrutiny | <b>Corporate Resources Forward Work Programme</b><br>To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee        |   |                             |

| COMMITTEE | MEETING DATE     | DIRECTORATE | AGENDA ITEM & PURPOSE OF REPORT   | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|-----------|------------------|-------------|---|---|---|
| Cabinet   | 17 December 2013 | Finance     | <p><b>Revenue Budget Monitoring 2013/14 (Month 6)</b><br/>To provide Members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account 2013/14.</p> | Operational   | Leader of the Council and Cabinet Member for Finance            |
| Cabinet   | 17 December 2013 | Environment | <p><b>Review of Council's Waste Collection Policy</b><br/>To seek Cabinet approval for the revised waste collection policy</p>  | Strategic   | Cabinet Member for Public Protection, Waste & Recycling         |
| Cabinet   | 17 December 2013 | Environment | <p><b>Review of Subsidised Bus Services</b><br/>To advise Members on the findings of the subsidised bus service review following consultation and assessment, along with proposed options and recommendations.</p>      | Strategic   | Deputy Leader of the Council and Cabinet Member for Environment |

| COMMITTEE                                       | MEETING DATE     | DIRECTORATE                   | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|---|------------------|-------------------------------|--|---|---|
| Cabinet   | 17 December 2013 | Environment                   | <b>Setting up of a Joint Committee for the Area of Outstanding Natural Beauty</b><br>To advise on new arrangements for the management of the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty. | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |
| Audit Committee                                 | 18 December 2013 | Legal and Democratic Services | <b>Corporate Governance</b><br>To consider the annual update of the Code of Corporate Governance and to approve the process for preparing the draft Annual Governance Statement                                | All Report Types  |   |
| Lifelong Learning Overview & Scrutiny Committee | 19 December 2013 | Overview and Scrutiny         | <b>Lifelong Learning Forward Work Programme</b><br>To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.  |   |   |
| January   |                  |                               |  |   |   |

| COMMITTEE   | MEETING DATE    | DIRECTORATE                                    | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only)                                     |
|---|-----------------|--|--|---|---|
| Corporate Resources Overview & Scrutiny Committee | 16 January 2014 | Overview and Scrutiny                          | <b>Corporate Resources Forward Work Programme</b><br>To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.  |   |   |
| Cabinet   | 21 January 2014 | Human Resources and Organisational Development | <b>Workforce Information Quarter 3 October - December 2013</b><br>To provide Members with an update for the third quarter 2013/14  | Operational   | Cabinet Member for Corporate Management                         |
| Cabinet   | 21 January 2014 | Environment                                    | <b>Council's Policy on Fleet Replacement and Fleet Fuel Policy</b><br>To seek Cabinet approval for the new Policy for replacement of fleet vehicles and for the storage of fuel in line with the Council's Fleet Strategy approved by Executive in January 2012. | Operational   | Deputy Leader of the Council and Cabinet Member for Environment |

| COMMITTEE                                 | MEETING DATE    | DIRECTORATE           | AGENDA ITEM & PURPOSE OF REPORT  | REPORT TYPE<br>(Strategic or Operational)<br>(Cabinet only) | PORTFOLIO<br>(Cabinet only) |
|---|-----------------|-----------------------|--|---|-----------------------------|
| Environment Overview & Scrutiny Committee | 22 January 2014 | Overview and Scrutiny | <b>Environment Forward Work Programme</b><br>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee |   |                             |
| February                                  |                 |                       |  |   |                             |
| Housing Overview & Scrutiny Committee     | 5 February 2014 | Housing               | <b>Collaborative Working within Housing Services</b><br>To receive and consider current and future collaborative initiatives.        |   |                             |

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