

Public Document Pack

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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

9 October 2013

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Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 15TH OCTOBER, 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 - 18)
To confirm as a correct record the minutes of the last meeting.

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Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

- 4 **ANNUAL PERFORMANCE REPORT 2012/13** (Pages 19 - 146)
Report of Chief Executive - Cabinet Member for Corporate Management
- 5 **IMPROVEMENT PLAN MONITORING** (Pages 147 - 220)
Report of Chief Executive - Cabinet Member for Corporate Management
- 6 **WALES AUDIT OFFICE IMPROVEMENT ASSESSMENT LETTER AND THE COUNCIL'S RESPONSE AND REGULATORY PLAN** (Pages 221 - 240)
Report of Chief Executive - Cabinet Member for Corporate Management
- 7 **MEDIUM TERM FINANCIAL PLAN 2014/15 TO 2018/19** (Pages 241 - 268)
Report of Head of Finance - Leader of the Council and Cabinet Member for Finance
- 8 **STRATEGIC PARTNERSHIPS MID YEAR UPDATE** (Pages 269 - 300)
Report of Chief Executive - Cabinet Member for Corporate Management
- 9 **DEVELOPING THE FLINTSHIRE HOUSING OFFER THROUGH ESTABLISHMENT OF A HOUSING COMPANY.** (Pages 301 - 308)
Report of Director of Community Services - Cabinet Member for Housing
- 10 **FLINT TOWN CENTRE (HOUSING REGENERATION)** (Pages 309 - 346)
Report of Director of Community Services - Cabinet Member for Housing
- 11 **LEARNING DISABILITY COMMISSIONING PLAN** (Pages 347 - 400)
Report of Director of Community Services - Cabinet Member for Social Services

12 **ADULTS SAFEGUARDING REGIONAL PROPOSAL** (Pages 401 - 418)

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

13 **POLICY FOR THE PLACEMENT OF HIGHWAY STREET FURNITURE AND OTHER TEMPORARY OBSTRUCTIONS ON THE HIGHWAY** (Pages 419 - 432)

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

14 **ENVIRONMENTAL ENFORCEMENT POLICY** (Pages 433 - 468)

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

15 **POLICY FOR UNADOPTED ROADS** (Pages 469 - 472)

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

OPERATIONAL REPORTS

16 **REVENUE BUDGET MONITORING 2013/14 (MONTH 4)** (Pages 473 - 520)

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

17 **CAPITAL PROGRAMME 2013/14 (MONTH 4)** (Pages 521 - 538)

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

18 **WELSH GOVERNMENT CONSULTATION ON DISCRETIONARY POWERS FOR LOCAL AUTHORITIES TO INCREASE COUNCIL TAX ON SECOND HOMES** (Pages 539 - 544)

Report of Head of Finance - Cabinet Member for Corporate Management

19 **TOWN CENTRE REGENERATION** (Pages 545 - 554)

Report of Director of Environment - Cabinet Member for Regeneration

20 **CLWYD THEATR CYMRU BUSINESS PLAN** (Pages 555 - 558)

Report of Chief Executive - Cabinet Member for Corporate Management

21 **FLINTSHIRE MUSIC SERVICE REVIEW** (Pages 559 - 566)

Report of Director of Lifelong Learning - Cabinet Member for Education

22 **EXERCISE OF DELEGATED POWERS** (Pages 567 - 570)

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:

Closure of AD Waste Services

Deferred until 19 November as accounting entries are being finalised following liquidation

Corporate Sundry Debt – Write Off

Deferred until 19 November to be reported alongside the item on AD Waste

Annual Monitoring Report – Environmental Management System

Deferred pending further information

Treasury Management Mid Year Report 2013/14

Deferred so that the report can reflect the mid year position in full (1 April to 30 September)

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

OPERATIONAL

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

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

23 **FACILITIES SERVICES MANAGEMENT REVIEW** (Pages 607 - 620)

Report of Director of Lifelong Learning - Cabinet Member for Education

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

Information relating to the financial or business affairs of any particular person which in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

24 **AGRICULTURAL ESTATE MANAGEMENT** (Pages 621 - 624)

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

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

Information relating to a particular individual which in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

25 **CORPORATE DEBT - WRITE OFF** (Pages 625 - 628)

Report of Head of Finance - Cabinet Member for Corporate Management

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CABINET **17 SEPTEMBER 2013**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 17 September 2013

PRESENT: Councillor Aaron Shotton (Chairman)

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

APOLOGIES:

Councillor Helen Brown and Chief Executive

ALSO PRESENT:

Councillors: Ron Hampson and Dave Mackie

IN ATTENDANCE:

Director of Lifelong Learning, Director of Community Services, Director of Environment, Head of Legal and Democratic Services, Head of Finance, Head of ICT and Customer Services and Head of Human Resources and Organisational Development

59. DECLARATIONS OF INTEREST

Councillors Aaron Shotton, Bernie Attridge, Kevin Jones, Christine Jones and Billy Mullin declared personal interests in the following agenda items as they were school governors:

Agenda item number 9 – Schools Funding Formula Review

Agenda item number 26 – Update on Statutory Notices for School Modernisation

Councillor Chris Bithell declared a personal interest in agenda item number 20 – Domestic Abuse Policy as he was a Board Member and Trustee of DASU (Domestic Abuse Safety Unit), Deeside.

60. MINUTES

The minutes of the meeting held on 16 July 2013 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

61. HOUSING REVENUE ACCOUNT 30 YEAR BUSINESS PLAN

The Director of Community Services presented the final revised Housing Revenue Account Business Plan which had been 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.

A Task Force was established by WG to support delivery of the standard by 2020/21 and their final meeting with Flintshire County Council was held in May where the following two options to achieve WHQS by 2020 were discussed:

- 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 predicted at this point, and borrowed as required, following a mid-term review of the investment portfolio and the performance of the Housing Revenue Account

The Leader and Cabinet Member for Finance thanked all of those officers involved for the work undertaken to reduce the timetable for achieving WHQS from 2036. He also thanked the Ministers for their involvement, in particular the establishment of the Task Force.

RESOLVED:

That the revised business plan be noted and that Flintshire is now able to achieve the WHQS by 2020/21.

62. FLINTSHIRE CONNECTS UPDATE

The Cabinet Member for Corporate Management provided an update on the Flintshire Connects Programme.

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

Plans were at various stages of development for Flintshire Connects centres in Flint, Connah's Quay and Buckley.

The Flintshire Connects centre at Flint would be located on the ground floor of the County Offices and the building would also accommodate North Wales Police and JobCentre Plus.

The preferred option for the Flintshire Connects centre in Connah's Quay was the integration with Connah's Quay Library and Learning Centre. This would enable service integration and shared facilities. It would also involve the creation of a dedicated Heritage Exhibition Centre which was welcomed by the Deputy Leader and Cabinet Member for Environment.

An options appraisal had been undertaken to identify a suitable site to house the Buckley Flintshire Connects centre and the Buckley Town Council building was identified as the preferred location. It was proposed that the centre would occupy a section of the group floor with the integration of the existing Cash Office into Flintshire Connects. North Wales Police had expressed an interest in occupying an office on the first floor.

RESOLVED:

- (a) That the update report on the delivery of the Flintshire Connects Centre at County Offices, Flint and Connah's Quay be noted;
- (b) That 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 be agreed; and
- (c) That lead officers be authorised 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.

63. PROCUREMENT STRATEGY UPDATE

The Cabinet Member for Corporate Management provided an update on local, regional and national procurement initiatives. Approval was sought for Flintshire to become a member of the Welsh Procurement Consortium (WPC).

There was considerable focus on procurement at a national level by the Welsh Government (WG) with high expectations for large savings across the Welsh Public Sector.

At a regional level the North Wales Procurement Partnership (NWPP) had been dissolved and staff from the partnership had been transferred to North Wales councils with management arrangements established for all residual contracts. Following the dissolution a letter was received inviting the council to become a member of the WPC.

The Head of ICT and Customer Services explained that Flintshire had already committed to be a member of the new Welsh National Procurement Service (NPS) and any duplication should be avoided with the WPC activities. The NPS accounted for only 20% of the council's procurement spend which was recognised by the WPC and who would be focussing on categories of spend not covered by the NPS.

In order to continue and build on the procurement progress already made and the current shared management arrangements with Denbighshire it was proposed subject to the full business case to take further formal steps to merge both Corporate Procurement Units. The model of a collaborative procurement service with Denbighshire would demonstrate a clear commitment to increased collaborative working.

In response to a question on governance arrangements, the Head of ICT and Customer Services explained that there would be one representative from each authority who would be a member of the Board and that would either be a Councillor or a senior officer.

RESOLVED:

- (a) That membership of the WPC be approved and for officers to provide regular reports regarding the consortium activities and savings achieved;
- (b) That the merger of the Flintshire and Denbighshire Procurement Units be supported in principle subject to agreeing final business case and detailed arrangements which will be subject to a separate report to Cabinet; and
- (c) That the further development of the 3 County Procurement Service involving Flintshire, Denbighshire and Gwynedd be supported based upon a category management structure subject to a final business case which will be subject to a separate report to Cabinet.

64. DEVELOPMENT OF A NATIONAL ADOPTION SERVICE FOR WALES

The Cabinet Member for Social Services introduced the report which sought approval of the plan to establish a National Adoption Service for Wales, supported by Regional Adoption Collaboratives. Agreement needed to be secured that Wrexham would continue to act as the lead authority for the North Wales Adoption Service.

The Director of Community Services added that there was a clear requirement that children in care must have plans for permanence in place which considered the full range of options to be put into effect with appropriate urgency.

The creation of a National Adoption Service was one of the key policy strands of the Welsh Government (WG) and that if enacted, the Social Services and Well-Being (Wales) Bill would allow Ministers to prescribe arrangements by local authorities.

RESOLVED:

- (a) That the report be noted;
- (b) That 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 be endorsed; and
- (c) That Wrexham continue to act as the lead authority for the North Wales Adoption Service. By doing so 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.

65. COMMUNITY HEATING CHARGES 2013/14

The Director of Community Services introduced the report which outlined and sought approval of the proposed heating charges to the communal HRA properties in 2013/14, the treatment of amounts not recovered and the proposed changes to the way the Council recovered any deficits or surpluses to the heating account in future years.

Two options for heating charge increases for 2013/14 were outlined in the report, which were based on actual costs to the Council in 2012/13 and estimated for 2013/14. The data had been obtained from the North Wales energy advice centre to compare tenants heating charges with the average local private household. The data showed 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. The data also showed that although Flintshire tenants in communal properties were seeing large increases in their heating compared to previous years the costs were lower than other tenants who paid their own bills directly to the energy company.

RESOLVED:

That the following be approved:

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

66. SCHOOLS FUNDING FORMULA REVIEW

The Cabinet Member for Education introduced the report which provided an update on progress of the Formula Funding Review and requested authority to commence consultation with all schools.

School funding regulations required that every local authority should have a funding formula to be used to determine the budget share for each school. There was a need to renew the educational rationale underpinning the schools funding formula and the existing formula pre-dated most of the major changes to school funding that had occurred since 1997.

A key aim of the revised formula was to secure greater consistency and equity in how funding was distributed to schools, recognising particular circumstances that schools faced.

A Project Board was established together with three project teams and a considerable amount of analysis work had been undertaken. Updates on progress

had been presented to the Schools Budget Forum, Headteacher representative groups and the trade unions. The modelling had produced alternative ways of distributing funds to schools, based on a review of the regulatory framework, the physical capacity of schools and the desire to simplify the administration and the understanding of funding.

RESOLVED:

That consultation on principles to underpin the school funding formula for the 2014-15 financial year be approved.

67. CONSULTATION RESPONSE ON THE HILL REVIEW OF EDUCATION SERVICES

The Cabinet Member for Education outlined Flintshire County Council's response to the Welsh Government's consultation on the Hill Review.

The Hill Report was published in June 2013 and the Welsh Government (WG) had subsequently commissioned a period of consultation which ended on 13 September 2013. The report was structured into six chapters which were detailed in the report, which each chapter focussing on a specific element of the Review.

The Director of Lifelong Learning added that many of the good examples in the Review were already implemented within Flintshire and he cited examples of Flintshire having the lowest percentage of 16+ not in employment or education in Wales and the record breaking outcomes of schools in Flintshire.

RESOLVED:

That the consultation submission in response to the Hill Review be noted.

68. LEISURE STRATEGY – PROGRESS UPDATE

The Cabinet Member for Public Protection, Waste & Recycling provided an update on progress with the current Leisure Strategy and Management Actions. Information was provided on the most up to date revenue budget monitoring information (Month 3) for Culture and Leisure Services in 2013/14 and the proposed budget re-alignment in relation to the facilities at Deeside Leisure Centre and the Jade Jones Pavilion, Flint.

During 2012/13, one-off provision was made 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.

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. However, challenges remained on 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
- Underachieving projections in the independent business plan for Deeside Leisure Centre and the Jane Jones Pavilion Flint

Leisure Services were 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 would be to treat the funding of the developments in the same way that other capital financing repayments had been dealt with.

The original business plan had been revised to reflect current costs of operations and a reduced expectation of income growth. The budgetary impact of that had been established as £0.505m and it was recommended that the sum should be allocated from the contingency reserve to alleviate the pressure in the leisure budget in 2013/14. This would have the impact of reducing the in year overspend to £0.455m.

It was also recognised that there was a need to establish the budget for Leisure Centres on a sound footing going forward which would 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 would also provide a clearer focus for the work of the Overview and Scrutiny Task and Finish Group to review service delivery in the light of a revised business plan. In order for that to be achieved, it was recommended that provision should be made in the Council's MTFP for a base budget adjustment of £0.505m from 2014/15.

The ongoing revenue financing costs of the capital expenditure incurred on the improvements amounted to an annual cost of £1.052m. It was recommended that the budget and expenditure for such costs should be moved to the Central & Corporate Finance budget where it would be included with all other capital financing repayments.

RESOLVED:

- (a) That the report and the update on the leisure action plan be noted;
- (b) That the transfer of the budget and expenditure for the costs incurred by the development of 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 be approved;

- (c) That the allocation of £0.505m from the contingency reserve to address the budget implications of the revised Leisure Centres business plan and the inclusion of this base budget sum within the Council's MTFP from 2014/15 be approved; and
- (d) That the forthcoming Overview and Scrutiny Task and Finish Group work on planning for sustainability and the request for progress reporting to Cabinet in addition to Overview and Scrutiny be welcomed.

69. CIVIL PARKING ENFORCEMENT AND TRAFFIC MANAGEMENT MEASURES IN MOLD, TALACRE AND LOWER GRONANT

The Deputy Leader and Cabinet Member for Environment presented the report which sought 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.

Officers from the Council, together with the Deputy Leader and Cabinet Member for Environment, had taken part in a number of positive discussions with representatives from Mold Town Council and a range of options were discussed. On 17 July 2013 Mold Town Council considered the range of options and decided upon option 4 (increase charges). A summary of the options appraisal that had been undertaken was appended to the report.

The Deputy Leader and Cabinet Member for Environment advised that from today, Civil Parking Enforcement Officers would be issuing warning notices for any parking infringements until the Council implemented its Civil Parking Enforcement powers from 1 October.

RESOLVED:

- (a) That the retention of car park charges in Mold, as set out in Option 4 of Appendix 1 to the report, be approved;
- (b) That 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, be approved;
- (c) That delegated authority be granted 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; and
- (d) That delegated authority be granted to the Director of Environment and Head of Finance following consultation with the Leader and Deputy Leader and Cabinet Member for Environment to review the funding options for progressing investment in Mold and Talacre and Gronant and agree the future approach.

70. PEOPLE STRATEGY UPDATE

The Cabinet Member for Corporate Management provided a progress report on the delivery of the People Strategy Action Plan for 2009-12 which was recommended to be extended, pending a full review of the strategy by the new Human Resources and Organisational Development Departmental Management Team (post Human Resources and Organisational Design service review).

The People Strategy was one of the four Corporate Resource Strategies of the Council. It set 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 customers.

The Head of Human Resources and Organisational Development highlighted some key actions/projects such as:

- iTrent and the Training Module
- Organisational Design and Change Programme
- Workforce Reduction

RESOLVED:

- (a) That the extension of the current People Strategy to 2014 pending a comprehensive review be noted and endorsed; and
- (b) That the progress report on delivery of actions up to 31 August 2013 be noted.

CHANGE IN THE ORDER OF BUSINESS

It was agreed that agenda item number 27 would be brought forward.

71. LIQUIDATION OF AD WASTE

The Director of Environment explained that in October 2008, Executive resolved that AD Waste should be brought in-house, with the operations of the company being brought in-house on 1 October 2010.

However, the shell of the company remained and work had been ongoing since October 2010 with the liquidators to close it down. Recent notification from the liquidators advised that this would happen at a meeting in Manchester on 11 September which was why the item was a verbal update.

A report would be submitted to Cabinet later in the year to formally bring the process to a close.

RESOLVED:

That the verbal update be received.

72. PERFORMANCE REPORTING

The Cabinet Member for Corporate Management provided an update on the streamlined and corporate approach to performance reporting.

Future reporting arrangements would include monitoring of the Improvement Plan activity with progress being reported each quarter. Also, twice yearly performance highlight reports would be presented from the Heads of Service.

RESOLVED:

That the new approach to performance reporting be adopted.

73. OUTCOME AGREEMENT 2013/14 ONWARDS

The Cabinet Member for Corporate Management provided an update on the new arrangements for the Outcome Agreement from 2013-14. Endorsement of a new Outcome Agreement for 2013-14 based on draft Welsh Government (WG) guidance was sought.

The choice of five of the strategic themes from the WG Programme for Government had been carefully considered to ensure that there was:

- Strategic and close “fit” with priorities within the Improvement Plan
- A strong evidence base
- Likely success rate

Included in the reporting against each of the five themes would be a requirement to use three of the Programme for Government’s ‘tracking indicators’. Appended to the report was the full list of the possible ten themes with the strongest five themes highlighted as:

- Growth and Sustainable Jobs/Supporting the economy and business
- Education/Improving school attainment
- 21st 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

WG assessment of the achievement of the full grant against the existing agreement for 2012/13 was still to be received. An assessment meeting with WG had taken place in August and indications were given that the officer recommendation to the Minister would be for full achievement of the grant.

RESOLVED:

That the selection of the new strategic themes and outcomes for the new three year Outcome Agreement starting in 2013/14 be endorsed and a further report on a final agreement following the final guidance issued by Welsh Government be received.

74. ANNUAL MONITORING REPORTS: STRATEGIC EQUALITY PLAN AND WELSH LANGUAGE SCHEME

The Cabinet Member for Corporate Management introduced the annual monitoring reports for the period 2012-2013 for both the Strategic Equality Plan (SEP) and Welsh Language Scheme (WLS), prior to publication and distribution to the relevant regulatory bodies.

On the SEP, the Head of ICT and Customer Services explained that over 80 actions had been due to be completed by March 2013; 41 had been completed, 21 actions were in progress and 13 actions had not been completed/started.

Overall good progress was being made and achievements that had been identified during the first year of the SEP were set out in the report.

There did remain areas for improvement and the purpose of the SEP was to reduce known inequalities for the protected groups identified in the Equality Act.

The WLS Monitoring Report 2012-13 showed that although the Council was successfully implementing many of the commitments, some of the targets had not been met. Of the 42 actions due to be completed by March 2013, 15 had been completed on time, 12 were in progress and 13 had not been completed/started.

RESOLVED:

That 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 be endorsed.

75. REVENUE BUDGET MONITORING 2013/14 (MONTH 3)

The Head of Finance provided the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2013/14.

The projected year end position on the Council Fund, as estimated at Month 3, was:

- 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 31 March 2014 of £4.706m
- Recurring efficiencies of £1.435m had been identified in Adult Services
- Approval of the recommendations within the report would produce a net positive impact of £0.885m on the Medium Term Financial Plan (MTFP)

The projected year end position on the Housing Revenue Account, as estimated at Month 3, was:

- Net in year expenditure forecast to overspend the budget by £0.043m (Nil variance reported at Month 2)

- Projected HRA balances at 31 March 2014 of £1.391m

The Head of Finance explained that a number of actions had been taken to strengthen financial control, budget management and reporting through clear lines of responsibility, improved forecasting techniques, early warnings or “alerts” from service managers in changes to service demands and cost bases and improved formal reporting. Further developments which would be included in the next monthly report were to revise the presentation of the appendices and 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.

Achieving efficiency targets was a priority within the 2013/14 Improvement Plan with a specific target of meeting 85% or more of the pre-agreed efficiency targets. Careful monitoring and regular reporting would be a key driver to ensuring that plans were on target and any mitigating action could be taken if any efficiencies were delayed or became unachievable. At this early stage, the projected in-year achievement of pre-planned efficiencies was 95%, which was ahead of target.

Following detailed consideration of the service trends and forecasts within Social Services for Adults, in-year savings of £1.670m had been identified and it was recommended that the in-year budgets were reduced by the appropriate amounts making up the £1.670m.

As a result of the overall review activity a budget pressure of £0.350m had been identified with the Professional Support budget – Children’s Services which was as a result of a marked increase in the demand for statutory child care support in Flintshire. It was recommended that additional base budget of £0.350m be allocated to this service in 2013/14.

RESOLVED:

- (a) That the report be noted;
- (b) That the projected Council Fund contingency sub as at 31 March 2014 be noted;
- (c) That the projected final level of balances on the Housing Revenue Account be noted;
- (d) That the in-year base budget reductions as detailed in paragraph 8.02 be approved; and
- (e) That the allocation of base budget of £0.250m to Professional Support – Children’s Services as detailed in paragraph 8.04 be approved.

76. COUNCIL TAX – PENSIONER GRANT SCHEME FOR 2013-14

The Cabinet Member for Corporate Management provided 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).

The Head of Finance added that data analysis work had been completed across Wales and 2,233 households in Flintshire would qualify for funding of up to £100, although some households would receive less if their net Council Tax liability was less than £100. Overall the Council would receive funding of £201,700 in order to make the awards.

Grant awards would be automatically credited to the Council Tax accounts of qualifying households during the third week in September.

RESOLVED:

That the implementation of the revised Welsh Government Pensioner Grant Scheme for 2013-14 as detailed in the report be noted.

77. TREASURY MANAGEMENT ANNUAL REPORT 2012/13

The Cabinet Member for Corporate Management presented the draft Annual Treasury Management Report for 2012/13.

The Council's Audit Committee had been nominated to be responsible for ensuring effective scrutiny of the treasury management strategy and policy and treasury management updates were provided to the Audit Committee at each quarterly meeting during 2012/13.

RESOLVED:

That the draft Annual Treasury Management Report for 2012/13 be approved and recommended to Council.

78. DOMESTIC ABUSE POLICY

The Cabinet Member for Corporate Management introduced the report which raised awareness and sought support for the Council's newly developed Domestic Abuse Policy.

The Head of Human Resources and Organisational Development said the Council fully supported the Welsh Government's National Domestic Abuse Strategy and the Welsh Local Government Association / Trade Union Joint Statement on Domestic Abuse and had developed its policy to meet the core principles of both and to achieve compliance with employment legislation and recommended good practice.

The policy provided clarity on roles and expectations and was accompanied by additional information on the 'myths and facts' on domestic abuse and a short practical guide for employees setting out how they could access support should they be experiencing domestic abuse.

RESOLVED:

That the Domestic Abuse Policy be adopted.

79. ATTENDANCE MANAGEMENT PERFORMANCE AND AREAS OF IMPROVEMENT

The Cabinet Member for Corporate Management introduced the report which analysed 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 set out the plan and commitment, led by Heads of Service and the Corporate Management Team, to achieve improvements in performance.

The Head of Organisational Development and Human Resources explained that the Council's performance had worsened during 2012/13, particularly during quarters 1 and 3. Actions to address the downturn in performance had been identified and were in the process of being implemented. Further actions to address low performance were detailed in the report and would form part of specific Action Plans for implementation by service areas.

Heads of Service and the Corporate Management Team would be responsible for analysing and monitoring trends and levels of performance across the Council and ensuring that targets for improvements were achieved.

RESOLVED:

That the analysis and the requirements and expectations for Heads of Service, Managers and Corporate Management Team in managing attendance be noted and the on-going work to address attendance levels and underlying causes be supported.

80. WORKFORCE INFORMATION QUARTER 1 APRIL – JUNE 2013

The Cabinet Member for Corporate Management provided an update for the first quarter 2013/14 which gave details of the following:

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

The report included additional details on agency workers, including the number of placements, level of spend, number of hours completed and the savings which had been achieved.

RESOLVED:

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

81. ADULT SAFEGUARDING UPDATE

The Cabinet Member for Social Services provided an update on Adult Safeguarding Performance and revised structures.

The adult safeguarding process in Wales was the national system which was 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 had been abused.

The Safeguarding Team had undergone significant change in the past year and would continue to evolve as it responded to the forthcoming Social Services and Wellbeing (Wales) Bill. The Bill intended to establish a new legal definition of “adults at risk” and of “harm” to replace the terms “vulnerable adult” and “abuse”. Alongside this there was a new duty to investigate which would increase workload.

RESOLVED:

That the report be noted.

82. SCRAP METAL DEALERS ACT 2013

The Cabinet Member for Public Protection, Waste & Recycling introduced the report which provided details of the new legislation and sought approval for the delegation of powers and the setting of fees.

The Act would require Scrap Metal Dealers to be assessed for suitability before licenses were granted or renewed. It would also give Local Authorities the power to impose conditions on licenses and to revoke licenses, and would allow them and the Police to close down unauthorised sites.

RESOLVED:

- (a) That the Council's powers under the Scrap Metal Dealers Act be delegated to the Community Protection Manager;
- (b) That authority to set the fee level be delegated to the Director of Environment in consultation with the Cabinet Member for Public Protection, Waste & Recycling; and
- (c) That responsibility for hearing representations where a finding of unsuitability to hold a licence has been made be delegated to the Licensing Sub-Committee

83. NORTH EAST WALES SENSORY SUPPORT SERVICE

The Cabinet Member for Education introduced the report which detailed progress to bring into being the sub-regional sensory service and for ratification of the decision to move to a partnership delivery model.

Sensory impairment services were small and highly specialised in many authorities so working together would enable greater resilience and efficiency though 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 representations from the six North Wales Local Authorities, officers from Wrexham, Denbighshire and Flintshire proceeded to scope a service to cover North East Wales. A full business case had been developed and was available on the website.

RESOLVED:

- (a) That 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 be recognised; and
- (b) That the decision to move to a sub-regional service be ratified.

84. UPDATE ON STATUTORY NOTICES FOR SCHOOL MODERNISATION

The Cabinet Member for Education provided an update on the progress since the publication of statutory notices relating to the 21st Century Schools Programme.

The number of objections to the school modernisation projects was relatively few. Details of the objections submitted were provided in the report.

RESOLVED:

That the update be noted which would be followed by further updates when ministerial decisions have been made.

85. EXERCISE OF DELEGATED POWERS

An information report on the actions taken under delegated powers was submitted. The actions were as set out below:-

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)

86. 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 12.05pm)

.....
Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL PERFORMANCE REPORT 2012/13**

1.00 PURPOSE OF REPORT

1.01 To endorse the 2012/13 draft Annual Performance Report for publication.

2.00 BACKGROUND

2.01 The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measures (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.

2.02 The requirements of the Measure are met through the "forward-looking" documents of the Council (Plan) Governance Framework and the Improvement Plan 2012/13. These set out the vision and priorities for the Council. The second statutory requirement of the Improvement Plan is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.

2.03 The Annual Performance Report must be endorsed by the full Council before publication.

3.00 CONSIDERATIONS

3.01 The Annual Performance Report for 2012/13 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2012/13. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: -

- Progress against key actions and projects
- Regulatory, audit and inspection activity
- Progress against identified risks and challenges and the key actions to mitigate them
- Performance indicator outturns (trend analysis)

- 3.02 The statutory requirements as required by the Measure are met with a concentration on the Improvement Priorities.
- 3.03 The Report will be available as a web-based document which will be accessed via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'signposted' documents. The summary will be included within the household publication 'Your Community, Your Council'.
- 3.04 Note that the Introduction contains information on the consultation undertaken to inform the 2012/13 Improvement Priorities. Wales Audit Office have stated that this was missing from the Improvement Plan but this is covered in the Report.
- 3.05 A special meeting of County Council has been arranged for 23 October to request endorsement of the Report for publishing.
- 3.06 The document is close to complete; it is a significant task and there are a few amendments that will be provided on the day of Cabinet.

4.00 RECOMMENDATIONS

- 4.01 To endorse the 2012/13 Annual Performance Report for publication.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no specific financial implications within this report.

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 implication within this report.

10.00 CONSULTATION REQUIRED

- 10.01 The Annual Performance Report must be endorsed by the full Council before publication.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation is undertaken throughout the year by Overview and Scrutiny Committees reviewing the quarterly performance reports.

12.00 APPENDICES

12.01 Appendix 1:
Annual Performance Report 2012/13 including Appendices A-D.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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Flintshire County Council

Annual Performance Report

2012/13

DRAFT

Contents

Introduction

Highlights

Section 1

- Assessment of our Performance against our Improvement Priorities
- Risk Management
- Performance Data Summary
- Outcome Agreement

Section 2

- Detailed Improvement Priority Reporting

Section 3

- Equality
- Welsh Language
- Environment / Sustainable Development
- Corporate Health and Safety
- Partnership and Collaboration Activity
- Regulation, Audit and Inspection

How to contact us for further information and to give feedback

Appendices

Appendix A – Improvement Target and Improvement Success Measures data table

Appendix B – NSI and PAMs data table

Appendix C – Table of Collaborative Activity

Appendix D - Glossary

Introduction

The annual performance report gives an overview of the performance of the Council during 2012/13 against the priorities we have set.

The report covers: -

- progress against key actions and projects
- actual and comparative performance information against local and nationally set performance indicators
- an assessment of how well the Council is managing the strategic risks and challenges it faces
- the outcomes of external regulatory work and the Council's response to improve governance and public services
- an assessment of achievement of the Council's Outcome Agreement with the Welsh Government (WG)

The publication of this Annual Performance Report meets the statutory requirement to publish an annual 'backward looking' report on the Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, meets the remaining statutory requirement ([hyperlink to the Improvement Plan](#)). In meeting this responsibility the Council should have a sound system of internal control that supports the effective discharge of its functions.

This Annual Performance Report is a transitional document linking our Improvement Plan from 2012/13 with our new Improvement Plan for 2013/14. Many of the priorities have remained, but have either been re-freshed or merged.

The Council has made a number of on-going improvements to the corporate governance and management arrangements to support the achievement of the changes and improvements it has prioritised. These include: -

- setting out its Medium Term Financial Strategy and updating its Medium Term Financial Plan on an on-going basis
- annual review of the Council (Plan) Governance Plan with underpinning governance arrangements
- a revised approach to the development of the Annual Governance Statement
- full participation in the regional collaboration programmes
- maintaining a well-established risk management process
- building a resilient approach to business continuity
- a revised format for performance reporting

Setting Priorities

The Council has competing pressures and priorities.

The Council has consolidated a previous set of 40 priorities into a primary set of 10 priorities for change and improvement:-

- to provide clarity of vision and direction
- to give guidance to directorates in the setting of their service/business plans for 2012/13

- to set the 'Improvement Objectives' as required by the Local Government (Wales) Measure 2009 (the Measure)

The priorities have been shaped by Councillors in the previous Council across the Executive and Overview and Scrutiny functions and provide continuity for past, present and future performance against which the Council can be judged. This level of engagement led to widespread ownership of the priorities for further planning. The Improvement Objectives were adopted within the Improvement Plan 2011/12 as the set of Council Priorities by Executive in June 2011.

The Council's priorities draw their legitimacy and currency from a number of sources; for example:

- Coordinating the 40 priorities set as 'Administration Priorities' in 2010
- Reflecting the five themes within the County Vision
- The consultation and needs assessment exercises behind our strategic partnerships (i.e. Community Safety Partnership strategic assessment; Children and Young People's Partnership needs assessment and the Health and Social Care and Wellbeing needs assessment)
- Welsh Government policy and priorities
- Local consultations

The Council acts as a representative democratic body and can set its democratic priorities based on the evidence it has gathered from these and other sources. As a Council our Members are in touch with local views through: -

- Democratic representation
- Partnerships Forums
- Statutory consultation
- Direct Community/user consultation

The local priorities which guide the aims and activities of the Council as a provider and a commissioner of services are set by the Council. These current priorities are reviewed periodically and have been drawn from a number of sources:-

- local democratic choice
- customer feedback
- the priorities of local partner organisations
- the priorities of regional partner organisations
- Welsh Assembly Government policy
- statutory requirements
- the recommendations of regulatory bodies
- Welsh Local Government Association collective decisions
- the standards set of comparative performance
- good practice and peer influence

The Council Improvement Priorities were re-adopted for ongoing review by the new Council in July 2012. It is these ten priorities around which this Annual Performance Report is written.

Three new secondary priorities were identified for 2012/13 based on the feedback and the local discretion of the council. These were:

- 6.12 to extend and enhance the type of education, employment and training (EET) opportunities available for young people
- 6.13 to develop an outline plan for social enterprise and co-operatives in Flintshire
- 9.9 to facilitate support and provide a range of community events from high profile international events to locally organised community events

This set of ten priorities have subsequently been reviewed and re-set as eight priorities for 2013/14. The 'fit' between both sets of priorities is shown on the table below.

Improvement Priorities 2012/13	Improvement Priorities 2013/14
1 To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	Modern and Efficient Council
2 To achieve the greatest possible cost efficiencies through regional and sub regional collaboration to reinvest in local public services	
3 To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	
4 To achieve the highest standards of customer service and care through our Customer Services Strategy	
5 To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	Safe Communities
6 To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	Economy and Enterprise
7 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	Living Well
8 To meet housing need in the county and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets	Housing
9 To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	Skills and Learning
10 To protect, plan and develop sustainable natural and built environments	Environment

The colours used within this table are reflected throughout the document and indicate where a priority 'sits' within the new set of 2013/14 priorities.

Consultation

As the priorities are derived from a number of sources, including the local partnerships as indicated above, there is not one single process of consultation upon which the set has been based. Rather it is a set which has been informed by a number of specific and individual consultation exercises which have their foundations within set services and partnership objectives and improvements.

The priorities are open to continuous feedback and review from:-

- citizens and stakeholders;
- local businesses and, where appropriate, potential businesses;
- our statutory and other community planning partners;
- other authorities (especially where any proposed improvement objectives may have an impact upon them); and
- other bodies with whom collaborative working is taking place or is being planned.

In September 2011 we consulted with the public, strategic partnerships, neighbouring authorities and Town and Community Councils and our Local Service Board partners to ask if the 10 Improvement Priorities were the 'right' priorities, if anything was missing, and the degree of 'fit' with other strategic plans of other partners and agencies. The general feedback was that:-

- no significant priority was missing
- a focus on the Economy was welcomed
- there was a high degree of strategic 'fit' with other plans.

Views and comments were also encouraged from visitors to the Council's main libraries and Council's main receptions. Residents were given the opportunity to comment on the plan through the Your Community, Your Council household newsletter.

The consultation concluded that the following priorities were seen to be the most important:

Preferred 1st Priority

To protect and grow the **local and regional economy**, to be a prosperous County and to provide help and support for those vulnerable to poverty.

Preferred 2nd Priority

To be a **modern, efficient and cost effective public organisation** through our four resources strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable

Preferred joint 3rd Priority

To **meet housing need** in the county and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets

To make our **communities safe** and to safeguard the vulnerable with children and older people being priority groups.

Highlights

Continued progress in education - the Authority is no longer being monitored and **none** of our schools are in special measures.

The Welfare Rights Team helped **1210** Flintshire residents claim an additional **£2.7m** of benefits. Our Money Advice Service helped **189** residents to manage **£1.85m** of debt.

587 properties received energy efficiency measures, which are expected to achieve **£4.9m** savings in heating bills across the lifetime of the products.

All Wales Coastal Improvement Programme is **complete**.

Unitary Development Plan **adopted**, providing an up to date context for decision making on planning applications.

Supported businesses to create **573** new jobs and safeguard a further **1,300**.

Only **43.2%** of all the municipal waste we collected was sent to landfill, a significant reduction from the **62.5%**, five years.

Inspection of our roads revealed that almost **95%** were found to be in overall good condition.

18 play areas were refurbished during the year and during July 2012 our Leisure services Team opened the Pirates of the Pavillion (soft play area); and a new ten pin and indoor bowling facility.

61.6% of people who received a reablement service no longer required a care package.

Achieved overall organisational efficiencies of **£6.9m**.

2nd highest number of young people in education, employment or training in Wales.

214 young people assisted by our Housing Advice Team who avoided homelessness.

Opened our **first** Flintshire Connects Centre in Holywell.

Disabled adaptations provided to **404** homes to promote independence

Reduced our Carbon footprint by **2.66%**.

Launch of the Access to Action (**A2A**) ID Card for young people

Our planning service website was commended as 1 of the **top 5** in the UK out of out of 474 Local Planning Authorities.

Assessment of our Performance against our Improvement Priorities for 2012/13

For 2012/13 the Council had 10 Improvement Priorities as detailed in its Improvement Plan. The first four priorities were about the corporate organisation as a 'social business'. The other six priorities were about public services.

The following table shows a summary of the year end "progress" and "outcome" assessment for each priority based on the following red, amber, green (RAG) status key.

PROGRESS RAG Status Key		OUTCOME RAG Status Key	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

Improvement Priorities		Progress	Outcome
1	To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	Satisfactory	High
2	To achieve the greatest possible cost efficiencies through regional and sub regional collaboration to reinvest in local public services	Good	Medium
3	To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	Satisfactory	Medium
4	To achieve the highest standards of customer service and care through our Customer Services Strategy	Good	High
5	To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	Good	High
6	To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	Good	High
7	To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	Satisfactory	High
8	To meet housing need in the county and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets	Satisfactory	High
9	To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	Satisfactory	High
10	To protect, plan and develop sustainable natural and built environments	Good	High

Section 2 of this report gives the detailed “progress” and “outcome” assessment for each of the secondary priorities which support the 10 Improvement Priorities.

In summary our overall assessment against the 66 secondary priorities is: -

PROGRESS

- We are making good (green) progress in 37 (56%) of the priorities.
- We are making satisfactory (amber) progress in 29 (44%) of the priorities.
- We are making limited progress (red) in 0 (0%) of the priorities.

OUTCOME

- We have a high (green) level of confidence in the achievement of 48 (73%) of our priority outcomes.
- We have a medium (amber) level of confidence in the achievement of 18 (27%) of our priority outcomes.
- We have a low (red) level of confidence in the achievement of 0 (0%) of our priority outcomes.

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Risk Management

The Council's strategic risk register between 2007/08 and 2012/13 was entitled the Strategic Assessment of Risks and Challenges (SARC). As a tool it collated the risks the Council has to consider with regular update on progress in managing those risks. It used a Red, Amber, Green matrix to evaluate the current risk status and predicted the period when the risk would be mitigated or managed within the Council's risk appetite.

Overall the authority managed its risks successfully during 2012/13. Of the 48 risks reported, 5 (10%) have improved since the 2011/12 year end position, 1 has improved from a high level of risk (red) to a medium level (amber) and 4 have improved from a medium level (amber) to a low level of risk (green).

Three risks had increased during the year (add) and two new risks and challenges had been identified, and evaluated as red or high: -

- CL07 Relationship with Local Health Board & Public & Primary health
- CD08 Connah's Quay, Shotton & Deeside Housing Renewal Area

The table overleaf shows the year end risk assessment for each of the risks and also the priority to which it aligns to. Summary analysis shows that 5 (10%) are high (red), 33 (69%) are medium (amber), 9 (19%) are low (green) and 1 (2%) work in progress.

As part of the development of the new style Improvement Plan (adopted in June 2013) the risks were reviewed and reset to (1) be more specific and (2) align better with the new priorities so that they can be more easily tracked as part of performance reporting throughout the year.

Strategic Assessment of Risks & Challenges RAG Summary

		Risk Title	2012/13					Predictive Green / Amber/Red
			Q4	Q1	Q2	Q3	Q4	
Priority Number	Risk Ref.	Community Leadership	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green / Amber/Red
8	CL04	Affordable Housing	A	A			A	APR 2015
7	CL05	Social Care For Older People	A	A	A ↔	A	A ↔	TBC
7	CL07	Relationship with Local Health Board & Public & Primary Health	A	R	R ↑	R	R ↔	TBC
10	CL08	Climate Change & Flood Risk Management	A	A	A ↔	A	A ↔	TBC
6	CL09	Economic Regeneration	A	A	A ↔	A	A ↔	TBC
6	CL10	County Town Network Regeneration & Protection	G	G	G ↓	G	G ↔	FEB 2011
6	CL11	Integrated and Public Transport Infrastructure (External)	A	A	A ↔	A	A ↔	2015/16
6	CL12	Skills Needs of Employers	G	G	G ↔	G	G ↔	OCT 2011
10	CL14	North Wales Regional Waste Treatment Partnership	A	A	A ↔	A	A ↔	OCT 2017
9	CL15	Clwyd Theatr Cymru (CTC)	A	A	G ↓	G	A ↑	TBC
Priority Number	Risk Ref.	Council Delivery	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green/ Amber/Red
4	CD02	Streetscene	A	A	A ↑	A	G ↓	MAR 2013
6	CD03	Transition from UDP to LDP	G	G	A ↑	A	A ↔	SEP 2017
6	CD04	Planning Protocol	G	G	G ↓	G	G ↔	MAR 2012
10	CD05	Highways Infrastructure	A	A	A ↔	A	A ↔	TBC
5	CD06	Transport Arrangements For Service Users	A	A	A ↔	A	A ↔	2013/14
10	CD07	Depot Provision	A	A	A ↔	A	A ↑	2013/14
8	CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	R ↑	R	R ↔	MAR 2020
9	CD10a	Leisure - Revenue Funding	R	R	R ↔	R	R ↔	TBC
9	CD10b	Leisure - Capital Projects	A	A	A ↔	A	G ↓	MAR 2013
9	CD10c	Leisure - Play Strategy	A	A	R ↔	R	G ↓	MAR2013
8	CD12a	Housing Strategy	A	A				
8	CD12b	Housing Management	A	A	A ↔	A	A ↔	TBC
8	CD12c	Housing Repairs and Maintenance Services	A	A	A ↔	A	A ↔	TBC
6	CD12d	Homelessness - deleted superseded by CD38 Welfare Reform	A	A				
7	CD12e	Sheltered Housing	A	A	A ↔	A	A ↔	NOV 2013
8	CD19	Gypsies and Travellers	A	A	A ↔	A	A ↔	TBC
9	CD20	School Buildings/School modernisation	R	R	R ↔	R	R ↔	2018
9	CD22	School Improvement - Regional Project	A	A	A ↔	A	A ↑	SEP 2013
5	CD23	Procurement of Independent Sector placements for looked after children	A	A	A ↓	A	A ↔	TBC
7	CD26	Disabled Facilities Grants	A	A	A ↔	A	A ↔	OCT 2013
10	CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A ↔	A	A ↑	2016/17
10	CD27c	Waste Management Operations	A	A	A ↔	A	A ↔	2016/17
10	CD34	Severe Winter Weather	A	A	A ↔	A	A ↔	TBC
10	CD37	Food Waste Treatment Project	A		A ↔	A	A ↔	APR 2014
6	CD38	Welfare Reform	R	R	R ↓	R	R ↔	TBC
Priority Number	Risk Ref.	Council Governance	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green/ Amber/Red
1	CG05a	Asset Management - Strategic	A	A	A ↔	A	A ↔	2015/16
1	CG05b	Asset Rationalisation	A	A	A ↔	A	A ↔	2015/16
1	CG06	Medium Term Financial Strategy	A	A	A ↔	A	A ↔	TBC
1	CG07	Financial Management and Control	A	A	A ↔	A	A ↔	TBC
1	CG08	ICT Strategy	G	G	G ↔	G	G ↔	TBC
1	CG09	Information Governance	A	A	A ↔	A	A ↔	TBC
3	CG10	Human Resources and Management	A	A	A ↔	A	A ↔	TBC
3	CG11	Single Status and Terms and Conditions of Employment	A	A	A ↔	A	A ↔	NOV 2013
4	CG13	Customer Focus	G	G	G ↔	G	G ↔	SEP 2011
1	CG16	Workforce and Succession Planning	A	A	A ↔	A	A ↔	SEP 2013
1	CG18	Procurement	A	A	A ↔	A	A ↔	TBC
4	CG19	Business Continuity (including Winter Disruption)	A	A	G ↔	G	G ↔	SEP 2012
2	CG22	Flintshire Futures	A	A	A ↔	A	A ↔	TBC
1	CG23	Data Protection	R	R	R ↔	R	A ↓	Mar-13

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and Local Government Data Unit released all Authorities 2012/13 performance data (National Strategic Indicators and Public Accountability Measures) on 4th September 2013. This was accompanied by an overview of national trends as in previous years. The National Performance Bulletin is a supporting document to this report.

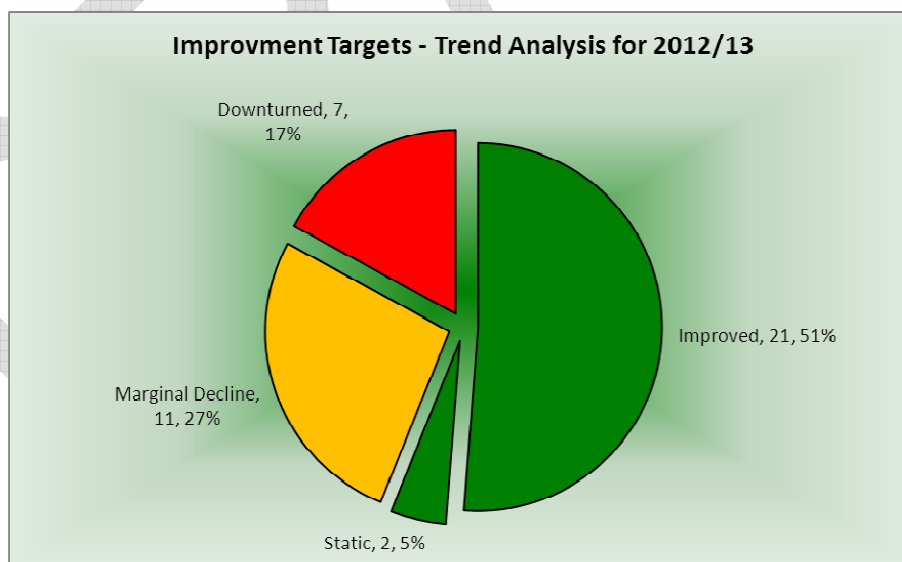
So, have we improved in 2012/13? Flintshire's Performance Summary

Improving Our Performance

Performance for 2012/13 against our Improvement Success Measures and Improvement Targets is summarised in a single outturn performance indicator table (Appendix A). Where appropriate this table makes reference to the trend of these indicators as applicable. It should be noted that to compare trends in performance data over time the performance indicator itself needs to be consistent and two successive years of data need to be available.

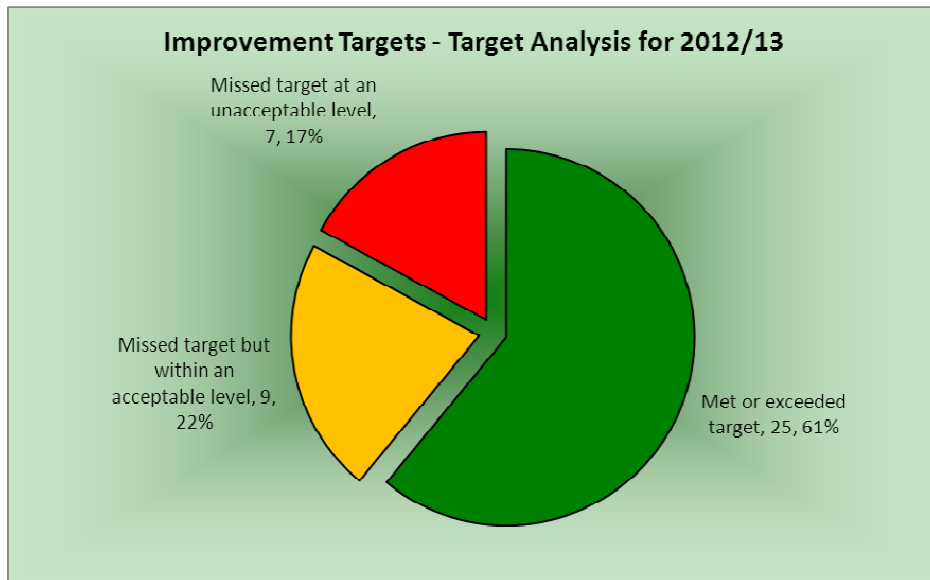
The setting of targets also includes setting the target classification. In total 42 indicators were classified as Improvement Targets for 2012/13. As explained above a smaller number (41) of these indicators could be analysed for trend. Of these, 21 (51%) of indicators showed improvement on the previous year with a further 2 (5%) indicators maintaining the same level of performance. In both cases this was the best level of performance possible. In total 18 Improvement Target indicators had shown poorer performance than that achieved in the previous year. 11 (27%) showed a marginal decline and 7 (17%) a significant downturn.

Last year (2011/12) of the 46 indicators which could be analysed for trend, 35 (76%) of indicators showed improvement on the previous year with a further 2 (4%) indicators maintaining the same level of performance.



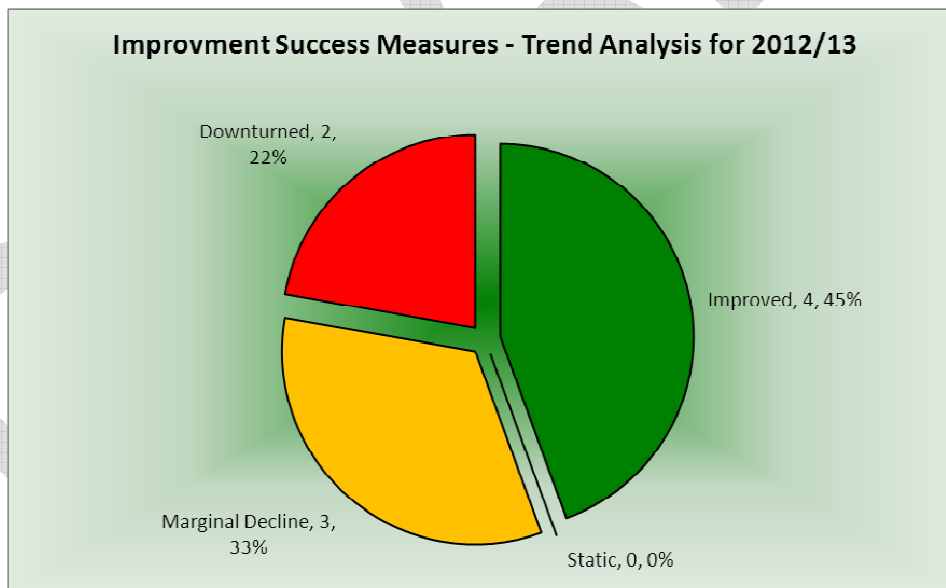
Achieving Our Targets

For those indicators which have been categorised as Improvement Targets, 25 (61%) met or exceeded target, 9 (22%) missed the target but within an acceptable margin and 7 (17%) missed target to a level that is unacceptable. Last year 25 (55%) of our Improvement Targets met or exceeded target and a total of 3 (7%) missed target.



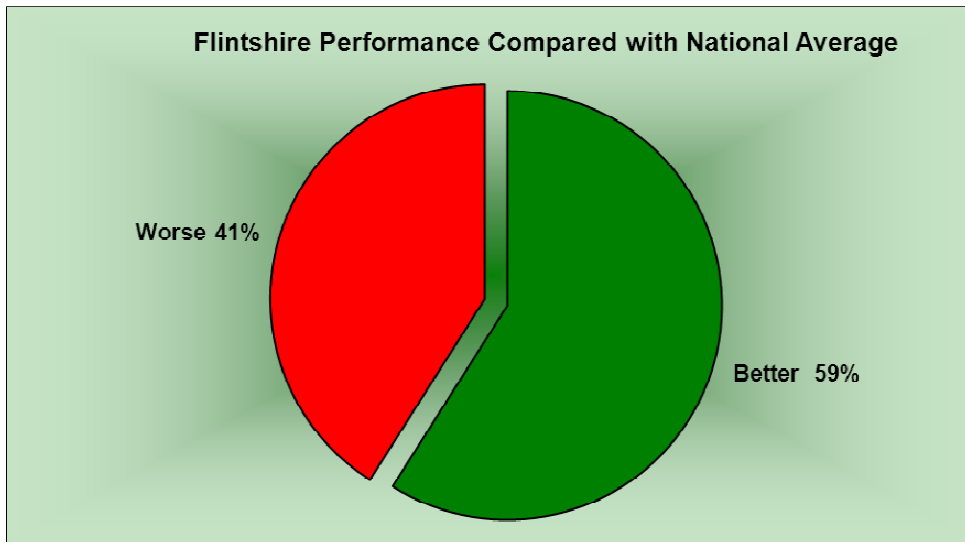
Improvement Success Measures are measures specifically selected to measure our improvement in relation to our Improvement Priorities. Of these, 4 (45%) of indicators showed improvement on the previous year with a further 3 (33%) indicators where performance had declined marginally. More significant downturn in performance was reported for 2 (22%) of the improvement success measures.

In 2011/12 59% (7) had improved, 8% (1) had marginally declined and 33% (4) had downturned.

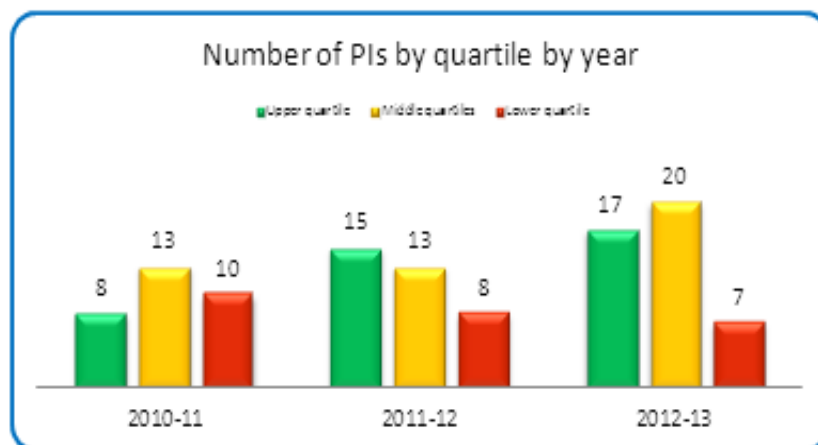


Performance against Welsh Average

A comparison with other Local Authorities performance demonstrates how well or poorly we are doing on a national basis using both the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) indicators.



Nationally we achieved better performance than the Welsh average (median) in 59% (26) indicators out of the 44 NSIs and PAMs. 18 indicators (41%) performed at a level below the national average (median). In addition **Flintshire was 'top' in 11% (5) of indicators and was 'bottom' in just one indicator**. We also achieved better quartile performance with 17 indicators achieving upper quartile performance compared with 15 last year.



Our performance against the National Strategic Indicators NSIs and PAMs is summarised in Appendix B.

Outcome Agreement

All Councils were required to agree an Outcome Agreement with the Welsh Government (WG) during 2010/11 to access the National Outcome Agreement Grant. Outcome Agreements were introduced to explain how we work towards improving outcomes for local people against the Government's National priorities. In addition, Local Authorities' Outcome Agreements had to show evidence of partnership working across the public sector.

The Outcome Agreement Grant attracts a special grant of approximately £1.47 million per year over a three year period which is forecast within the Medium Term Financial Plan. It is a three year agreement based on ten strategic themes, with one broad outcome selected from within each theme. The themes and outcomes were approved by the Council and the Local Service Board.

The final year's performance (2012/13) of the Outcome Agreement is complete and a self-assessment of performance against the actions and measures has been undertaken. The following analysis shows the self-assessment for each of the outcomes, using the categories as detailed in the monitoring guidance: -

<u>RAG Status for the Self Assessment of the Outcome Agreement</u>	
R	<p>Unsuccessful: -</p> <ul style="list-style-type: none"> ○ None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances below *); or ○ The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.
A	<p>Partly Successful: -</p> <ul style="list-style-type: none"> ○ Where neither fully successful or unsuccessful judgements apply, the outcome will be treated as partly successful.
G	<p>Fully Successful: -</p> <ul style="list-style-type: none"> ○ Met or exceeded all of the targets and milestones; or ○ Shortfall can be explained by any of the three circumstances outlined below*; or ○ The clear weight of evidence shows that evidence of success is significantly greater than evidence of failure.

* There are three broad circumstances in which performance can fall short of the levels specified in the Outcome Agreement without that having any effect on the overall progress for that outcome. These are:

- **Marginal shortfall:** the shortfall in performance is too small to have reasonably been anticipated in setting the target.
- **Exceptional circumstances:** the shortfall in performance is wholly or mainly due to external influences which were both unforeseeable and uncontrollable.
- **Partner failure:** the shortfall reflects the under-performance of a collaborative partner, and the local authority took steps to understand and, where possible, mitigate that.

Theme	Broad Outcome	Self Assessment
Theme 1 Improved quality and length of life, with fairer outcomes for all	Improved health through the life-course	Fully Successful
Theme 2 Good social care allows people a better quality of life	Support is provided so that people can live independent lives	Fully Successful
Theme 3 A strong and prosperous economy helps reduce poverty	Fewer people live in poverty	Fully Successful
Theme 4 Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing	All children and young people in Wales have a safe home and a community which supports physical and emotional wellbeing	Partly Successful
Theme 5 People have the education and skills to live prosperous, fulfilled lives	Learning opportunities that are of a high quality	Fully Successful
Theme 6 Communities are vibrant and safe, with access to good housing and sustainable transport	There is less crime and community safety issues that affect communities are effectively tackled	Fully Successful
Theme 7 Wales is an energy efficient, low carbon and low waste society	Contribute to climate change mitigation	Partly Successful
Theme 8 The environment is protected and sustainable	Enhancing the quality and enjoyment of the natural environment	Fully Successful
Theme 9 Our language, culture and heritage thrives	Participation in sports and physical activity increases	Fully Successful
Theme 10 Public services are efficient and provide value for money	More efficient and effective procurement	Partly Successful

Work is currently on-going with the Welsh Government to agree the self-assessment of performance for 2012/13. Once both are agreed, the grant payment for 2012/13 will be paid to the authority. Early indications are that a full grant payment will be received.

Section 2

Detailed Improvement Priority Reporting

This section details the 'progress' and 'outcome' RAG statuses for each of the 66 secondary priorities of the Improvement Plan. It also details: -

- What we said we would do
- What we did
- What we did well
- What we didn't do so well (where appropriate)
- What we will do in 2013 onward

The definitions of the RAG status are as follows: -

<u>PROGRESS RAG Status Key</u>		<u>OUTCOME RAG Status Key</u>	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

Progress A	Outcome G	IMPROVEMENT PRIORITY 1 To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy – whilst ensuring our local taxes and fees and charges are fair and affordable
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What we said we would do

Sub-Priority 1.1 To achieve the change and efficiency objectives of the Flintshire Futures Programme	Outcomes to be achieved 1. A four year organisational change programme with efficiencies identified and costed with an underpinned resourcing and activity plan 2. The goals of the Medium Term Financial Strategy (MTFS) met by the Flintshire Futures Programme with resources released for re-investment against priorities 3. The impacts for improved customer services met	Amber (Progress)	Amber (Outcome)
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What we did

- Improved how we managed and resourced the Flintshire Futures Programme to achieve its efficiency level objectives focusing on the 5 corporate change workstreams of Assets, Customer, Finance, Procurement and Workforce.
- Achieved overall organisational efficiencies of £6.9m, with contributions from Assets, Procurement and Workforce workstreams.
- Forward projected Programme efficiencies of £5.3m which were built into the Medium Term Financial Plan as reflected in the 2013/14 budget.

What we did well

- Achieved efficiencies of £6.9m against a target of £4.7m.
- Strong forward plans for those priorities that were well resourced e.g. Procurement system (P2P).
- Introduced modernised ways of working e.g. agile working and P2P.

What we didn't do so well

- Inconsistency of pace and ambition across the projects.
- Set additional efficiency programmes and targets over and above those of the Flintshire Futures programme.

What we will do in 2013 onwards

- Agree a four year organisational change and efficiency programme.
- Agree a specific saving and efficiencies programme for 2014/15.
- Agree the value for money strategy to support them.
- Achieve our targeted efficiencies for 2013/14 or alternatives in order to bring the budget in on target or better.

What we said we would do

<p>Sub-Priority 1.2 To adopt an accurate forecasting model for finances and costs for the medium term</p>	<p>Outcomes to be achieved 1. Medium Term Financial Plan and annual budgets underpinned by consistent and robust forecasting 2. Forecasting and risk management systems aligned</p>	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
<p>What we did</p> <ul style="list-style-type: none"> Applied our forecasting model within the Medium Term Financial Plan using both national forecasting information and local service demand intelligence. Updated the Medium Term Financial Plan and forecasts in budget reports. Stronger alignment of the Improvement Priorities and risks within the 2013/14 budget. <p>What we did well</p> <ul style="list-style-type: none"> Aligned the Improvement Priorities to the 2013/14 budget. Forecasting in service areas of higher risk and volatility were included in budget reports. <p>What we didn't do so well</p> <ul style="list-style-type: none"> Service forecasting is often shorter term and needs to be reflected over the period of the Medium Term Financial Plan. <p>What we will do in 2013 onwards</p> <ul style="list-style-type: none"> Agreement of Council priorities for this Council. Agreement of capital and revenue resources to deliver our priorities for this Council through further integration of organisational and financial planning. Develop our forecasting methodology and its consistent application across council services. 			

What we said we would do

<p>Sub-Priority 1.3 To reduce asset costs and maximise income and receipts</p>	<p>Outcome to be achieved 1. Reduced running costs through rationalisation of property portfolio for reinvestment against priorities 2. Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme. 3. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set.</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
<p>What we did</p> <ul style="list-style-type: none"> Reduced our carbon footprint both within the Council by 2.66% (weather corrected) and influenced our public sector partners to do the same. Development of shared public sector assets model for mutual benefits e.g. Flintshire Connects. Some reduction of leased buildings against target. 			

What we did well

- Leadership of the public sector in reducing carbon and sharing assets.
- Saved the Council in excess of £2m (cumulative position) through energy efficiency measures.
- Installed a variety of energy efficient projects on time and to budget.

What we didn't do so well

- Have enough urgency around some of our decision making for example, the Assets Strategy.
- Time taken to 'cleanse' the data in our new energy monitoring and targeting system affected the regular checking of energy use across the property portfolio.

What we will do in 2013 onwards

- Renew the Asset Strategy along-side capital planning.
- Reduce the number of office buildings we work from.
- Extend the use of agile and mobile working.
- Complete the review and rationalise Council's assets.
- Agreement of the capital and revenue resources to deliver our priorities for this Council through further integration of organisational and financial planning.

What we said we would do

<p>Sub-Priority 1.4 To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income</p>	<p>Outcome 1. A single integrated fees and charges policy adopted and maintained 2. Income levels raised to targets to support annual budgeting</p>	<p>Amber (Progress)</p>	<p>Amber (Outcome)</p>
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What we did

- Selective progress on reviewing and re-setting fees and charges in some service areas.
- Challenged historical practices around fees and charges in some service areas e.g. school transport and social services eligibility.
- Developed progressive fees and charges approach for public sector housing.

What we did well

- Sensitive approach to fees and charge changes in some service areas.

What we didn't do so well

- Not an integrated, single and complete approach to reviewing fees and charges for the 2013/14 budget
- Being decisive in our planning about which areas to look at next once the 2013/14 budget was set.

What we will do in 2013 onwards

- Develop a corporate fees and charges policy.
- Agree a specific saving and efficiencies programme for 2014/15.
- Agree the value for money strategy to support them.

What we said we would do

<p>Sub-Priority 1.5 To extend agile working within the workforce</p>	<p>Outcome 1. Reduction in office space and associated costs 2. Increased flexibility and work style options for workforce 3. More responsive and customer service in functional areas prioritised.</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Implemented various systems to support agile working: telephony, electronic document storage, remote access.
- Developed policies and practices to support agile working – noted as good practice by Wales Audit Office.
- Set solid foundations for the future – ‘early takers’ have shown positive benefits.
- Integrated hot desk facilities developed at Flintshire Connect hubs.

What we did well

- Developed internal support for future work.
- Improved productivity e.g. Revenues
- Improved utilisation of office space e.g. 50% at the Flint Offices

What we didn't do so well

- Inconsistency in pace and some ‘resistance’ to change.
- Indecision about the future of the Council's office estate.

What we will do in 2013 onwards

- Extend the use of agile working.
- Reduce the number of office buildings.

What we said we would do

<p>Sub-Priority 1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay)* a priority</p>	<p>Outcome 1. Increased compliance with and efficiency from corporate contracts 2. Process efficiencies from ordering and invoice processing 3. Improved spend control from commitment accounting and budget monitoring prior to placing orders</p>	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Implemented our Purchase to Pay (P2P) system ahead of target,
- Streamlined, standardised and simplified the procurement processes across the organisation gaining £42k process efficiencies from P2P with further efficiencies estimated in 2013/14 of £102k.
- Gained confidence in controls to achieve influencible spend targets.
- Procured e-sourcing module for implementation.

What we did well

- Modernised and reaped the value of a truly corporate system.
- Applied LEAN to streamline the process.
- Organisation now in more control of 'spend'.

What we didn't do so well

- Overcome operational 'resistance' to change in some areas which slows pace.

What we will do in 2013 onwards

- Simplify, standardise and automate our local procurement arrangements both in professional practice and use of technology.
- Optimise procurement efficiencies through the use of regional procurement frameworks.
- Use the new Welsh Procurement Service effectively to maximise the benefits for the organisation.
- Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.
- Improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

** Purchase to Pay (P2P) is a modern electronic system linking purchase orders to payment which can be used by the workforce and monitored centrally.*

Progress G	Outcome A	IMPROVEMENT PRIORITY 2 To achieve the greatest possible cost efficiencies through regional collaboration to reinvest in local public services
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What we said we would do

Sub-Priority 2.1 To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	Outcomes to be achieved 1. Agreement of a regional portfolio of collaborative projects to meet Welsh Government, regional and local ambitions for public service reform 2. To implement those projects adopted at final business case stage and achieve the resilience, improvement and efficiency targets set.	Green (Progress)	Green (Outcome)
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What we did

- Key Regional collaboration projects developed and implemented e.g. Social Services commissioning hub and School Improvement.
- Other key projects are on track in meeting their progress milestones e.g. North Wales Residual Waste Treatment and North Wales Food Waste projects.
- Internal protocol for governance and performance monitoring for collaboration projects agreed and implemented to ensure consistent and effective practice.
- The Council has met its commitments to collaboration under the National Compact.
- Flintshire has built a strong reputation as a leading authority in collaboration both regionally and nationally with evidence of project leadership, project support, investment of capacity and delivery.

What we did well

- Transition and delivery in key projects e.g. Social Services commissioning hub.
- Leadership of projects where we have the assigned lead role e.g. residual waste, ICT, emergency planning.
- Introduction of less visible sub-regional collaboration projects e.g. Occupational Health Services.
- Contributed to the development and delivery of the National Compact and its outcomes.

What we didn't do so well

- Manage the planning and transition of collaborations consistently prior to the adoption of the local protocol.
- Always act with decisiveness and pace as a regional collective with the effect of some projects being protracted in their development and transition phases.
- Achieve significant 'cashable' financial efficiencies as a regional collective as a percentage of our total efficiency targets.

What we will do in 2013 onward

- Move to agreement and transition on the key projects in progress and not yet at the final agreement
- Be part of agreeing a realistic on-going programme of regional and sub-regional collaboration.

What we said we would do

<p>Sub-Priority 2.2 To achieve the set efficiency targets from the collaborative projects</p>	<p>Outcomes 1. To achieve the financial efficiencies set for each project 2. To recycle the efficiencies to support council priorities in the Medium Term Financial Plan / annual budgeting</p>	<p>Green (Progress)</p>	<p>Amber (Outcome)</p>
<p>What we did</p> <ul style="list-style-type: none"> • A level of cashable efficiencies have been identified and secured in transition projects e.g. school improvement, social services commissioning. • Future costs have been avoided through cost avoidance in working together in sharing resources e.g. ICT, selective shared posts. • Efficiency Targets have been built into Medium Term Financial Plan. <p>What we did well</p> <ul style="list-style-type: none"> • Achieve the cashable efficiency targets for agreed collaboration projects. • Redesign of internal services (e.g. school improvement) and practices (e.g. social care commissioning) to support the achievement of immediate and year on year targets. <p>What we didn't do so well</p> <ul style="list-style-type: none"> • Raise levels of expectation on cashable efficiencies as part of a regional collective. • National complexity of efficiencies under the contract for collaboration affected progress. <p>What we will do in 2013 onward</p> <ul style="list-style-type: none"> • Aim to achieve the cashable efficiencies set and agree a realistic programme for further cashable efficiencies and cost avoidance efficiencies and build these into the medium term financial plan. • Aim to negotiate a fuller set of sub-regional efficiency-led options with neighbouring authorities. • Engage fully in national collaboration options, including membership of the new National Procurement Service to secure further annual efficiencies. 			

Progress A	Outcome A	IMPROVEMENT PRIORITY 3 To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement
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What we said we would do

Sub-Priority 3.1 Achieve a legal, acceptable and affordable Single Status Agreement	Outcomes to be achieved 1. To agree a legal, acceptable and affordable Agreement 2. To implement the Agreement without disruption to council services 3. To have fully provided for the financial impacts of the Agreement within assigned resources	Amber (Progress)	Amber (Outcome)
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What we did

- All work streams for phases 1 and 2 are completed. All parties / key stakeholders (management / employer, Elected Members and Trade Unions) are clear regarding their commitments / actions and deliver them according to the project plan.
- Negotiations on Part 3 (terms and conditions of employment) with Joint Trade Unions are completed and a provisional agreement (subject to the completion of a new pay and grading model and approval from Elected Members) has been reached.
- Pay modelling activity has been undertaken with the Joint Trade Unions and will be concluded during July and August 2013.
- The potential liabilities / associated costs have been estimated and incorporated into the overall 'Affordability Model' for Single Status and Equal Pay.

What we did well

- Revised Governance arrangements for the Single Status project with the introduction of an officer Executive Group for timely decision making, effective risk management and increased pace of the project.
- The negotiations with the Joint Trade Unions for Part 3 (terms and conditions).

What we didn't do so well

- Overall project progress fell behind schedule.
- Communication on progress was not regular .

What we will do in 2013 onward

- Conclude negotiations and reach a Draft Collective Agreement with the Joint Trade Unions by 30 September 2013.
- Adopt a Single Status Agreement.
- Successfully implement the Agreement.
- Build the on-going financial impacts of the agreed position into the medium term financial plan.

What we said we would do

Sub-Priority 3.2 Negotiate an Equal Pay Settlement	Outcomes to be achieved 1. To settle Equal Pay claims and protect the Council from any future liability 2. To settle within financial provision without destabilising Council budgets	Green (Progress)	Amber (Outcome)
<p>What we did</p> <ul style="list-style-type: none"> Options for defining Flintshire's Settlement Strategy have been identified and the Council's strategy is defined. Project plan actions have been defined for Equal Pay, identifying inter-dependencies with the Single Status Project. The potential liabilities / associated costs have been estimated and incorporated into the overall Affordability Model (for Single Status and Equal Pay). A strategy for funding issued and potential 'non issued' claims was developed. <p>What we did well</p> <ul style="list-style-type: none"> Considered all options, with legal advice to develop a cost effective and workable strategy for settling issued Equal Pay claims and preventing unissued claims through Single Status. <p>What we didn't do so well</p> <ul style="list-style-type: none"> Limited organisational understanding and ownership of the Equal Pay Settlement Strategy due to complexity and confidentiality. <p>What we will do in 2013 onward</p> <ul style="list-style-type: none"> Adopt and implement a strategy to resolve both issues and unissued Equal Pay potential liability alongside a Single Status Agreement 			

What we said we would do

Sub-Priority 3.3 To complete the review of human resources policies as a modern employer	Outcome to be achieved 1. To have adopted a set of human resources policies that are modern and meet the current and future needs of the organisation 2. To have implemented the policies to meet the business needs of the organisation and the objectives of the Customer Services Strategy	Green (Progress)	Green (Outcome)
<p>What we did</p> <ul style="list-style-type: none"> Employment policies and procedures have been reviewed with a forward plan for further review work Positive organisational change being planned through key policies for Agile Working, Competency Framework, Appraisal Agile Working, Flexible Working and Domestic Abuse Policy with policy implementation in train <p>What we did well</p> <ul style="list-style-type: none"> Progress and pace in reviewing and readopting key employment policies 			

What we didn't do so well

- The organisation fully adopting in 'spirit' of key employment policies in its 'behaviour' and 'culture'

What we will do in 2013 onward

- The employment policy review to be completed
- Communication of changing policies for working practices to adapt
- Implementation of employment policies to be evaluated

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Progress G	Outcome G	IMPROVEMENT PRIORITY 4 To achieve the highest standards of customer services and care through our Customer Service Strategy
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What we said we would do

Sub-Priority 4.1 To introduce the first phase of the Flintshire Connects (Customer Access Points) programme	Outcomes to be achieved 1. Model blueprint for Flintshire Connect Centres 2. Increased choice of localised access to council services 3. Increased choice of localised access to other public/third sector services	Green (Progress)	Green (Outcome)
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What we did

- Services identified and agreed to be delivered through Flintshire Connects and recruitment process underway for Flintshire Connects Customer Service Advisors.
- First Flintshire Connects Centre in Holywell opens to the public November 2012. Agreement with North Wales Police to share accommodation and counter space.
- Approval given for Flintshire Connects Centres at Flint and Connah's Quay to be developed during 2013/14 and later the delivery of a Flintshire Connects Centre at Buckley to be bought forward from 2014/15 to 2013/14.
- Flintshire Connects Project Delivery Team, with representation from North Wales Police and JobCentre Plus established.

What we did well

- Timescale for opening Flintshire Connects – Holywell was met.
- Increased partnership working by sharing accommodation with JobCentre Plus.
- Planning for the next phase of Flintshire Connects.

What we didn't do so well

- Pace of introducing new services available from Flintshire Connects - Holywell.
- Slow take up of Customer Satisfaction Forms.

What we will do in 2013 onward

- Introduce more services available from all Flintshire Connects Centres to support the channel shift project and assets programme.
- Review the approach to gathering customer satisfaction data.
- Opening additional centres in Flint, Connah's Quay and Buckley during 2013/14.

What we said we would do

Sub-Priority 4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Outcomes to be achieved 1. Website improved with more customers accessing more services electronically 2. Standardisation of customer contact for key services 3. Increased usage of more efficient and effective customer channels	Green (Progress)	Green (Outcome)
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What we did

- Channel Shift Project underway to focus on moving customers to cheaper ways of contacting the council.
- Project aligns to the proposals for Flintshire Connects centres on providing joined up public services within communities.
- Types of customer contact analysed and two services identified as a priority for making fully transactional via the website: school admissions and concessionary travel.
- Robust Equality Impact Assessment completed to identify appropriate customer consultation.
- New web content management system procured in collaboration with other North Wales Councils.

What we did well

- Procurement of new Web Content Management System in partnership with North Wales Councils.
- Launch of Mobile App in September 2013
- Launch of new modern website in September 2013

What we didn't do so well

- Use of social media to engage with customers.

What we will do in 2013 onward

- Focus on developing digital services available through the new website and Mobile App.
- Publicise the availability of digital services.
- Increase use of social media.

What we said we would do

<p>Sub-Priority 4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre</p>	<p>Outcome to be achieved 1. Improved performance for telephone call handling for all Streetscene services 2. Positive impacts on customer care through new workforce training offer 3. Improved and consistent customer service across all access channels and all services</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
<p>What we did</p> <ul style="list-style-type: none"> • Developed and implemented Flintshire Customer Service Award in Housing and Environment. • Streetscene contact centre fully implemented, and Streetscene Staff transferred to Customer Services. • CRM system live to record all customer interaction via web, face to face and contact centre. • Housing Contact Centre implemented. <p>What we did well</p> <ul style="list-style-type: none"> • Improved performance relating to call handling times. 			

- Co-located the contact centre with Streetscene Services resulting in improved working relationships and processes.

What we didn't do so well

- Data gathering on new services to transfer to contact centre working.

What we will do in 2013 onward

- Launch of new customer service standards and policy.
- Introduce new services to contact centre working using robust data gathering techniques and resource planning.
- Extension of the Customer Services Award to Community Services (Children's Services) and Leisure Services.

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Progress G	Outcome G	IMPROVEMENT PRIORITY 5 To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups
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What we said we would do

Sub-Priority 5.1.1 Develop robust commissioning arrangements for Out of County Placements ensuring stability in resource planning and providing children with the best possible start in life	Outcomes to be achieved 1. Improved quality and cost effectiveness of children's placements 2. Sustainable financial resource to support children's out of county placements	Green (Progress)	Green (Outcome)
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What we did

- Revised and improved joint working protocols between Social Services, Education Services and the Health Service.
- Became part of a regional commissioning hub to source residential places with a focus on the reduction of the cost of out of county care placements.
- Opened Arosfa residential short break facility for children with a disability which offers increased opportunities for respite.

What we did well

- Achieved significant efficiencies in Children's commissioning resulting in an underspend of £1.6m whilst retaining quality services.
- Achieved a reduction in the number of children going out of county for placements of 6.25%.
- Developed a clear and transparent protocol for agreeing out of county placements to the benefit of service users and providers.
- Opening Arosfa residential short break facility.
- The Inspectorate CSSIW recognised our efforts to improve out of county commissioning arrangements for looked after children, fewer placements and improved expenditure as leading practice

What we didn't do so well

Over-reliance on external advice in early stages.

What we will do in 2013 onwards

- Further improve the contract process for out of county placements.
- Aligning our processes with those of the Betsi Cadwalder University Health Board to avoid cost shunting and ensure that the Continued Health Care Guidance is met.
- Strengthen internal knowledge and commissioning capacity to avoid the need for external advice.

What we said we would do

Sub-Priority 5.2 Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life	Outcomes to be achieved 1. Looked after children are supported by the Council as a whole to achieve the best positive outcomes in life	Green (Progress)	Green (Outcome)
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What we did

- Idea for an ID card called Access to Action (A2A) for young carers and looked after children launched in June 2012 with phased role out in 4 high schools between January and April 2013.
- Under Flintshire Awards; a total of 191 young people were nominated for awards for meaningful everyday achievements as well as worthy academic and sporting triumphs.
- Events have been held between Education and Social Care colleagues to promote and highlight joint working practices in both the primary and secondary sector.

What we did well

- Pride of Flintshire Awards held annually and hosted by young people to national recognition.
- 94.2% (1191) statutory visits for looked after children were undertaken in accordance with regulations, exceeding target and significantly improving on the previous year. We ranked 4th in Wales.
- Positive feedback from A2A phased role

What we didn't do so well

- Despite improving educational outcomes for looked after children compared with the previous year we remained 21st in Wales.

What we will do in 2013 onwards

- Following successful A2A pilot, role out in all Flintshire High Schools.
- Introduction of A2A into pharmacies and GP surgeries with partner from the 3rd Sector.
- Task and Finish Group to be established to address the educational attainment of Looked after Children.

What we said we would do

Sub-Priority 5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Outcome to be achieved 1. Effective safeguarding practice, meeting legal and policy objectives, both preventative and reactive.	Green (Progress)	Green (Outcome)
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What we did

CHILDREN'S SAFEGUARDING

- Strengthen the Safeguarding Unit within Children's Social Services that capitalises on

the support and advice provided to our frontline staff.

- Good progress including development of an Escalation Protocol and the routine sharing of executive summaries from national serious case reviews.
- The Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB) set up a system so that people can contact them using an online postcard.

ADULT SAFEGUARDING

- Additional Team Manager appointed responsible for Adult Safeguarding.
- Focused on improving our risk management recording systems within Adult Social Services which had been identified by CSSIW as an area needing attention. The percentage of adult protection referrals where the risk has been managed has increased from 88% in 2011/12 to 99% in 2012/13, ranking us 4th in Wales.
- A more recent CSSIW site visit of Adult Safeguarding identified positive progress.
- Improved awareness and increased levels of referral for vulnerable adults –13% increase in referrals for 2012/13.

What we did well

- Children’s Social Services has been successful in a bid to become a pioneer authority for Social Services Improvement Agency (SSIA) to pilot an ‘outcomes framework’ for child protection.
- Improved the percentage of adult protection referrals where the risk has been managed.
- All our targets for safeguarding national indicators are set above the Welsh average and Flintshire’s performance is among the best in Wales for both adults and children.

What we didn’t do so well

- 97.7% of child protection reviews were completed in time ranking us 12th in Wales and performance has declined marginally on last year (98.3%).

What we will do in 2013 onwards

- Maximise the benefits of our enhanced Safeguarding Service for Children and Adults by offering a support and advice role to our frontline workforce.
- Strengthen the risk management procedures and improvement in the recording of joint decisions in adult protection.

Priority 5.4 has been merged with XXX

What we said we would do

<p>Sub-Priority 5.5 Implement the Integrated Family Support Services (IFSS) initiative</p>	<p>Outcome 1. Improved quality of life and life chances of vulnerable families with substance misuse problems through an integrated multi agency approach</p>	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- The new sub-regional IFSS service (Wrexham County Borough Council and Flintshire County Council) became operational in August 2013 to improve the quality of life chances of vulnerable families through an integrated multi-agency approach building on the learning from the three IFSS pilot sites in Wales.
- Agreed governance arrangements are in place with Flintshire County Council taking the lead.

What we did well

- Gaining agreement Wrexham County Borough Council and partners to enable the launch of the service.
- Acknowledgement from CSSIW that across our services there is progress in being made on the ‘whole family approach’.

What we didn’t do so well

- Extent of involvement of young people and families in commissioning.

What we will do in 2013 onwards

- Following approval from Welsh Government for a sub regional team between Wrexham and Flintshire, implement the service.
- Progress the Implementation of a ‘whole family’ model (Integrated Family Support Services Initiative and Families First Initiative).
- Deliver specific training on the model to the wider operational staff within the partner organisations.

What we said we would do

<p>Sub-Priority 5.6 Introduce Civil Parking Enforcement (CPE)</p>	<p>Outcome 1. Reduction in traffic congestion 2. Positive impact of local town centre economies 3. Reduced journey times within the county</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Consulted with Mold and Holywell Town & Community Councils over the retention of off-street parking.
- Surveyed all existing Council Owned car parks.
- Surveyed all lines and signs on-street to confirm accuracy, location and validity with the relevant traffic order.
- Developed and submitted a number of reports to Cabinet on Civil Parking Enforcement.

What we did well

- Developed a robust business case for submission to Welsh Government to approve the Council’s civil parking enforcement powers. This has subsequently been approved.
- Gained a wider understanding, through consultation, of the issues Town and Community Councils would like to see addressed.
- Completed a comprehensive survey of lines and signs.

What we didn’t do so well

- Progressed as quickly as planned due to extensive consultation.

What we will do in 2013 onwards

- Review charging levels for off street parking in Mold in partnership with Mold Town Council.
- Prepare final Cabinet reports to enable Civil Parking Enforcement to be introduced

- Implementation of civil parking enforcement by autumn 2013.
- Train all employees, procure hardware and software and test all equipment for 'go live' in October 2013.

What we said we would do

<p>Sub-Priority 5.7 Introduce Customer Access Points (Flintshire Connects)</p> <p>Same as 4.1.</p>	<p>Outcome</p> <ol style="list-style-type: none"> 1. Model blueprint for Flintshire Connect centres above 2. Increased choice on localised access to council services 3. Increased choice of localised access to other public/third sector services 	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Services identified and agreed to be delivered through Flintshire Connects and recruitment process underway for Flintshire Connects Customer Service Advisors.
- First Flintshire Connects Centre in Holywell opens to the public November 2012. Agreement with North Wales Police to share accommodation and counter space.
- Approval given for Flintshire Connects Centres at Flint and Connah's Quay to be developed during 2013/14 and later the delivery of a Flintshire Connects Centre at Buckley to be bought forward from 2014/15 to 2013/14.
- Flintshire Connects Project Delivery Team, with representation from North Wales Police and JobCentre Plus established.

What we did well

- Timescale for opening Flintshire Connects – Holywell was met.
- Increased partnership working by sharing accommodation with JobCentre Plus.
- Planning for the next phase of Flintshire Connects.

What we didn't do so well

- Pace of introducing new services available from Flintshire Connects - Holywell.
- Slow take up of Customer Satisfaction Forms.

What we will do in 2013 onward

- Introduce more services available from all Flintshire Connects Centres to support the channel shift project and assets programme.
- Review the approach to gathering customer satisfaction data.
- Opening additional centres in Flint, Connah's Quay and Buckley during 2013/14.
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What we said we would do

<p>Sub-Priority 5.8 Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes</p>	<p>Outcome</p> <ol style="list-style-type: none"> 1. A modernised set of Streetscene services 2. Improved access to service and improved responsiveness 3. Improved performance for telephone call handling for all Streetscene service required. 	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- First full year of operation for the new joined up Streetscene service, with a new staffing structure and integrated roles and responsibilities, and consolidation of the workforce at Alltami Depot.
- Introduction of new working patterns in order that all services now operate over a 6 day working week with increased utilisation of vehicles to achieve financial efficiencies.
- Implementation of a contact centre and Customer Relations Module (CRM) for Streetscene services; the Contact Centre is now co-located with the operational unit at Alltami depot with service integration and improved service resilience, particularly during emergency situations and bad weather when calls from the public are high.
- Implementation and monitoring of a set of Streetscene standards.

What we did well

- Delivered efficiency targets and improved the overall efficiency of the service.
- Call handling performance has improved during the first year since its introduction. 82.49% in July 2012 increasing to 90.85% by July 2013.
- The new 6 day working week has received largely positive feedback from services users and workforce.
- Overall performance against our Streetscene standards.
- Managed the impacts of severe weather conditions including flooding and heavy snowfall.
- Exceeded the Welsh Government statutory target (52%) for recycling the material collected during domestic waste collections, by achieving 54.92% (ranking us 7th in Wales).

What we didn't do so well

- Performance against some of the Streetscene standards: 13 out of 45 were assessed as red (improvement required).

What we will do in 2013 onwards

- Achieve further service efficiencies and financial targets without impacting on frontline service delivery.
- Undertake a fleet review to reduce vehicle numbers and improve utilisation levels to achieve financial and carbon reduction benefits.
- Maintain and improve recycling rates to avoid Welsh Government infraction charges.
- Achievement of all Streetscene standards.

What we said we would do

Sub-Priority 5.9 Implement the recommendations of the E-coli inquiry	Outcome 1. Full compliance with new recommendations by the local business sector	Green (Progress)	Green (Outcome)
What we did <ul style="list-style-type: none">• All new inspections are undertaken in line with the new E coli guidance issued by the Food Standards Agency.• Communication strategy has been fully implemented.• All officers have received formal training on new guidance provided by the Food Standards Agency Wales.			

What we did well

- The E coli guidance was explained in full to all relevant businesses during food hygiene visits carried out throughout 2012/13 which amounted to over 900 visits.
- An additional Environmental Health Officer was recruited on a Fixed Term Contract basis in October 2012 to assist with the local implementation of the recommendations from the E coli Inquiry.
- All relevant staff either received or were booked onto the Food Standards Agency formal training course on the new E coli guidance.

What we didn't do so well

- The Communication strategy adopted, whilst comprehensive, could be improved with lessons learnt.

What we will do in 2013 onwards

- Continue to ensure the guidance is implemented in food businesses in the county via our intervention strategy.
- Ensure that any changes and updates to the guidance are effectively communicated to businesses in a timely way to assist with compliance.

What we said we would do

Sub-Priority 5.10 Delivering sustainable modes of travel schemes	Outcome 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint	Green (Progress)	Green (Outcome)
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What we did

- Taith programme for 2012/13 successfully delivered with the construction of a number of new bus bays in Shotton which have assisted traffic flows through this congested area.
- Developed a major strategic cycle and walking link called Burton Marsh which links to our coastal path, Deeside industrial park as well as Chester and Wirral.

What we did well

- Delivered Taith schemes for financial year 2012/13.
- Developed a strategic cycle network into England (Burton Marsh).
- Continued to expand and maintain our rights of way network
- Consulted extensively on the schemes and modified them where necessary following public consultation.
- Commenced positive discussions with our regional transport partners about making improved transport links in and out of our County boundaries.

What we didn't do so well

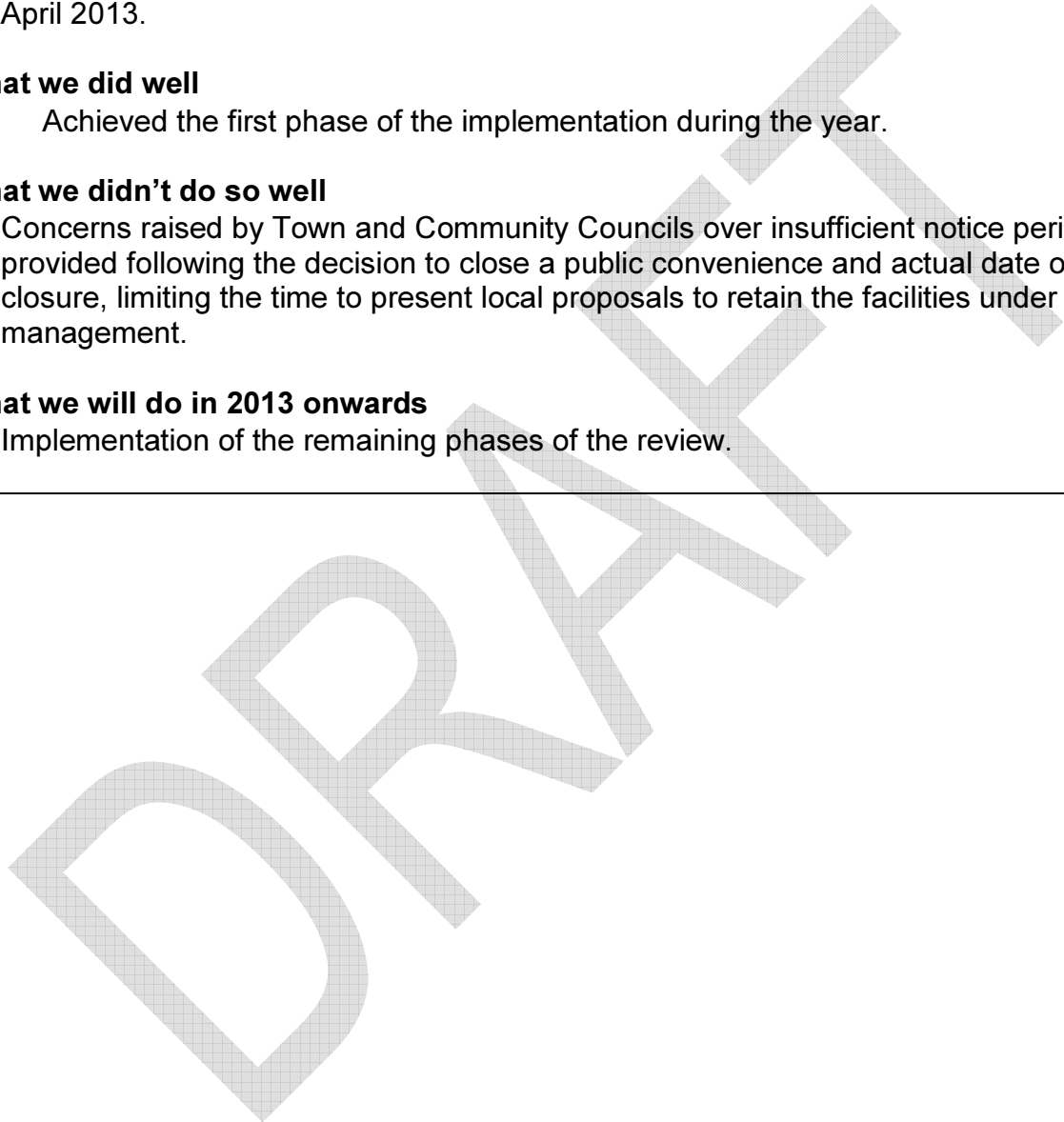
- Develop and strengthen our case for improved rail connectivity and frequency.

What we will do in 2013 onwards

- The 2013/14 Taith programme has been identified and development and delivery work is underway.

What we said we would do

<p>Sub-Priority 5.11 Review public conveniences provision</p>	<p>Outcome 1. Siting of public conveniences to meet local demand 2. Consistency and standard of provision</p>	<p>Green (Progress)</p>	<p>Amber (Outcome)</p>
<p>What we did</p> <ul style="list-style-type: none"> Reviewed the options for future provision. Approval gained for a phased implementation of the changes to provision commencing April 2013. <p>What we did well</p> <ul style="list-style-type: none"> Achieved the first phase of the implementation during the year. <p>What we didn't do so well</p> <ul style="list-style-type: none"> Concerns raised by Town and Community Councils over insufficient notice period being provided following the decision to close a public convenience and actual date of closure, limiting the time to present local proposals to retain the facilities under their management. <p>What we will do in 2013 onwards</p> <ul style="list-style-type: none"> Implementation of the remaining phases of the review. 			



Progress G	Outcome G	IMPROVEMENT PRIORITY 6 To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty
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What we said we would do

Sub-Priority 6.1 Following adoption of the Unitary Development Plan (UDP), pursue development of Local Delivery Plan (LDP)	Outcomes to be achieved 1. More consistent approach to planning decision making 2. Welsh Government approval of LDP delivery timetable 3. Adoption of LDP	Green (Progress)	Green (Outcome)
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What we did

- Adoption of the UDP created the ability to reference a single set of policies in Planning and Development Control Committee reports, improving the clarity and relevance of the recommendations made to Planning Committee.
- The UDP was disseminated to key stakeholders and made available for public use and inspection at main Council offices and via the website.
- Initial preparation work to inform the plan's evidence base of the LDP has been completed and Commencement order gained from Welsh Government to begin work on the LDP.
- The Planning Strategy Team contributed to a wide variety of major development, regeneration and corporate projects, including Town Centre Masterplans, the Northern Gateway and the Broughton Cinema application.

What we did well

- Formation of the Planning Strategy Group to review the processes and performance of the Planning Service and lead progress on the LDP as recommended by the Independent Advisory Group into the Welsh planning system as best practice.
- The Planning Service website commended as one of the top five in the United Kingdom out of 474 Local Planning Authorities, with particular reference to the planning application database and mapping capability.
- The previous Chairman's Panel to consider applications of a small scale, where there are objections that can be overcome by planning conditions has been disbanded, improving the clarity and consistency of the decision making process and performance against national indicators.
- Some of the evidence base background studies have been jointly commissioned with Wrexham County Borough Council on a collaborative basis

What we didn't do so well

- Continuing uncertainty in relation to the assessment of Housing Land Availability following changes to the process made by the Welsh Government has affected pace.

What we will do in 2013 onwards

- Further raise awareness of the LDP's vision and objectives and the approach to the spatial strategy for the Plan.
- Continue to contribute to a wide variety of major development, regeneration and corporate projects.

- Adopt the LDP Local Delivery Agreement and work in accordance with its timetable.
- Adopt further Supplementary Planning Guidance Notes to assist in the implementation of the UDP.
- Seek external funding from Welsh Government (through the Planning Improvement Fund) to assist in joint commissioning of background studies with Wrexham County Borough Council.

What we said we would do

Sub-Priority 6.2 Regenerate Town Centres	Outcomes to be achieved 1. Town centre master plans approved 2. Increased footfall in town centres and consolidated / improved business presence in town centres 3. Improved local town centre environments	Green (Progress)	Amber (Outcome)
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What we did

- Completed town centre master plans for Buckley, Connah's Quay, Shotton and Flint. Development work is underway on capital projects.
- Flint Market now established.
- £4m secured from European Regional Development Fund for Flintshire/Wrexham to support physical improvements and business grants.
- Successful events programme in Mold and Holywell brought over 2,000 visitors into the town centres.
- The Destination Flintshire Partnership completed and adopted the Destination Management Action Plan setting out how the visitor experience in the county will be improved.
- Grant scheme to tackle vacant high street retail units launched.

What we did well

- Town centres in Flintshire are generally out-performing the national average.
- Footfall has remained stable in Flintshire despite the national trend of decline.

What we didn't do so well

- TBC

What we will do in 2013 onwards

- Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.
- Agree the new business model for the county's Community Events Programme including marketing and promotion.
- Roll out of the Destination Management Action Plan over the period 2013-2015.

What we said we would do

Sub-Priority 6.3 Support the Deeside Renewal Area Programme	Outcome to be achieved 1. Increased local employment rates 2. Improved energy efficiency in housing stock	Green (Progress)	Green (Outcome)
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What we did

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside. Enterprise Zones are a Welsh Government Programme to stimulate growth and support business in designated areas.
- Bid for funding submitted to Welsh Government and outcome awaited.
- New partnership and governance structure developed for Deeside.

What we did well

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside.
- The DEZ achieved 414 new jobs and safeguarded a further 1,300 jobs.
- 122 homes in the renewal area received 154 energy efficiency measures. These included 80 external wall insulations, 55 heating systems, 10 lofts insulated and 9 solar thermal heating systems. As a result of this work the overall annual fuel bill reduction for residents is estimated to be £57,495.
- The energy efficiency retrofit programme progressed well with high levels of customer satisfaction.
- Additional monies were secured through Welsh Government ARBED programme removing the need for most householders to contribute to the cost of this work.

What we didn't do so well

- Communication with residents between the end of the Community Energy Saving Programme (CESP) in December 2012 and the start of the Energy Company Obligation in April 2014. This gap in funding led to some confusion and anxiety and a communication strategy has now been developed for future energy projects.

What we will do in 2013 onwards

- Continue to support the Enterprise Zone priorities.
- Explore with Welsh Government the opportunities to improve the infrastructure (transport, housing etc.).
- Roll out of the new partnership and governance structure developed for Deeside.
- 88 external wall insulations and 26 heating systems will be delivered in 2012/13.

What we said we would do

Sub-Priority 6.4 Promote the development of the Deeside Enterprise Zone	Outcome 1. Incentives package for inward investment agreed with Welsh Government 2. Increased number of jobs available in advanced manufacturing 3. New business re-locations / start-ups / growth	Amber (Progress)	Amber (Outcome)
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What we did

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside. Enterprise Zones are a Welsh Government Programme to stimulate growth and support business in designated areas.
- Planning permission granted for development of the eastern part of the Northern Gateway.
- A joint marketing and promotion group has been established to focus on investment opportunities.
- Business Plan submitted to Welsh Government and outcome awaited.

What we did well

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside for advanced manufacturing and manufacturing.
- Conversion rate for enquiries at 47%.
- Completed Phase I feasibility study for North Wales Advanced Manufacturing Skills and Technology Park.
- Successfully engaged with private developers and our Planning Department to develop a Northern Gateway Masterplan.
- Flintshire County Council had a DEZ paper published within a European Journal comparing enterprise zone’s throughout Europe and the US.

What we didn’t do so well

- Pace of progress whilst Welsh Government approval of the DEZ business plan and infrastructure investment applications is made as part of the national programme for 7 Enterprise Zones.

What we will do in 2013 onwards

- Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park and Deeside Enterprise Zone.
- Support the growth of the existing businesses on Deeside to maximise opportunities for business development.
- Produce, agree and implement a ‘masterplan’ for the Northern Gateway site to facilitate development of key part of the DEZ.
- Support Welsh Government to promote DEZ as a preferred location for UK and overseas investment opportunities.

What we said we would do

<p>Sub-Priority 6.5 Rationalisation of property and land estate</p>	<p>Outcome 1. Reduced running costs through rationalisation of property portfolio for reinvestment against priorities 2. Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme 3. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Identification of lease releases programme and continued rationalisation of third party leases when opportunities arise through break clause or lease termination dates.
- Development of an initial 10 year capital strategy.
- Mobile and agile working introduced in a number of services resulting in office space being released.
- Identification of partners for Flintshire Connects hubs (NW Police and JobCentre Plus).

What we did well

- Flintshire Connects Holywell opened.
- Achieved a 2.66% reduction in carbon dioxide emissions from our buildings.
- Introduced new ways of working e.g. agile and mobile working

What we didn't do so well

- Agreement of an ambitious civic forward plan for asset use.
- Identify funds to invest in asset consolidation and improvement.

What we will do in 2013 onwards

- Continue to move staff into Flint or other available Council accommodation as part of the programme to consolidate into a smaller number of core buildings.
- Progress the moving of staff over to agile and mobile working.
- Develop the capital strategy and integrate it with the Medium Term Financial Strategy.

What we said we would do

<p>Sub-Priority 6.6 Complete TAITH work programmes</p>	<p>Outcome 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint</p>	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Taith programme for 2012/13 successfully complete.

What we did well

- Delivered the Taith programme for 2012/13.
- Commenced work leading to the implementation of Civil Parking Enforcement.
- Started work leading to a review of our subsidised bus services.

What we didn't do so well

- Balance our resources with work programme effectively.

What we will do in 2013 onwards

- Implement work stream flows from the Regional Transport Plan to tie in with the TAITH work programme.
- Develop cycle routes, integrated multi modal hubs and create new walking routes.
- Creation of an integrated transportation approach at regional and local level.
- Continue to promote concessionary travel passes.
- Develop work and review of subsidised bus services and implement action flowing from this workstream.
- Manage and monitor the new allocations of the Bus Service Operator's Grant and Regional Transport Services Grant.

What we said we would do

<p>Sub-Priority 6.7 Development of skills to align with business needs</p>	<p>Outcome 1. Skills 'gap' identified with local business community with a strategy adopted to close the 'gap' 2. More sustainable local employment market created 3. Local business competitiveness sustained</p>	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Provision of Weekly Job Clubs in all Communities First areas and opening an Employability Club for 16-24 year olds.
- Successful Enterprise Club with 2 business starts in the first six months of the club coming into operation.
- Communities First working with partners to remove barriers to employment and help people into work experience and apprenticeships.
- Numbers of jobs created in the advanced manufacturing sector continues to improve with an expansion at the Henrob facility which has resulted in 26 jobs. Toyota at Deeside also announced 70 new jobs.

What we did well

- 18 people, all potential new business start-ups, including 12 young people are supported by the Flintshire Enterprise Club which has been operating from John Summers Community Campus since January 2013.
- A second Flintshire Enterprise Club opened in the Holywell Connects Centre on 19 June 2013 supporting 6 young people.
- The Entrepreneurship Programme is growing in confidence, with activities aimed at people who wish to start or grow a business through a programme of effective, professional and mentor support.

What we didn't do so well

- The development of a new centre for advanced manufacturing working with industry not as rapid as planned as part of the Deeside Enterprise Zone.

What we will do in 2013 onwards

- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
- Set a marketing strategy to communicate the range of apprenticeship and training programmes available.
- Identify the skills gap for an increased number of apprenticeship and alternative programmes and investment in training.
- Continue to support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
- Implement skills development programmes in partnership with local employers.
- Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met.
- Launch the Employer's Promise in the public sector to promote and enhance our roles as employers.

What we said we would do

Sub-Priority 6.8 Encourage and retain business investment in Flintshire	Outcome 1. Increased business investment in Flintshire 2. Increased number of jobs in Flintshire 3. Local business competitiveness sustained	Green (Progress)	Green (Outcome)
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What we did

- Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met.
- Working with businesses to develop infrastructure to meet future demands.
- Introduced Flintshire Open for Business to encourage county based and potential inward investment.
- Development of an Infrastructure Plan and Marketing, Promotion and Communications Plan with private sector partners and submitted to Welsh Government to increase the level of inward investment into Flintshire.

What we did well

- Delivered Flintshire Business Week 2012, engaging with over 2000 business delegates.
- 54 business events, engaging with 3033 business delegates.
- Received the first trade delegation from China resulting in potential inward investment opportunities and joint overseas approaches.
- Supported businesses to create 573 new jobs and safeguard 1,300.
- Flintshire’s unemployment rate remained below the Wales (4.3%) and UK (3.9%) at 3.3%.

What we didn’t do so well

- pace of progress whilst Welsh Government approval of the DEZ business plan and infrastructure investment applications is made as part of the national programme for 7 Enterprise Zones..

What we will do in 2013 onwards

- Deliver Flintshire Business Week 2013, including our 4th Annual Trade Show.
- Continue to work with local businesses and partners to ensure employment and apprenticeship needs are met.
- Work with Welsh Government to deliver DEZ priorities.
- Promote Flintshire and the wider region as the centre of excellence for manufacturing.
- Work in collaboration with the 5 other North Wales authorities to promote the wider region for investment.

What we said we would do

Sub-Priority 6.9 Implement the Families First initiative	Outcome 1. Mitigation of the impact of poverty on families in Flintshire 2. Rate of families supported to improve quality of life and life chances	Green (Progress)	Green (Outcome)
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3. Impact on referral rate to other statutory services for support		
<p>What we did</p> <ul style="list-style-type: none"> • The Families First plan has been implemented and is operational. • The Commissioning Strategy has been fully implemented, with a full programme of events each quarter. An audit review of the commissioning process has been undertaken. • Families First funding has been allocated and new contracts for service delivery requiring a family focused approach have been issued. • The Team Around the Family (TAF) Team is functioning well and has supported 148 families. <p>What we did well</p> <ul style="list-style-type: none"> • Acknowledgement from CSSIW that across our services there is progress on the 'whole family approach'. • An internal audit of the Families First commissioning and procurement process received positive feedback. <p>What we didn't do so well</p> <ul style="list-style-type: none"> • The timescales of the commissioning forced a tight turn around for applicants which will be reviewed for future processes. <p>What we will do in 2013 onwards</p> <ul style="list-style-type: none"> • Progress the Implementation of a 'whole family' model (integrated Family Support Services Initiative and Families First Initiative) 		

What we said we would do			
Sub-Priority 6.10 Work on a North Wales approach to develop a shared methodology to determine Care Fees in the future	Outcome 1. The care home market is sustainable and provides high quality and appropriate care for local people	Green (Progress)	Green (Outcome)
<p>What we did</p> <ul style="list-style-type: none"> • A sub-regional model of care fees and the care home market has been agreed with Wrexham County Borough Council and Denbighshire County Council and with Care Forum Wales. • Regional Commissioning Hub - a collaboration of the six North Wales' authorities for the commissioning and contracting of high cost low volume care home placements for adults and children. • Local data has been collected and validated establishing the real cost of operating care homes. • Care homes have been informed of the new rates for 2012/13, which are within the Directorate's allocated budget. <p>What we did well</p> <ul style="list-style-type: none"> • Established a sub-regional model which has the potential for extension across North Wales, and has been presented nationally. • Establishment of a Regional Commissioning Hub. • Model agreed for care fees in the care home market, reducing the risk of judicial 			

challenge from care homes over the reclaiming of costs.

What we didn't do so well

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What we will do in 2013 onwards

- At appropriate times work with care homes to refresh the data relating to operational costs.
- Role out the model regionally.
- Consider the learning from this model and apply across other sectors.

What we said we would do

<p>Sub-Priority 6.11 Develop a strategy to manage the impacts of Welfare Reform</p>	<p>Outcome 1. Adoption and implementation of a comprehensive Welfare Reform Strategy to protect those vulnerable to poverty through welfare reform 2. Adoption and implementation of a homeless prevention plan 3. Rate of vulnerable people prevented from becoming homeless 4. Implementation of new Council Tax Benefit Scheme from April 2013 5. Effective transition of Housing Benefit administration to DWP 6. Financial implications fully identified and included in MTFP</p>	<p>Amber (Progress)</p>	<p>Amber (Outcome)</p>
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What we did

- Successfully implemented the Council Tax Reduction Scheme and Benefit Cap.
- Established a Welfare Reform Response Team to target advice and support at households whom, due to welfare reforms impacts, are at most risk of losing household income and face difficulties in maintaining their contractual housing costs.
- Implemented a triage approach with Council tenants affected by the Spare Room Subsidy - made proactive referrals to appropriate support services.
- Delivered a welfare reform training and development programme to internal and external front line services.
- Drafted the Flintshire Homeless Prevention Strategy.
- Promoted the local delivery arrangements of the national Discretionary Assistance Fund ensuring assistance is available to vulnerable members of Flintshire's communities.
- Communication plan in place ensuring stakeholders are informed of the social welfare legislative change programme.
- Commenced joint working with JobCentre Plus for customers affected by Benefit Cap
- Reflected the potential financial implications to the Council within the 2013/14 Council Fund and HRA budgets and longer term financial plans.

What we did well

- Use of Flintshire County Council and Department of Work and Pensions (DWP) data to target support services at vulnerable residents to identify and implement solutions to problems created by the welfare reforms.

- Partnership working to enhance support available to residents, e.g. applications for a discretionary housing payment being trialled and, as appropriate, referred to internal/external services for additional support.
- Empowering front line service providers to support their service users impacted by the reforms and raising awareness of the welfare reforms amongst residents and other stakeholders.

What we didn't do so well

- Achieve more effective national Welsh planning across Government and the public partners as a leading authority in planning for Welfare Reform

What we will do in 2013 onwards

- Develop, in partnership with the DWP, the Local Support Services Framework to ensure there is a coordinated network of tailored service provision within the county to support residents to prepare for, make, and manage Universal Credit claims.
- Continue to proactively target advice and support services to the most vulnerable households and to empower front line service providers and residents through training, development and awareness raising, etc.
- Help prevent people from becoming homeless.
- Provide advice and support services to help people protect their income.

What we said we would do

<p>Sub-Priority 6.12 Extend and enhance the type of education, employment and training (EET) opportunities available for young people</p>	<p>Outcome</p> <ol style="list-style-type: none"> 1. A change in the upward trend of increasing unemployment in 16 to 24 year olds 2. Improved skills base of the workforce to improve employability and earnings prospects 3. Improved provision of local labour market intelligence to inform planning arrangements at all levels 4. Local jobs for local people 5. Raised awareness of employment, education and training opportunities 6. Improved employer participation in EET schemes 7. Increased number of people who successfully establish and grow businesses 8. Shared (multi agency) Employer Pledge 	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Review of existing Programmes in Flintshire relating to education, employment and training (EET) opportunities available for young people undertaken.
- Draft Employers' Promise Model developed.
- New education and employment opportunities scoped.
- Implementation of Entrepreneur Programme for young people aged 16 to 24 years.

What we did well

- Following reaching the equal lowest level of young people not in education,

employment or training (16+) in Wales for the first time in 2011/12, we secured a further reduction from 2.7% to 2.3% in 2012/13.

- Having comprehensive multi-agency arrangements in place for personalised flexible support for vulnerable young people.

What we didn't do so well

- Speed up mobilisation of partners to ensure sufficient capacity was given to project delivery.

What we will do in 2013 onwards

- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
- Launch the Employers' Promise in the public sector to promote and enhance our roles as employers.
- Set a marketing strategy to communicate the range of apprenticeship and training programmes available.
- Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training.
- Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
- Continue to develop and increase the number and range of Communities First Job Club programmes.
- Implement skills development programmes in partnership with local employers.

What we said we would do

<p>Sub-Priority 6.13 Develop an outline 'Master Plan' for Social Enterprise and Co-Operatives in Flintshire</p>	<p>Outcome 1. Increased number of Social Enterprises established in the county 2. Mechanisms in place for the Council to support new social enterprises</p>	<p>Green (Progress)</p>	<p>Amber (Outcome)</p>
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What we did

- Project Board established and project brief agreed by the Council.
- Four workstreams established to take forward the key work areas:
 - External advice to Social Enterprises
 - Support to existing Social Enterprises
 - New Projects
 - Tendering and legal issues
- Expertise has been sought from Social Firms Wales and employees and service users have been consulted.
- Options to secure some project capacity including 'seed corn' funding (£50k) have been confirmed.
- Established learning networks with other authorities who have already established social enterprise models.
- One workstream of our transformation of Adult Social Services is to set up a Social Enterprise. Mental Health Support Services are exploring social enterprises as part of an agenda to refocus work services.

What we did well

- Establishment of the four workstreams.
- The Council agreed to provide project management support and 'seed corn' funding of £50k.

What we didn't do so well

- Pace of developing options for new social enterprises.

What we will do in 2013 onwards

- Ensure social enterprise is a prominent consideration in all future service reviews.
- Agree an investment plan for growing and supporting social enterprise.
- Develop effective support for social enterprises through establishing a range of community benefits and a Social Enterprise Network.
- Develop new social enterprise projects to meet the Council's priorities.

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Progress G	Outcome G	IMPROVEMENT PRIORITY 7 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services
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What we said we would do

Sub-Priority 7.1 Transform Social Services for Adults to promote independence and build community capacity	Outcomes to be achieved 1. Adults in Flintshire diverted from statutory services where appropriate 2. Enhanced provision of local services on a multi-agency basis for complex needs 3. A model for transformed service developed and implemented and service change targets met 4. Services commissioned to meet needs of carers	Green (Progress)	Green (Outcome)
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What we did

- Created a Modernising Social Services Board who will oversee all modernising work for both Adult and Children’s Social Services.
- Three locality Social Work and Occupational Therapy teams established within Social Services aligning ourselves to Health locality boundaries.
- Carers' Commissioning Strategy 2012-2015 adopted.
- Continued implementation of reablement to support people to live independently.
- Developed agile and mobile working for locality teams resulting in improved service delivery.

What we did well

- Undertook a very positive systems thinking review of financial assessment resulting in improved service.
- Increasing investment in assistive technology, Citizen Directed Support and direct payments.
- More people being supported in their own homes and fewer needing long term residential care.
- Achieved significant improvements and efficiencies (£1m) for the Council.
- 61.6% of people no longer required a further care package as a result of reablement and for 4.1% the package was reduced.
- Reduced occupational therapy waiting times from 4 months in April 2012 to just less than 3 weeks in March 2013.
- Developed agile and mobile working for locality teams resulting in improved service delivery.

What we didn't do so well

- Forecast the level of efficiencies to be achieved.

What we will do in 2013 onwards

- Extend agile and mobile working across Social Services.
- Contribute to the regional Telehealth and Telecare Service.
- Explore options for alternative means of housing accommodation with innovative models of support for adults with disabilities.

- Remodel the ‘front door’ of our services, the First Contact Team to align closely with reablement services.

What we said we would do

Sub-Priority 7.2 Expand the Council's extra care housing provision	Outcomes to be achieved 1. Increased rate of personalised support for independent living in the community	Green (Progress)	Green (Outcome)
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What we did

- Progressed construction of our second Extra Care Scheme, to support 48 older people and 15 people with moderate dementia, will be operational October 2013.
- Communication of the availability of additional Extra Care Scheme places to ensure take up is maximised.
- Initial discussions have taken place with local Registered Social Landlords (RSLs) about the potential for developing further schemes.
- A strategy has been developed for two future Extra Care Schemes.
- Council supported within its Housing Strategy the development of 2 additional Extra Care Schemes in Flint and Holywell.

What we did well

- 50 Extra Care Scheme units out of 63 have been allocated due to effective communication and promotion, learning the lessons from the first extra care facility.
- Getting approval for the strategy to develop two further schemes was a significant milestone.

What we didn't do so well

- Delay in the construction of our second Extra Care Scheme due to adverse weather conditions.

What we will do in 2013 onwards

- Open our second Extra Care Scheme.
- Develop a new and sustainable business model for more schemes, now there is no longer Welsh Government capital funding available.
- Develop specific plans for schemes in Flint and Holywell.

What we said we would do

Sub-Priority 7.3 Develop a range of temporary accommodation and independent living options for care leavers	Outcome to be achieved 1. Prevent extended stays in existing temporary accommodation including bed and breakfast 2. Care leavers receive a seamless, sensitive, service and are accommodated in safe and appropriate accommodation 3. Care leavers develop the skills to live independently or with minimum support	Green (Progress)	Green (Outcome)
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What we did

- Gained agreement for allocation of up to ten units per annum of accommodation from council stock for care leavers.
- Commissioned British Association for Adoption and Fostering to carry out review of Supported Lodgings Schemes in Flintshire. The findings will influence future placement options.
- Development of a Southwark Action Plan which will lead to a Joint Homelessness Prevention Team between Housing and Social Services for Children.

What we did well

- Piloted an innovative living arrangement for care leavers, which received very positive comments from the Minister during their visit.
- Commissioned a youth led group to collate feedback from young people on the temporary and supported accommodation available.
- Commissioned a Nightstop Scheme for homeless young people which provides a room in a family home in an emergency rather than B&B or hostel accommodation.
- 100% of care leavers (aged 19) with whom the authority is still in contact were known to be in suitable accommodation at the year end, ranking us 1st in Wales.

What we didn't do so well

- The full Children's and Housing integrated team is still in development.

What we will do in 2013 onwards

- Recruit a dedicated housing options officer to work with young people at threat of homelessness aged 16 – 24 years old.
- Ensure young people's support needs are catered for through Supporting People services.
- Work with Children's Services to identify the young people requiring future accommodation as part of their pathway plan prior to their 18th birthday.
- Continue to prioritise care leavers for accommodation and waive the intentionality decision if their first independent tenancy fails.

What we said we would do

Sub-Priority 7.4 Develop new Supporting People services to strengthen homeless prevention	Outcome 1. Improved support for young people with complex needs and those with HIV or AIDS	Green (Progress)	Green (Outcome)
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What we did

- New Supporting People Services projects completed:
 - i) Complex Needs Project for young people launched and
 - ii) Regional services for people with HIV or AIDS has been commissioned, which has;
 - Developed additional floating support projects to strengthen homeless prevention.
 - Developed a sub-regional Nightstop Scheme for young homeless people in need of emergency accommodation.
 - Remodelled Supported Lodgings into a larger sub regional scheme for young homeless people.

What we did well

- Recruited a Support Coordinator to ensure best use is made of the services. This includes minimising empty spaces and targeting those most in need.

What we didn't do so well

- The Dispersed Refuge Project that was included in the plan for development did not commence.

What we will do in 2013 onwards

- Strategic approach to grant reductions to protect important services and maintain a robust approach to Homeless Prevention.
- Act on the findings from the service user consultation work to further improve services based on service user views.
- Build on the Support Co-ordinator post to develop a central referral and assessment team which will enable us to manage our demand for services and improve the way we deal with complex cases.

What we said we would do

Sub-Priority 7.5 Review the Charging Policy for social services and housing related support (as part of the corporate fees and charging project)	Outcome 1. Maximise income from charging for personal care and housing related support services within a fair and consistent policy that takes account of service users' ability to pay	Amber (Progress)	Amber (Outcome)
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What we did

- Reviewed our existing Charging Policy to compare it with other local authorities and identified options for change.
- Assessed the impact of changes on individuals.
- Members agreed to the progressing of Mental Health service charging.

What we did well

- Undertook a positive systems thinking review of financial assessment resulting in improved service.
- Gaining agreement from Members to the progressing of Mental Health service charging.

What we didn't do so well

- Gain consensus to progress other charging proposals.

What we will do in 2013 onwards

- Introduction Mental Health services charging.

What we said we would do

Sub-Priority 7.6 Modernise the warden service	Outcome 1. Provide services based in the local community in accordance with individual needs 2. Extend services to Flintshire	Amber (Progress)	Green (Outcome)
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What we did

- Work is progressing ahead of schedule with modernisation and expansion of the warden service.
- All nine community based hub offices have been set up. In each locality, a small team of between four to six staff are based and are providing support to sheltered and general needs housing tenants.
- Services provided are aligned to individual needs meaning enhanced service to some tenants.
- Extended the service beyond sheltered housing schemes.
- Completed and evaluated a six-month pilot.

What we did well

- All 9 community based hub offices have been set up. In each locality, a small team of between four to six staff are based and are providing support to sheltered and general needs housing tenants.
- The consultation phase was a huge success gaining praise from both members and tenants and leading to a Flintshire Excellence Award for best practice consultation.

What we didn't do so well

- The implementation of the new IT System to provide monitoring and reporting of outcomes has been deferred to 2013/14 and is being considered along with requirements for new systems across Community Support Services.
- Expansion into general needs properties has been slower than expected.

What we will do in 2013 onwards

- Development of a system to reduce administration tasks and support the new performance and outcomes framework that has been implemented.
- The modernisation of the service has created the foundation for expanding coverage to a wider client base in general needs and the private sector, which will be a priority for 2013 onwards.

What we said we would do

<p>Sub-Priority 7.7 To introduce locality working with Betsi Cadwaldr University Health Board (BCUHB) in support of enhanced primary health care services and prevention of ill health</p>	<p>Outcome 1. A more consistent, coordinated local service for service users in primary health in the 3 county localities 2. Prevention of ill health is progressed across the 3 county localities</p>	<p>Green (Progress)</p>	<p>Amber (Outcome)</p>
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What we did

- Established the Strategic Partnership Group, the Locality Strategic Group and three Locality Leadership Teams with agreed terms of reference. Staff have been appointed to roles in this new structure (Locality Leadership Teams) and are now in a position to work with their health partners across localities.
- Health Social Care and Wellbeing Strategy (HSCWB) priorities have been included within Locality Action Plans.

- Coordinated member views and responded to the consultation 'Health Care in North Wales is Changing' Review on Community Health Services.
- Carried out significant work with BCUHB in 2012 to ensure that we link service planning and delivery of health and social care services at a local level.
- Gained approval for the business case for Enhanced Care Service (ECS).
- Developed three locality teams for Social Work and Occupational Therapy to align with Health locality boundaries.

What we did well

- Established a Strategic Partnership Group as a mechanism for effective communication and agreement of local priorities.
- Carried out significant work with BCUHB in 2012 to ensure that we link service planning and delivery of health and social care services at a local level.

What we didn't do so well

- Despite all best efforts and support, the impact of the major Health Care change programme in North Wales has undermined community confidence in current and future Health Care changes.
- Pace of introduction of new models e.g. Home Enhanced Care Services (HECS).

What we will do in 2013 onwards

- Integrate community based health and social care teams within localities.
- Ensure that effective services to support carers are in place as part of the integrated social and health services.
- Ensure the HSCWB Strategy priorities are progressed through localities.
- Support the introduction of Home Enhanced Care Service in the North West Locality by summer 2013 and in North East and South Localities by late 2013.

What we said we would do

<p>Sub-Priority 7.8 Complete the Inclusion Service Review and implement new arrangements to support children with Additional Learning Needs</p>	<p>Outcome 1. New model agreed with timelines identified for implementation 2. More young people appropriately educated in their home area</p>	<p>Green (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Phase 1 of the Inclusion Service Review has been completed and the Phase II outline plan with delivery timescales has been developed.
- Consultation has begun with a range of stakeholders to determine future need and options for the way services are to be delivered.
- Development of regional partnerships to support young people being appropriately educated in their home area.

What we did well

- Identified 3 areas of collaboration, 1 of which is now in place and the remaining 2 are near completion.
- Engaged with schools to develop options for future service delivery.
- Established pilots for 3 possible service delivery models which will help determine the

final selection.

What we didn't do so well

- Delay which has resulted in the original timeframe for the project not being achieved.

What we will do in 2013 onwards

- Identify and consult on the model for service delivery by April 2014.
- Develop an implementation plan to support both service users and service providers by July 2014.

What we said we would do

<p>Sub-Priority 7.9 Implement the 2011-14 Children and Young People's Plan including 'roll out' of Common Assessment and Integrated Family Support Teams</p>	<p>Outcome 1. Meet WG Families First four National Outcomes and Flintshire's seven local action priorities</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Full Families First commissioning completed within timescale and all seven strategic projects are now operational.
- Collaborations of projects developed to provide seamless services for all stakeholders.
- Outcome focused evaluation framework developed.
- All Families First strategic projects are working with Team Around the Family (TAF) to offer seamless support to vulnerable families.
- Recruitment of a Welsh Speaking Officer to launch a bilingual service with effect from March 2013.
- Recruitment of a modern apprentice to support TAF team and CYPP team and engage young people in participation areas.

What we did well

- The TAF element of the Integrated Family Support Team supported 148 families since it was set up.
- 227 employees trained for referral to services training.
- The refresh of the Families First plan for 2011-2017 was updated and our first official Welsh Government monitoring visit received very positive feedback.

What we didn't do so well

- Children and Young People's Partnership consistent outcomes are dependent upon full supportive contributions from all partners with more to do be done with partners.

What we will do in 2013 onwards

- Continue to develop the outcomes and monitor the impact of the actions.
- Re-commission in 2014 when Welsh Government funding is agreed and confirmed.

Progress A	Outcome G	IMPROVEMENT PRIORITY 8 To meet housing need in the county and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets
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What we said we would do

Sub-Priority 8.1 Lead the Deeside Housing Renewal Area programme	Outcomes to be achieved 1. Improved condition of housing stock 2. Improved energy efficiency of housing stock	Green (Progress)	Green (Outcome)
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What we did

- Phase 2 of the Group Repair programme resulted in 176 eligible properties being repaired. A further 90 properties were surveyed to assess eligibility for inclusion in future phases.
 - 122 homes in the renewal area received 154 energy efficiency measures including:
 - 80 external wall insulations,
 - 55 heating systems,
 - 10 lofts insulated,
 - 9 solar thermal heating systems
 - overall annual fuel bill reduction for residents is estimated to be £57k.
- 80 and 100 volunteer hours per month contributed to environmental improvement projects for six months. .

What we did well

- The energy efficiency retrofit programme progressed well with high levels of customer satisfaction.
- Additional monies were secured through the Welsh Government ARBED programme removing the need for most householders to contribute to the cost of this work. Flintshire secured 28% of the national of the national ARBED budget in 2012/13.
- A number of high profile environmental improvements were completed, including a new multi-use games area and new parking bays.

What we didn't do so well

- Following the mutual decision to end the previous group repair contract, we have not appointed a new contractor within the anticipated timescale.
- Communication with residents between the end of the Community Energy Saving Programme (CESP) in December 2012 and the start of the Energy Company Obligation in April 2014. This gap in funding led to some confusion and anxiety and a communication strategy has now been developed for future energy projects.

What we will do in 2013 onward

- Work is progressing on this 10 year programme and contributes to the Council's Improvement Plan for 2012/17 under the impact: Improving the choice and quality of local housing.
- 88 external wall insulations and 26 heating systems will be delivered in 2012/13.
- The next phase of the Group Repair Scheme, which includes 30 owner occupied properties will be completed in 2013/14, with further properties to be completed on

a rolling programme between 2014/17.

- A minimum of 4 long term vacant properties will be returned to use in the renewal area, providing at least 7 units of accommodation in Deeside.

What we said we would do

Sub-Priority 8.2 Further improve the Council's housing management and housing repairs service	Outcomes to be achieved 1. Housing landlord services performing to high industry standards 2. Stores externalised to meet operational service and efficiency targets	Amber (Progress)	Green (Outcome)
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What we did

- Improvement in the collection of rent and a reduction in rent arrears.
- Exceeded target of reducing income loss from our void (empty) properties
- Improved void turnaround times from the previous year, (48.47 days compared to 51.59 days for 2011/12).
- Delivered £25k of environmental improvements through external funding (Tidy Towns).
- Improved repairs and maintenance performance in the later part of the year. The average time taken to complete repairs during the year:
 - emergency repairs 0.51 days (target 0.5 days)
 - urgent repairs 8.77 days (target 8.5 days)
 - non-urgent repairs 43.58 days (target 35 days) – in quarter 1 of 2012-13 performance was at 82 days and by quarter 4 the target of 35 days had been achieved.
- Reduction in 'stores' spend of circa £140k with an additional 2000 repairs being completed compared to the previous financial year.
- Introduction of:
 - extended hours service providing customers with the option of having a repair completed up until 6pm.
 - in-house disabled adaptations team.
 - new contact centre for Housing Asset Management.
- Developed a new policy to tackle anti-social behaviour within neighbourhood housing for implementation throughout 2013.

What we did well

- More proactive focus on performance improvement by introduction of new senior management team.
- Significantly improved performance.
- Delivered a number of fundamental change projects including the introduction of a new Schedule of Rates for repairs and maintenance.
- Out-performed delivery targets on Capital Works Programmes.

What we didn't do so well

- The service did not meet its targets for repair times and rent arrears but did improve its performance on the previous year.

What we will do in 2013 onward

- The Council agreed a business plan to achieve Wales Housing Quality Standard

(WHQS) by 2020 with Welsh Government.

- Deliver the capital programme ensuring value for money.
- Develop a Housing Asset Management Strategy by January 2014.
- Continued implementation of the new structure along with projects and initiatives aimed at improving performance and customer service.
- Implement a new IT System for the improved management of anti-social behaviour within neighbourhood housing.
- Improve access to services for customers through improved call handling and create efficiencies through sharing resources between teams.

What we said we would do

Sub-Priority 8.3 Increase the supply of affordable housing for first time buyers and people with special needs as a priority	Outcome to be achieved 1. Net increase in affordable housing units for local people	Amber (Progress)	Amber (Outcome)
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What we did

- 71 new homes were provided including 18 homes at Treuddyn as part of a mixed tenure development. In addition, 42 homes were provided across Buckley, Mold, Kinnerton, Northop Park, Penyffordd and Drury through the Flintshire shared equity model.
- Housing Strategy adopted by the Council January 2013.
- Affordable housing toolkit prepared and available for use by applicants.
- Second annual Homebuyers Fair held in September 2012.

What we did well

- Promotion of the shared equity model.
- Secured gifted units on new build developments where 30% affordable provision was not required or appropriate.

What we didn't do so well

The target for affordable housing was not met in 2012/13 .

What we will do in 2013 onward

- Aim to deliver an ambitious target of 128 new homes during 2013/14.
- Agree a new model of private finance to deliver an increased number of affordable homes.
- Develop a regional housing register and common allocation policy with partners.

What we said we would do

Sub-Priority 8.4 Extend the range of options in private sector housing	Outcome 1. Greater range of housing options to meet the needs of local people	Amber (Progress)	Green (Outcome)
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What we did

- Provided a £100k loan to Cymdeithas Tai Clwyd to progress the First Time Buyer Deposit loan scheme.
- Introduced property appreciation and interest bearing loans for home repairs and improvement, which will allow the Council to recycle capital monies and help sustain the service should the budget diminish.

- Successfully claimed £540,000 to provide loans for 23 units of accommodation across the county through the Welsh Government Houses into Homes Scheme.
- Loans for repair and improvements were issued to 71 homeowners, at a total value of £397,194.
- Disabled adaptations were provided to 404 households, at a cost of £1.8m, promoting independence.

What we did well

- Exceeded our target of returning 17 homes back into use by achieving 33. This equates to 5.96% of the properties thought to be empty on 1 April 2012.
- Capitalised on new funding streams to secure an additional £1.3m for the capital programme, resulting in a total of £5.1m being expended on repairs, improvements and adaptations to private sector housing.

What we didn't do so well

- Not yet capitalised on the potential of the private rented sector to provide a greater range of housing options.
- The target for new build affordable properties was not met.

What we will do in 2013 onward

- Approval of a strategy to grow and sustain the private rented sector by the end of 2013.
- Bring a minimum of 30 empty homes back into use for residential living.

What we said we would do

Sub-Priority 8.5 Develop a regional housing register and common allocations policy	Outcome 1. Increase in accessible public sector housing for local people	Amber (Progress)	Green (Outcome)
<p>What we did</p> <ul style="list-style-type: none"> • Project progressing; currently involves Flintshire, Denbighshire and Conwy councils in addition to the following Registered Social Landlords (RSLs): Tai Clwyd; Pennaf, Wales and West Housing Association, North Wales Housing and Cartrefi Conwy. • Public consultation undertaken on proposals for the creation of a housing register and common allocation policy. • Secured agreement from all partners on a draft Common Policy. • Provided costings for existing services to inform a business case for the new approach. • Piloting a central housing register team. This provides a central point for applications and queries about access to social housing. <p>What we did well</p> <ul style="list-style-type: none"> • Successful public consultation with positive feedback. • Successfully getting agreement from a range of Local Authority and RSL partners on the draft policy. <p>What we didn't do so well</p> <ul style="list-style-type: none"> • Progress around IT requirements has been slow. • Impact assessments have been limited due to the complexity of reporting. 			

What we will do in 2013 onward

- Map all the processes and develop a clear specification for IT requirements.
- Seek Cabinet approval to adopt the Regional Policy (November).
- Pilot some areas that do not require the IT to be in place in order to progress a gradual move over to the single access route approach.

What we said we would do

Sub-Priority 8.6 Implement Section 106 Funding Policy	Outcome 1. Section 106 policy adopted to deliver local affordable housing 2. Funding streams from Section 106 agreements maximised to meet local need	Amber (Progress)	Amber (Outcome)
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What we did

- Adopted the recommendations of the Section 106 audit report.
- Consulted on the Education Funding Local Planning Guidance Note (LPG) and reported back to Planning Protocol Working Group. The LPG will be one of a series to support the implementation of the Unitary Development Plan (UDP).
- Progressed work undertaken at a regional level to establish the move to the Community Infrastructure Levy (CIL) which will eventually replace Section 106s in Wales.

What we did well

- Established monitoring of existing Section 106 Agreements on a geographical basis.
- Revised and clarified processes relating to Section 106 Agreements.

What we didn't do so well

- The LPG on affordable housing was de-prioritised following considerable concerns being expressed regarding the education contributions LPG.

What we will do in 2013 onward

- Appointment of a CIL Officer post for North Wales to identify a consistent move from Section 106s to CIL across the region.
- Adopt the LPG on affordable housing.
- Adopt the update of LPG22, the overarching LPG on developer contributions through Section Agreements.

Progress A	Outcome A	IMPROVEMENT PRIORITY 9 To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
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What we said we would do

Sub-Priority 9.1 Implement organisational change under the School Modernisation Strategy and the national 21st Century Schools programme	Outcomes to be achieved 1. All local schools have less than 25% surplus places 2. Improved learning and working environments in prioritised schools 3. Improved learning opportunities and outcomes for children and young people in prioritised schools	Amber (Progress)	Amber (Outcome)
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What we did

- School modernisation strategy in place.
- Completed consultations for the three area reviews (Buckley/ Queensferry/Connah's Quay and Holywell). Statutory notices published and responses sent to objectors. Ministerial determination of proposals awaited.
- Developed the specification and design of the proposed new schools at Holywell and Queensferry as well as the Post-16 'Hub' at Connah's Quay which is being developed in partnership with Deeside College.
- Developed draft governance arrangements for the post-16 Hub and Memorandum of Understanding between the Authority and Coleg Cambria.
- Infant and Junior schools in Hawarden and Penyffordd successfully amalgamated, new Primary School in Connah's Quay officially opened and closure of a small primary school.

What we did well

- Secured a major investment of £64.2m in the Deeside and Holywell areas which will help to reduce the overall backlogs of repair and maintenance.
- Completion of new school project in Connah's Quay and started construction of new school in Shotton.
- Planning for new Welsh medium provision in Shotton.
- Submitted Outline Business Case for the post-16 transformation and new schools in Holywell.

What we didn't do so well

- Significant backlogs of repair and maintenance still exist and will be a feature for the foreseeable future. Future rationalisation will also need to be used in order to further reduce backlogs.

What we will do in 2013 onwards

- School Rationalisation:
 - Develop a 3-16 facility at John Summers High School with a Post-16 Centre at Connah's Quay High School.
 - Build a new high school for pupils aged 11-16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron.
 - Retain 11-16 provision at Elfed High School. Rationalise to 600 places. Use

surplus accommodation to accommodate Additional Learning Needs provision and other education, leisure and cultural uses.

- Develop new Welsh medium provision to increase the number of children accessing Welsh medium education.

What we said we would do

Sub-Priority 9.2 Improve learner outcomes in Flintshire schools	Outcomes to be achieved 1. No schools in the category of concern for Estyn (as the regulator) 2. Flintshire's performance at core subject indicators above benchmark at all key stages 3. Attendance at 93.6% value in primary and secondary schools	Amber (Progress)	Green (Outcome)
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What we did

- School Improvement Strategy in place, replacing individual Primary and secondary improvement strategies to achieve greater co-ordination.
- Approved a full business case for regional school improvement delivery.
- Improved attendance levels for primary and secondary schools.
- Improved performance at all key stages for core subject indicators.

What we did well

- Flintshire is above the Free School Meals (FSM) benchmark performance in almost all indicators at Key Stages 3 and 4.
- Two primary schools were in Estyn Categories of concern during 2012/13. Recommendations have been rapidly met in the school in Special Measures. As of July 2013 no Flintshire schools are in an Estyn category for concern.
- An Estyn monitoring visit revealed the authority had made good progress and was removed from Estyn's monitoring category. No new formal recommendations were made.
- Flintshire's performance improved for the core subject indicators at all key stages and for Key Stage 4 this increased from 57.3% to 57.6%, raking us 2nd in Wales.
- Attendance in primary schools was 94.6% and 93% for secondary schools, exceeding our local target for primary.

What we didn't do so well

- Flintshire's performance in the core subject indicators at Key Stage 2 and 3 improved but not to the same level achieved across Wales, raking us 16th and 7th in Wales respectively.

What we will do in 2013 onwards

- Make a difference through our School Improvement Strategy by:
 - Raising standards by improving skills in literacy and numeracy;
 - Raising education attainment by reducing the impact of poverty and disadvantage;
 - Raising standards by sharing best teaching practice and resources across schools and the region;
 - Raising standards through the effective use of new technologies;
 - Better preparing young people for the work place; and
 - Making sure schools receive the best possible support from the new Regional

What we said we would do

Sub-Priority 9.3 Complete reviews of the school funding formula and delegation of funding	Outcome to be achieved 1. New funding formula accepted as transparent, affordable, equitable and sustainable 2. New funding formula implemented post-consultation	Amber (Progress)	Green (Outcome)
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What we did

- Completed detailed work to review the funding formula.
- Consulted with Primary and Secondary phase schools about proposed changes.
- Presentations to Headteachers and Elected Members of the Council.

What we did well

- Completed a detailed review with recommendations in conjunction with school representation.
- Undertook detailed consultations with stakeholders.

What we didn't do so well

- Pace of work slower than anticipated.

What we will do in 2013 onwards

- Implementation of the new funding formula will be for the academic year 2014/15.
- Monitor the impact of the changes.

What we said we would do

Sub-Priority 9.4 Review the range of services offered to schools and issue a revised partnership agreement and compendium of Service Level Agreements	Outcome 1. Regional School Improvement Service and strategy implemented and performing to standards set (service and financial) 2. Revised Partnership Agreements and compendium issued and operable	Amber (Progress)	Green (Outcome)
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What we did

- Consultation completed on Regional School Effectiveness and Improvement Service.
- Full Business Case completed and approved on the Regional School Effectiveness and Improvement Services (GwE).
- Regional User Group established for monitoring of service provision from GwE.
- School/Local Authority partnership agreement has been updated to take account of partnership working with GwE. This has been presented for approval to seek consultation with schools.

What we did well

- Flintshire School Improvement Service maintained the levels of its service during the transition to GwE.
- Flintshire School Improvement Service worked effectively with emerging regional

service (GwE) to share expertise and data.

- Development of the School Improvement Strategy replacing individual Primary and Secondary Improvement Strategies.
- An Estyn monitoring visit revealed the authority had made good progress and was removed from Estyn’s monitoring category. No new formal recommendations were made.
- Successfully supported schools that were in Estyn categories of concern to come out of them.

What we didn’t do so well

- Limited clarity on the level of service delivery expected from GwE. Vacancies in the regional services existed on the date it became operational.
- Work commenced on the development of the moodle site in readiness for the new service compendium but launch date agreed as 1st September 2013.
- Complete the consultation on the Partnership Agreements.

What we will do in 2013 onwards

- The service compendium will be developed as a resource in a new Local Authority moodle site during 2013/14.
- Partnership Agreements to be finalised and issued to schools.
- Continue to strengthen partnership working with GwE, increasing clarity of level of service schools can expect.

9.5 Deleted (locally superseded by 9.2)

What we said we would do

<p>Sub-Priority 9.6 Implement the priorities of the Leisure Strategy including (1) new operational arrangements and (2) the Leisure Centre renewal programme</p>	<p>Outcome 1. Improved and modernised leisure offer with net increases in income and participation levels 2. The introduction of new facilities (indoor bowling provision in Flintshire, a new children's soft play area and an enlarged fitness suite) with net increase in income and participation level 3. Consolidation of administrative function across the service area with improved efficiency and consistency in accounts payable / receivable process and improved customer service at the first point of contact</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
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What we did

- Renewal of Deeside Leisure Centre and Flint Pavilion complete (January 2012 and July 2012 respectively).
- Improved income levels from £1.36m for 2011/12 to £1.55m for 2012/13.
- Participation levels for the new facilities
 - Indoor Bowls = 18,550 from July 2012
 - Ten Pin Bowling = 13,551 from July 2012

- Fitness Suite = 47,546 (including fitness classes) from January 2012
- Soft Play = 16,668 from July 2012
- Consolidated the administrative function.

What we did well

- Increased participation levels by 14.02% on the previous year.
- The new facilities introduced were delivered within budget and on time.

What we didn't do so well

- Grow income in the new facilities to the ambitious target level in the business plan.
- Implementing the Contact Centre in the newly consolidated administrative function.

What we will do in 2013 onwards

- Implement integrated telephony and call centre software to improve customer service.
- Revise the business plan for the new facilities and seek budget re-alignment in line with the revision.

What we said we would do

<p>Sub-Priority 9.7 Implement the priorities of the Libraries, Arts and Play Strategies</p>	<p>Outcome LIBRARIES: 1. Service plan priorities and performance indicators met 2. Rates of new users increased 3. Contribute to and implement agreements from the pilot project in North Wales and Powys for collaboration ARTS: 1. To increase participation in local cultural programmes PLAY: 1. To improve the range and quality of local children's play area provision 2. Increase play opportunities for children and participation rates</p>	<p>Amber (Progress)</p>	<p>Green (Outcome)</p>
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What we did

LIBRARIES

- 718 adult learner sessions delivered in libraries.
- Assisted 8526 people to get online through Race Online campaign.
- 3697 children took part in the Summer Reading Challenge.
- Increased library membership from 60,197 to 64,448 and increased virtual library visits by (87%)

ARTS

- Delivery of various arts projects in schools including 37 schools taking part in Dancefest; 20+ events over 2 weeks in March and artists in residence throughout the year.
- Helfa Gelf (annual regional visual arts and crafts event), participation of 35 artists and

craft makers in 17 studios across Flintshire.

PLAY

- Provision of £126,500 match-funding for play area improvement.
- 32,785 visits for the summer play scheme were recorded during the five-week summer programme.
- The Flintshire Buddy scheme provided services for 67 disabled children to play out within their own local community by providing one to one support, where necessary, to attend the summer play scheme.

What we did well

LIBRARIES

- Increased the number of virtual library visits by over 87%
- Increased library membership by 7%.
- Increased the numbers of children who took part in the Summer Reading Challenge by 4.7%.

ARTS

- Helfa Gelf – participating artists sold £11,600 worth of artwork and an average 125 people visited each studio.
- Dancefest – 38 schools and 2 community groups participated, a total of 3,212 children. There was also an audience of 1,600.
- Fourteen artist residencies in schools with 4,014 children participating.

PLAY

- Summer play scheme attendance exceeded 30,000 for the first time ever, attendance increased by 17.91% on the previous year. The partnership working with local town and community councils for the match funding of the scheme was fundamental to its success.
- Eighteen play areas were improved.

What we didn't do so well

LIBRARIES

- Lack of progress toward the development of a regional libraries IT system due to a delay in determining the lead procurement agency.

PLAY

- Forward planning for changes to grant funding arrangements for the summer play scheme in summer 2013 should have started earlier during 2012/13. However timescales did not give sufficient time to engage in meaningful discussion with our well established and valued partners for play.

What we will do in 2013 onwards

- Libraries - Increase virtual transactions by 5%.
- Arts - Lead on planning and implementation of Corporate Events Strategy.
- Play - Implement revised policy on prioritisation of play areas for refurbishment.

What we said we would do

Sub-Priority 9.8 Implement the Youth Strategy	Outcome 1. Increase the number of youth work sessions 2. To make the service more viable through a reduction in resources committed to youth provision buildings	Amber (Progress)	Amber (Outcome)
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What we did

- Gained approval for a new strategy with a revised staffing structure to reduce management and increase front line staffing.
- Carried out consultations with staff on the new proposals.
- Completed an audit of youth assets with a view to rationalising.

What we did well

- Drafting of the new strategy to review the staffing structure.
- Successful round of consultations.
- Drafted job descriptions for the combination of Youth/Community and Children and Young People services.

What we didn't do so well

- Engage the workforce at an early stage in the review.
- Succeed in gaining additional funding to carry out capital works on some buildings.
- Increase hire charges to cover costs incurred.
- Slow pace in the restructure project and the appointment of a new service manager.

What we will do in 2013 onwards

- Use a Community Asset Transfer wherever possible so that liabilities for the upkeep of buildings can be taken on by local management committees who have access to external funding streams that are not available to the Council.
- Establish the new staffing structure with the service managed by a new Children and Young People's Service Manager.

What we said we would do

Sub-Priority 9.9 Facilitate support and provide a range of community events from high profile international events to locally organised community events	Outcome 1. Improving our capacity to deliver and support high quality festivals and events of all scales 2. Improving the infrastructure for successful events, both physical (for temporary and regular events) and support (coordination, cooperation, marketing and management, regulatory advice) 3. Developing a more consistent way of supporting / promoting community events 4. Working with partners to maximise sustainability and economic growth from festivals and	Amber (Progress)	Amber (Outcome)
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What we did

- Developed a mapping tool in order to audit existing activity, funding and support arrangements for community events.
- Preparation of a draft Community Events Strategy.

What we did well

- Supported prime events such as the Mold Food Festival.

What we didn't do so well

- Opportunities to support and encourage community events were not maximised.

What we will do in 2013 onwards

- Seek endorsement of the Community Events Strategy (2014/2017).
- Implement the action plan arising from the Community Events Strategy.

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Progress A	Outcome G	10 - To protect, plan and develop sustainable natural and built environments
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What we said we would do

Sub-Priority 10.1 Develop a single integrated operational depot	Outcomes to be achieved 1. Achieve planning consent for single integrated depot 2. Depot opened and operating to performance and efficiency targets 3. Area teams appointed with flexible roles to achieve service standards set	Green (Progress)	Green (Outcome)
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What we did

- Remodelled the Alltami office so that all Streetscene employees are in a single location.
- All operational employees now based at the Alltami and Halkyn depots as an interim arrangement until a single depot can become operational.
- Achieved planning consent for the Single depot remodelling scheme.
- Tendered and commenced construction work on the depot remodelling.

What we did well

- Achieved interim depot location changes without impact to service delivery.
- Management of the impact of severe weather conditions from partially operational sites.

What we didn't do so well

- TBC

What we will do in 2013 onwards

- Complete construction work of the single depot.
- Full migration of staff to the new single depot.

What we said we would do

Sub-Priority 10.2 Develop and promote the new waste collection system for residual, food and recyclates	Outcomes to be achieved 1. Successful transition to managed weekly collection changes across the county 2. Waste sent to landfill minimised 3. Recyclate material collected increased, meeting Welsh Government targets	Green (Progress)	Green (Outcome)
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What we did

- Completed a review of the waste collection service producing an Improvement Action Plan which was agreed and implemented.
- Piloted Saturday collection in some areas of the county.
- Interactive maps showing individual collection arrangements can now be viewed on the website.

What we did well

- Service efficiency savings achieved.
- Increased participation which led to improved recycling rates. 54.92% of municipal waste collected was prepared for reuse, recycling, composted or treated biologically in another way, ranking us 7th in Wales.
- Reduced missed collections and introduced an electronic reminder system for assisted collections.
- Reduced the percentage of waste sent to landfill by 6 percentage points compared with 2011/12.

What we didn't do so well

- The number of missed collections, particularly assisted collections, rose following implementation as the crews were adapting to their new routes.

What we will do in 2013 onwards

- Improve participation in the service by targeting areas with low recycling rates.
- Improve recycling rates at our Household Recycling Centres.
- Maintain progress toward the next Welsh Government statutory target which is 58% for 2015/16.

What we said we would do

Sub-Priority 10.3 Manage energy consumption within Council buildings	Outcome to be achieved 1. Energy consumption reduced 2. Net increase in use of renewable technology 3. Reduction in carbon footprint	Green (Progress)	Green (Outcome)
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What we did

- Extensive work has been undertaken on environmental control management and new system provision with renewable technologies utilised on a number of sites to support the overall strategy geared towards energy reduction.
- Ongoing Flintshire County Council Capital spend to save, Salix spend to save as well as Salix energy efficiency loan schemes (SEELS) / programmes to reduce total energy use.
- Deeside Leisure Centre has been significantly refurbished: despite an increased usage energy consumption has reduced.
- The installation of automatic meter readings for all gas and most electricity supplies to all County Buildings completed.
- Display Energy Certificates (DEC) renewals are currently on-going for year to 31 March 2013 with new surveys to produce DEC's for 500 to 1000 sqm sized premises (the next tranche of buildings requiring this EU legislation) underway.

What we did well

- Achieved a 5.57% increase in carbon dioxide emissions from our buildings in real terms but corrected to allow for the cold weather conditions experienced and therefore more accurate comparison we achieved a 2.66% reduction.

What we didn't do so well

- Followed up establishments with a re-education programme to ensure heating systems are not left on during extended holiday periods and closedowns.
- Anticipated the challenges relating to implementation of the new energy

management system and its implementation and resultant delays.

What we will do in 2013 onwards

- Monitor environmental control management and new system provision.
- Continue to utilise renewable technologies on appropriate sites.
- Encourage all employees to complete E-Learning module.
- Energy initiatives to become a standard item on team meeting agendas.

What we said we would do

Sub-Priority 10.4 North Wales Residual Waste Treatment Project	Outcome 1. Welsh Government targets for recycling met 2. New regional residual waste facility opened and operating to target	Amber (Progress)	Amber (Outcome)
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What we did

- Continued to develop the procurement process towards the conclusion of the competitive dialogue process with bidders leading to the final bidder being invited to submit a final tender inside 2013
- Project on track to complete autumn 2017.
- Successful audit of the governance arrangements for this complex project.

What we did well

- Overall project management during the planning and procurement stages
- Continuing to secure 'value for money' from the project by negotiation with the bidders during competitive dialogue,
- The public communications strategy
- Maintenance of positive relationships with partner organisations.
- The Internal Audit review of governance

What we didn't do so well

- The Internal Audit report made a number of minor recommendations to improve governance arrangements

What we will do in 2013 onwards

- Progress the procurement with the preferred bidder with each partner authority taking a decision by the end of 2013/14.
- Secure 'value for money' with the preferred bidder

What we said we would do

Sub-Priority 10.5 Regional Food Waste Treatment Facility	Outcome 1. Welsh Government targets for food waste collection / recycling met 2. New sub-regional food waste facility opened and operating to target	Amber (Progress)	Green (Outcome)
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What we did

- Preferred bidder appointed October 2012.
- Planning consent for the new facility in Rhualt was granted in November 2012 and

construction started in March 2013.

- An interim contract was agreed with the successful bidder for the treatment of food waste at one of their existing facilities.

What we did well

- Successfully implemented interim contract arrangements for food waste treatment for the partnership.
- Maintenance of good partner relationships.
- Revised project milestones for the year were met.
- Final solution will be delivered within the budget allocated.

What we didn't do so well

- The original project timescales weren't achieved due to the original preferred bidder withdrawing from the process.

What we will do in 2013 onwards

- Open the new waste treatment facility and become operational by spring 2014.

What we said we would do

Sub-Priority 10.6 Further regeneration of rural areas in Flintshire	Outcome 1. Tourism offer improved and net increase in tourism rates 2. Diversification of businesses in rural areas 3. Local infrastructure improved	Green (Progress)	Green (Outcome)
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What we did

- Funding secured from the Rural Development Plan (RDP) for Wales programme for a number of projects, to improve rural quality of life, services and facilities, as well as encouraging enterprise and tourism. Most projects are on track to spend their allocated funding.
- The number of visitors and spend levels remain static in Flintshire despite wider regional decline.
- At the end of March 2013 the Flintshire Enterprise Project had approved 35 bursaries with a total value of £86,811 which will lead to the creation of 35 new rural enterprises and a minimum of 35 new jobs.
- 25 new community facilities were improved by March 2013 through the Community Key Fund project.

What we did well

- All RDP projects are on track to successfully meet their targets.
- Destination Management Plan developed and adopted for Flintshire.

What we didn't do so well

- Reliance on the Welsh Government indicator framework hampers the measurement of project outcomes.

What we will do in 2013 onwards

- Completion of projects funded by the RDP for Wales programme by the latter part of 2014.
- Complete the rural development schemes in Mold, Holywell and village areas.

- Implementation of Destination Management Plan.

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Section 3

Equality

The council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. We are committed to embedding equality within our role as a service provider, commissioner, employer and community leader.

During 2012/13 we reviewed and updated our Diversity and Equality Policy and implemented our Strategic Equality Plan (SEP) 2012/16. The SEP sets out our equality objectives.

Our objectives are based on the following: -

- Health
- Education
- Employment
- Personal Safety
- Representation and Voice
- Access to information, services and environment

The Council's SEP details how the Council will meet its equality objectives and focus activity on tackling specific areas of inequality to improve outcomes for protected groups. The SEP will be reviewed / re-published by April 2016 or earlier if monitoring indicates that the equality objectives need to be revised. We have published our Annual Monitoring Report of the SEP for 2012/13 and we will be publishing a Workforce Information Report by March 2014.

Progress identified in our Annual Report shows that of the actions that were due to be completed by March 2013:

- 41 actions have been completed on time
- 21 actions are in progress
- 13 actions have not been started or are in the early stages of completion

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 improves 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
- All 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.
- 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 2012/13.

There remain areas for improvement. The purpose of the SEP is to reduce known inequalities for 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 2013/14 annual report should be complete with data for analysis, benchmarking etc. and targets set for improvement.

Welsh Language Scheme (WLS)

The WLS 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 actions due to be completed by March 2013:

- 15 have been completed on time
- 12 are in progress
- 13 have not been started or were in the early stages of completion

There are signs of improvement though: -

- In 2012/13, 93% of a sample of contracts complied with the WLS compared with 25% in 2010/11.
- Social Services for Adults are working towards "More Than Just Words", the 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 WLS.
- 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 ascertain the Welsh language skills levels of all employees 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.

The Council received more complaints / comments in 2012/13 (14) compared to 2011/12 (9) about the WLS. 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.

Although there has been some improvement, some of the actions from the WLS 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.

Moving Forward

Although there has been progress in both the SEP and WLS, there has been inconsistent progress across Directorates. Focussing on the links between Equality, Welsh language and the Improvement Plan will contribute to integrating them within the Council's Business Planning processes and mainstream them into employment practice, service design and delivery. The relevant actions from both the SEP and WLS 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 SEP and WLS.

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Sustainable Development

The Council is required to produce an annual Sustainable Development and Climate Change report. The document provides details on the Council's environmental progress and insight into some of the key projects that are taking place regarding our environmental performance in relation to Environment Policy.

Flintshire County Council had the foresight to address greenhouse gas reductions before legislative requirements were imposed and to ensure that environmental and financial efficiencies are achieved. The Council were chosen to be part of a Wales wide Climate Change Adaptation pilot by Welsh Local Government Association, which is proving extremely useful in identifying the physical and financial implications of extreme weather events on our services. This work is instrumental in supporting long term planning and identifying how to adapt in order to reduce or minimise the effects of the ever increasing occurrence of extreme weather events. This work is being undertaken with partners as part of a Local Service Board project: Statement of Ambition: Priority 4: Organisational Environmental Practices.

Flintshire County Council has two fora to support and influence the necessary change to deliver sustainable development and carbon reduction issues. The purpose of these fora is to adopt more sustainable consumption patterns which are now increasingly important with the financial burdens faced by the public sector. Flintshire County Council recognises the important role it plays in this.

A Sustainable Future

Ensuring Flintshire County Council's actions contribute to an environment which is better, safer and greener in the future through continual environmental improvement, sustainable management and climate change understanding.

This will be achieved through: -

- Integrating environmental and sustainable management into our operations and business processes e.g. Green Dragon Environmental Standard
- The Sustainable Development and Climate Change report will be produced annually.

Partnership and Collaboration Activity

Strategic Partnerships

Collectively, the LSB and the Strategic Partnerships are known as 'Flintshire in Partnership'. Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. Some of the partnerships highlights for 2012/13 are detailed below.

Children and Young People's Partnership (CYPP)

- The Families First funding transition commissioning was completed and all local projects are fully functioning.
- Team Around the Family (TAF) is fully operational has supported 148 families, however referrals have increased beyond capacity.
- The Parenting Strategy Group has built on the excellent provision by developing a collaborative offer under the Families First commissioning programme. This work has been recognised by Welsh Government as good practise.
- Vulnerable families mapping work has been fully utilised to plan support for the most vulnerable families through the Flying Start and Families First programmes.
- Sure Start (Family Support) Provision, Parenting Provision and the Time for Change project are demonstrating positive outcomes for families.

Community Safety Partnership

- Cabinet approval of Domestic Abuse workplace policy for Flintshire County Council.
- Obtained formal approval of funding for the following grants: Community Safety Fund, Substance Misuse Action Plan Fund, Domestic Abuse Services Grant and the Safer Communities Fund funding for 2013/14.
- Commissioned a number of service user recovery programmes that will improve longer term and sustainable recovery from substance misuse.
- Awareness campaign to target older people misusing alcohol and a successful White Ribbon campaign targeting young people.
- Leading on the 'People are Safe' priority for the Local Service Board (LSB).
- Highly commended quality assurance from accredited body regarding the Flintshire Multi Agency Risk Assessment Conference.

Flintshire Housing Partnership

- Continued development of a co-ordinated response to Welfare Reforms. Work is progressing on ensuring a common approach to reducing under-occupation, management of arrears and debt management strategies.
- The Flintshire Local Housing Strategy "A Quality Home for Everyone" received Council approval on 29th January 2013.
- The Social Housing Grants (SHG) Programme is being maintained and will provide additional smaller homes targeted at meeting the needs of households affected by Housing Benefit changes driven by Welfare Reform.
- The common housing register (Single Access Routes to Housing) is underway and the consultation on the allocation policy and single register was favourable.

Health, Social Care and Well-being Partnership (HSCWB)

- Enhanced Care at Home began August 2013 in North West Flintshire with the aim of either preventing the need for admission into hospital or promoting an early discharge.

- A monitoring report on the 12 commissioned services for carers and young carers in evidenced a range of services that have given opportunities for carers to have greater knowledge and skills, giving them choices and the ability to influence change in their lives.
- Flintshire County Council have piloted a smoking cessation classes during the working day to support staff who smoke and wish to do so to quit.

Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB)

- The creation of the new North Wales SCB in January 2013 will provide enhanced integration and collaboration across North Wales to safeguard and promote the welfare of children.
- The Board have been working in collaboration with the University of East Anglia following their research into children on the child protection register with a view to disseminating the research across North Wales.
- Held a successful annual conference “The Effects of Parental Mental Health on Children and Young People”.
- Following the proposals to reduce the number of LSCB’s in Wales, as set out within the draft Social Services Bill (Wales) consultation, the Chairs, Vice Chairs and business managers of the three LSCB’s in North Wales have met and wider meetings have been arranged to decide upon the future model.

Regeneration Partnership

- Welsh Government announced the new Deeside Enterprise Zone (DEZ) which will be a catalyst for the Northern Gateway development attracting new investment opportunities, creating an estimated 7,000 new jobs and deliver sustainable regeneration helping to transform communities both in Deeside and across North Wales.
- A Destination Management Partnership has been formed to lead the approach to the visitor economy in Flintshire. This approach is complementary to wider town centre management, rural development and business development activity.
- Welsh Government gave approval for the North East Wales Town Centre Regeneration project, led by Flintshire County Council, and covering Flintshire and Wrexham. The Building Enhancement Scheme offers grants to bring High Street properties back into active employment use.
- The Regeneration Partnership has been working closely with Communities First and the Local Service Board on the Employment, Education and Training (EET) agenda.

Voluntary Sector Compact

- Continuing to support the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) efficiency programme.
- Transport and Access to Health Services – focus on regional & sub regional partnerships.

Youth Justice Board

- Flintshire Youth Justice Service (YSJ) has continued to develop prevention services which have resulted in a reduction to the number of first time entrants into the youth justice system.
- The numbers of young people attending court has seen a significant decrease.
- The YJS contacts all identified victims and has a dedicated Victim Liaison Officer. The Victim Strategy is currently being reviewed and amended.

Collaboration

The North Wales region has a developing portfolio of collaborative projects. The majority of collaboration projects are more recent developments with their origin being regional choice or national policy direction; a minority of collaborations are legacies of local government re-organisation (1995-96).

The national policy expectations for collaboration were 'codified' by the National Compact which was co-signed by Welsh Government and Local Government in 2011. There are three implementation contracts or work programmes under the Compact: Education, Social Services and Other Services which are all well advanced.

Available as a related document is a summary of all principal collaboration projects within the region where Flintshire is a partner. The summary, in tabular form, shows for each collaboration - the service or function, the lead authority, the partners, the progress status of the project, the target date for implementation, the purpose and benefits of the collaboration and the governance model.

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Regulation, Audit and Inspection

Each year the Auditor General for Wales must report on how well Welsh councils are planning for improvement and delivering their services. Drawing on the work of the relevant Welsh inspectorates (e.g. Estyn for Education and the Care and Social Services Inspectorate – CSSIW), as well as work undertaken by the Wales Audit Office (WAO) on behalf of the Auditor General, the WAO published a report in May 2013.

Overall the Auditor General concluded that service performance remains good in many areas but that the Council's Improvement Plans and performance reports were not as clear and outcome focused as they could be.

No statutory recommendations were made.

It was found that the Council was making good progress in delivering improvements in several of its service-based improvement priority areas, for example: -

- good progress has been made in reducing carbon emissions;
- the Council is collecting a wider range of domestic waste;
- good progress was being made in planned activities for growing the local economy and supporting people who are vulnerable to poverty;
- the Council is making steady improvements in the priority of meeting housing need despite the challenges faced.

“Performance information indicates that the performance of individual services is often good and continues to improve”.

In the evaluation of the Council's performance reporting arrangements the Auditor General concluded that the Annual Performance Report 2011/12 met the requirements of the Local Government (Wales) Measure (2009) but that too little use was made of data and other supporting information to provide a balanced narrative evaluation of the Council's work in delivering its Improvement Objectives. Further it was concluded that social services and education had produced mature service specific analyses of their performance but that the Council was not able to fully identify and report the impact of its activities towards achieving its Improvement Objectives.

CSSIW undertook a review of the quality of the Council's services for children and families. It published a very positive assessment reflecting strong leadership and improvement outcomes.

Estyn undertook a monitoring visit in February 2013 which judged that the “local authority has made good progress towards addressing the recommendations” highlighted in a previous inspection report. As a result the Council has been removed from the follow-up category of Estyn Monitoring

Copies of reports of the relevant Welsh inspectorates are available as supporting documents on request or via the inspectorate's websites.

Corporate Health and Safety

The Council recognises and is committed to delivering its duties and responsibilities as an employer with regard to health and safety. We strive to fully meet the requirements of the Health and Safety at Work etc. Act 1974 and other associated legislation as far as is reasonably practicable to safeguard the health and safety of our employees and others who may be affected by the Authority's activities

In order to fulfil these criteria, we have an effective Health and Safety Management System (SMS) which includes a Corporate Health and Safety Policy, Standards, Forms, Example Risk Assessments to enable managers and employees understand their roles and responsibilities and guide them in managing health and safety effectively. The policy is reviewed and updated on annual basis and the SMS reviewed and amended to reflect any legislative/organisational changes.

The Corporate Health and Safety Steering (CHSSG) group facilitate and monitor the strategic development and progress of health and safety practice and this group meets quarterly. The group play a major part in identifying risk management priorities and demonstrates leadership in respect of health and safety strategy delivery for the Council. During 2012/2013 the priorities set by the group were for each Directorate to: -

- Review and update health and safety action plans across all Services
- Provide detailed analysis of accident/incident and near miss statistics across all services
- Claims data

This was achieved by each Directorate presenting to the group on quarterly basis. The health and safety action plans were developed to provide a common format across the Council in order that Directorates could identify significant risks and set timescales on a red/amber/green status for identified areas of improvement.

In addition to this, each of the Directorates health and safety committees met regularly during 2012/2013 to identify operational health and safety issues, improvements, examples of best practice, review accident/incident/near miss reporting and monitor systems.

The council continues to provide a robust system for accident/incident/near miss reporting and all accidents that are reported under Reporting of Injuries and Diseases and Dangerous Occurrences Regulations to the HSE are investigated. All statistical data is gathered by the relevant Health and Safety Advisors and provided to the relevant services for detailed trend analysis.

During 2012/2013 a programme of audits/inspections was carried out by the Corporate Health and Safety team across the whole authority and a comprehensive programme of training carried out by the team including health and safety induction training, fire safety, lone working awareness and risk assessment training etc. The internal Corporate Health and Safety Infont site was also updated during 2012, providing a modern looking and user-friendly site for the valuable information required to manage health and safety across the services.

With the co-operation of all managers, employees and other stakeholders the Council will continue to develop a positive health and safety culture that is committed to continual improvement, as a modern employer and to meet changes in legislation and public expectation.

Appendices (set up as hyperlinks)

Appendix A: Improvement Target and Improvement Success Measures Data Table

Appendix B: NSI and PAMs Data Table

Appendix C: Regional Collaboration Projects

Appendix D: Glossary

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained by contacting us or through our website.

- Community Strategy 2009 – 2019
- Flintshire County Council Improvement Plan 2013/14
- Improvement Assessment Letter from the Auditor General for Wales
- Annual Improvement Report (2012/13) from the Auditor General for Wales
- Strategic Assessment of Risks and Challenges 2012/13
- National Performance Bulletin 2012/13
- Flintshire Social Services Annual Performance Report – July 2013
- Welsh Language Scheme Monitoring Report 2012/13
- Annual Equality Report 2012/13
- Annual Overview and Scrutiny Report 2012/13

Thank you for reading our Annual Performance Report 2012/13.

A public summary of this report will be published before December and will be available on the Council's website and included within the Your Community, Your Council household newsletter.

Views and suggestions for improvement are welcome.

Please contact us on:

Tel: 01352 701457

Email: policy.and.performance.team@flintshire.gov.uk

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APPENDIX A: Schedule of Improvement Target and Improvement Success Measure Performance Data 2012-13

Key:

R	Downturn - performance for 2012/13 has downturned significantly compared with the previous year.							
A	Marginal Decline - performance for 2012/13 has marginally declined on that of 2011/12							
G	Improved - performance for 2012/13 is better than that achieved for 2011/12							
Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
HUMAN RESOURCES								
Improvement Target & Improvement Success Measure								
Improvement Priority 3 National Indicator CHR 002 - The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Lower	No. of working days/shifts per FTE	10.36	10.54	11.03	R	10.6	12th out of 18 authorities
Improvement Target								
Local Indicator REM3L - FCC - The percentage of employees receiving an annual appraisal with Individual Development Plan	Higher	%	Not reported	Not reported	Community Services = 84% Corporate Services = 38% Environment = 70% Lifelong Learning = 66%	Not applicable	Not applicable	
CUSTOMER SERVICES								
Improvement Target & Improvement Success Measure								
Improvement Priority 4 Local Indicator CUSM1L Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	Higher	%	68.54	76.00	75.11	A	Not applicable	
FINANCE								
Improvement Success Measure								
Improvement Priority 6 Local Indicator BNF 004L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	Lower	Days	10.03	7.68	7.72	A	Not applicable	
Improvement Target								
Local Indicator DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims.	Lower	Days	Not applicable	17.30	16.47	G	Not applicable	
Local Indicator DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events.	Lower	Days	Not applicable	6.44	6.78	A	Not applicable	
National Indicator CFH 006 - The percentage of undisputed invoices which were paid in 30 days	Higher	%	92.76	87.93	85.80	A	To be confirmed	
ASSETS & TRANSPORTATION								
Improvement Target & Improvement Success Measure								
Improvement Priority 1 & 6 & 10 National Indicator EEF 002ai - The percentage change in carbon dioxide emissions in the non domestic public building stock	Higher	%	2.89 reduction	7.19 reduction	5.57 increase (would have been 2.66% reduction if weather corrected)	R	Not applicable	
Improvement Priority 10 Local Indicator IA3.1L1 - Increase average Standard Assessment Procedure rating in council housing stock	Higher	SAP Rating	64.1	66.70	70.96	G	Not applicable	

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
Improvement Priority 5 & 6 National Indicator THS 007 - The percentage of adults aged 60 or over who hold a concessionary bus pass	Higher	%	73.24	76.25	81.1	G	85.1	15th
PLANNING								
Improvement Success Measure								
Improvement Priority 6 Local Indicator PLA 003bIL - The percentage of determined appeals that upheld the authority's decision, in relation to planning application decisions	Higher	%	56.76	70	48.28	R	Not Applicable	
Improvement Priority 8 National Indicator PLA 006b - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	Higher	%	New indicator for 2011/12	28.57	33.18	G	39	13th
Improvement Target								
National Indicator PLA 004a - The percentage of major planning applications determined during the year within 13 weeks	Higher	%	32.76	29.31	40.6	G	32.5	8th
Improvement Target & Improvement Success Measure								
Improvement Priority 6 National Indicator PLA 004b - The percentage of minor planning applications determined during the year within 8 weeks	Higher	%	57.46	53.15	47.38	R	60.5	20th
Improvement Priority 6 National Indicator PLA 005 - The percentage of enforcement cases resolved during the year within 12 weeks of receipt	Higher	%	52.41	73.12	63.33	R	68.60%	13th out of 21 authorities
PUBLIC PROTECTION								
Improvement Success Measure								
Improvement Priority 5 National Indicator PPN 009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	Higher	%	84.2	84.69	83.64	G	87.17	15th
Improvement Target								
National Indicator PPN 008i - The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Trading Standards	Higher	%	68.79	84.83	71.93	R	59	7th

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
HOUSING								
Improvement Success Measure								
Improvement Priority 6 National Indicator HHA 002 - The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	Lower	Days	167.12	123.73	160.25	R	103	17th out of 21 authorities
Improvement Priority 6 National Indicator HHA 013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Higher	%	95.33	85.52	83.41	A	86.2	14th
Improvement Priority 6 National Indicator HHA 016 - The average number of days all homeless families with children spent in Bed and Breakfast accommodation	Lower	Days	6.63	9.44	23.38	R	18.97	12th out of 18 authorities
Improvement Priority 6 National Indicator HHA 017b - The average number of days that all homeless households spent in other forms of temporary accommodation	Lower	Days	225.88	209.92	280.97	R	111.97	19th out of 21 authorities
Improvement Priority 8 Local Indicator HLS 010bL - The average number of calendar days taken to complete urgent repairs	Lower	Days	9.66	8.62	8.77	A	Not applicable	
Improvement Target								
Local Indicator HLS 006aL - The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in: Permanent accommodation	Higher	%	95.63	95.51	98.55	G	Not applicable	
Improvement Priority 8 Local Indicator HLS 013bL - The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year	Lower	%	Not applicable	2.32	2.01	G	Not applicable	
Improvement Priority 8 Local Indicator HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	Lower	Calendar Days	101.47	69.01	47.44	G	Not applicable	

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
Improvement Target & Improvement Success Measure								
Improvement Priority 8 Local Indicator HLS 010cL - The average number of calendar days taken to complete non-urgent repairs	Lower	Calendar Days	64.8	61.15	43.58	G	Not applicable	
Improvement Priority 8 Local Indicator HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	Lower	Days	101.47	69.01	47.44	G	Not applicable	
PRIVATE SECTOR RENEWAL								
Improvement Target								
Local Indicator PSR 006L - The average number of calendar days taken to deliver low cost adaptation works (under £500) in private dwellings where the disabled facilities grant is not used	Lower	Calendar Days	Not applicable	40.79	33.00	G	Not applicable	
National Indicator PSR 007c - Of the Houses in Multiple Occupation known to the local authority, the percentage that are subject to enforcement activity at 31st March	Lower	%	0.00	0.00	2.13	A	No data	Not applicable
National Indicator PSR 008 - The percentage of high risk private sector dwellings improved to an acceptable level	Higher	%	71.28	96.72	77.78	A	Not applicable due to ongoing development work	
Improvement Target & Improvement Success Measure								
Improvement Priority 7 National Indicator PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	Lower	Calendar Days	297.6	307.05	481.56	R	377	20th
Improvement Priority 7 National Indicator PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	Lower	Calendar Days	445.56	410.23	384.85	G	274	21st

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
SOCIAL CARE FOR ADULTS								
Improvement Success Measure								
Improvement Priority 5 National Indicator SCA 007 - The percentage of clients (adults) with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	Higher	%	82.74	84.07	91.8	G	81.7	4th
Improvement Priority 5 National Indicator SCA 018a - The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Higher	%	79.78	93.19	91.85	A	91	11th
Improvement Priority 5 National Indicator SCA 018c - The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	Higher	%	75.2	78.90	72	A	72	Joint 11th
Improvement Target								
National Indicator SCA 019 - The percentage of adult protection referrals completed where the risk has been managed	Higher	%	83.47	88.72	98.96%	G	92.85	4th
Improvement Target & Improvement Success Measure								
Improvement Priority 7 Local Indicator IA1.1L4 Number of adults receiving a personal budget for services via either a direct payment or citizen directed support	Higher	No. of adults	135	177.00	215.00	G	Not applicable	
SOCIAL SERVICES FOR CHILDREN								
Improvement Success Measure								
Improvement Priority 5 National Indicator SCC 001b - For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Higher	%	100	91.18	93.65	G	96.3	13th
Improvement Priority 5 National Indicator SCC 004 - The percentage of children looked after on 31 March who have had three or more placements during the year	Lower	%	5.59	6.8	8.16	A	8.8	9th
Improvement Priority 5 National Indicator SCC 045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	Higher	%	80.55	88.92	89.01	G	89.8	13th out of 21 authorities
Improvement Priority 5 National Indicator SCC 028 - The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review	Higher	%	40.54	66.67	67.65	G	9.80	2nd out of 12 authorities

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
Improvement Priority 5 National Indicator SCC 039 - The percentage of health assessments for Looked After Children due in the year that have been undertaken	Higher	%	51.49	61.16	46.5	A	86.4	18th out of 20 authorities
Improvement Priority 5 National Indicator SCC 042a - The percentage of initial assessments (children) completed within 7 working days	Higher	%	88.36	90.61	89.52	A	80.5	4th
Improvement Target								
Improvement Priority 5 National Indicator SCC 021 - The percentage of looked after children reviews carried out within statutory timescales during the year	Higher	%	82.81	85.88	91.34	G	95.5	18th
National Indicator SCY 001a - The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: Children and young people of statutory school age	Higher	%	-1.04	16.50	3.6	R	3.6	Joint 9th out of 18 authorities
Improvement Target & Improvement Success Measure								
Improvement Priority 5 National Indicator SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	Higher	%	87.01	79.98	94.22	G	87.00	4th
Improvement Priority 5 National Indicator SCC 030a - The percentage of young carers known to Social Services who were assessed	Higher	%	72.73	100.00	82.86	A	100	19th
Improvement Priority 5 National Indicator SCC 030b - The percentage of young carers known to Social Services who were provided with a service	Higher	%	84.85	100.00	82.86	A	90.3	17th
National Indicator SCC 034 - The percentage of child protection reviews carried out within statutory timescales during the year	Higher	%	94.4	98.28	97.7	A	97.8	12th

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
EDUCATION								
Improvement Success Measure								
Improvement Priority 9 National Indicator EDU 009b - The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	Lower	School days	0.00	0.00	1.00	A	0.00	12th out of 19 authorities
Improvement Priority 9 National Indicator EDU 015a - The percentage of final statements of special education need issued within 26 weeks, including exceptions	Higher	%	83.3	94.83	90.77	A	82.4	8th
Improvement Priority 9 National Indicator EDU 015b - The percentage of final statements of special education need issued within 26 weeks excluding exceptions	Higher	%	100.00	100.00	100.00	G	100	Joint 1st
Improvement Priority 7 National Indicator SCC 024 - The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	Higher	%	41.67	73.30	78.79	G	77.3	11th
Improvement Priority 7 National Indicator SCC 033f - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	Higher	%	New indicator for 2012/13		81.82	G	56.7	2nd
Improvement Priority 9 National Indicator SCC 044b - The average number of days spent out of school on fixed term exclusions for children looked after who were excluded during the previous academic year	Lower	Days	1.5	15.50	6.07	G	6.4	9th out of 21 authorities
Improvement Target								
National Indicator SCC 035 - The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	%	0.00	62.50	50.00	A	48.08	10th
National Indicator SCC 036 - The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	%	25	18.75	50.00	G	29.81	4th
National Indicator SCC 037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Higher	Point score	77.67	103.46	147	G	223	21st

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
Improvement Target & Improvement Success Measure								
Local Indicator Improvement Priority 9 EDU 002aiL - The number of all pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31st August who leave education, training or work based learning without an approved external qualification.	Lower	No. of pupils	12	7.00	3.00	G	Not applicable	
Local Indicator Improvement Priority 9 EDU 002aiiL - The number of all pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31st August who leave education, training or work based learning without an approved external qualification.	Lower	No. of pupils	0.00	1.00	0.00	G	Not applicable	
Improvement Priority 9 National Indicator EDU 002i - The percentage of: All pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	Lower	%	0.69	0.39	0.17	G	0.2	Joint 3rd
Improvement Priority 9 National Indicator EDU 002ii - The percentage of: Pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification.	Lower	%	21.43	0.00	0.00	G	0.00	Joint 1st
Improvement Priority 9 National Indicator EDU 009a - The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	Lower	School days	32.00	2.00	1.00	G	1.00	10th/19
Improvement Priority 9 National Indicator EDU 011 - The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority	Higher	Point score	385.07	413.53	509.03	G	479.4	4th
Improvement Priority 9 National Indicator SCC 002 - The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months	Lower	%	17.36	9.52	10.62	A	14.6	7th

Ref:	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	Wales Median	Ranking
LIBRARIES								
Improvement Success Measure								
Improvement Priority 9 National Indicator LCL 001b - The number of visits to Public libraries during the year, per 1,000 population	Higher	Visits	6252	5495.64	5389.03	R	5430	12th
WASTE MANAGEMENT								
Improvement Success Measure								
Improvement Priority 10 National Indicator WMT 004b - The percentage of municipal wastes sent to landfill	Lower	%	New indicator for 2012/13		41.53	G	42.49	9th
Improvement Priority 10 National Indicator WMT 010i - The percentage of local authority collected municipal waste prepared for reuse	Higher	%	New indicator for 2012/13		12.91	G	0.52	1st
Improvement Priority 10 National Indicator WMT 010ii - The percentage of local authority collected municipal waste recycled	Higher	%	New indicator for 2012/13		19.41	Not applicable	32.89	22nd
Improvement Priority 10 National Indicator WMT010iii - The percentage of local authority collected municipal waste collected as source segregated bio wastes and composted or treated biologically in another way	Higher	%	New indicator for 2012/13		22.6	Not applicable	17.55	5th

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APPENDIX B: NSI and PAMs data table

<i>Performance Indicator</i>	<i>NSI / PAM</i>	<i>Improvement Direction</i>	<i>2010/11</i>	<i>2011/12</i>	<i>2012-13</i>						
			<i>PI value</i>	<i>PI value</i>	<i>Wales</i>	<i>Lower quartile</i>	<i>Median</i>	<i>Upper quartile</i>	<i>Quartile</i>	<i>PI value</i>	<i>Rank</i>
EDU/002i: The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	NSI & PAM	<	0.7	0.4	0.4	0.4	0.2	0.2	A	0.2	7
EDU/002ii: The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI	<	21.4	0.0	5.7	6.2	0.0	0.0	G	0.0	1
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	NSI/PAM	>	78.3	80.8	82.8	80.9	83.6	85.4	A	81.3	16

EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	NSI	>	4.6	6.0	16.8	6.5	10.8	18.3	R	4.6	18
EDU/011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	NSI/PAM	>	385.1	413.5	468.3	434.8	479.4	502.5	G	509.0	4
EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions	NSI	>	83.3	94.8	71.3	61.8	82.4	95.3	A	90.8	8
EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	NSI	>	100.0	100.0	95.9	95.8	100.0	100.0	G	100.0	1
EDU/017: The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	NSI	>	-	-	50.7	46.5	51.6	54.9	G	59.6	2

EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	PAM	>	69.3	73.8	72.7	69.1	73.5	76.6	A	76.0	7
EDU/016a: Percentage of pupil attendance in primary schools	PAM	>	93.8	93.9	93.9	93.4	94.0	94.6	A	94.5	7
EDU/016b: Percentage of pupil attendance in secondary schools	PAM	>	92.2	92.4	92.1	91.9	92.3	92.9	G	93.0	3
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	<	1.96	1.66	4.57	5.92	3.60	1.59	G	1.11	4
SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	>	77.35	61.36	77.53	57.41	70.63	96.51	A	66.69	14
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	<	18.99	18.40	20.63	22.75	20.65	18.73	G	15.90	2
SCA/0019: The percentage of adult protection referrals completed where the risk has been managed	NSI/PAM	>	83.47	88.72	91.84	90.15	92.85	97.76	G	98.96	4
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	>	-	92.67	86.16	84.16	86.04	88.24	G	88.44	5

SCA/007: The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	PAM	>	82.7	84.1	80.9	77.0	81.7	84.3	G	91.8	4
SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	>	79.8	93.2	86.8	84.8	91.0	100.0	A	91.8	11
SCC/002: Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	NSI	<	17.4	9.5	13.7	16.2	14.6	10.3	A	10.6	7
SCC/004: The percentage of children looked after on 31 March who have had three or more placements during the year	NSI/PAM	<	5.6	6.8	9.4	11.4	8.8	7.1	A	8.2	9
SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	NSI	>	40.8	50.2	37.5	30.3	39.1	50.4	A	33.8	15
SCC/033d: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	>	-	-	93.4	89.0	100.0	100.0	R	84.6	20

SCC/033e: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	NSI	>	-	-	93.2	87.8	95.4	100.0	G	100.0	1
SCC/033f: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	>	-	-	56.4	45.3	56.7	72.6	G	81.8	2
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	NSI	>	78	103	221	180	223	272	R	147	21
SCC/041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	>	98.4	100.0	89.5	95.5	98.4	100.0	G	100.0	1
SCC/001a: The percentage of first placements of looked after children during the year that began with a care plan in place	PAM	>	89.1	100.0	89.1	90.2	98.5	100.0	A	96.1	13
SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	>	77.9	77.6	75.4	71.6	76.8	85.6	A	74.2	13

SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	>	-	88.9	86.4	85.8	89.8	92.7	A	89.0	13
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	PAM	>	87.0	80.0	83.0	74.7	87.0	90.3	G	94.2	4
SCC/030a: The percentage of young carers known to Social Services who were assessed	PAM	>	72.7	100.0	92.3	88.9	100.0	100.0	R	82.9	19
HH/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	NSI/PAM	>	95.3	85.5	62.6	55.1	86.2	91.9	A	83.4	14
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	<	436	404	271	330	287	237	R	391	21
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	NSI	>	1.00	1.25	5.11	3.07	4.28	5.96	G	5.96	6

PLA/006(b): The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	NSI	>	-	-	45	28	39	66	A	33	13
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI/PAM	<	-	-	41.03	46.46	42.49	38.92	A	41.53	9
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	NSI/PAM	>	-	-	52.26	49.62	52.98	55.15	A	54.92	7
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	>	89.59	77.61	92.16	92.34	95.25	98.62	R	92.16	17
STS/005b: The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	PAM	>	91.9	96.5	95.8	93.8	96.4	97.9	R	76.0	22
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	>	-	76.2	84.8	79.5	85.1	88.4	A	81.1	15
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	PAM	<	-	8.6	13.4	11.5	9.5	8.0	G	5.4	1

PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PAM	>	84.20	84.69	86.63	83.57	87.17	89.55	A	83.64	15
LCL/001b: The number of visits to Public Libraries during the year, per 1,000 population	NSI	>	-	5,496	5,968	5,040	5,430	6,385	A	5,389	12
LCS/002(b): The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	NSI	>	-	-	8,864	7,167	7,899	10,059	G	10,141	6

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
IMPLEMENTED COLLABORATION PROJECTS							
COMMUNITY SERVICES							
1	North Wales Commissioning Hub <i>A joint service across North Wales that negotiates complex care placements for adults and children</i>	Denbighshire	All 6 NW Local Authorities BCUHB	4	October 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> Management Board NWSSIC Social Services and Health Programme Board RLB
2	North East Wales Community Equipment Stores (NEWCES) <i>A joint service providing community equipment for health patients and local authority service users</i>	Flintshire	Flintshire Wrexham BCUHB	4	Existing (confirm date of implementation)	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Quarterly Management Board Reports to Individual Agency / LA Political Processes as required.
3	North Wales Adoption Service <i>A joint service across North Wales providing</i>	Wrexham	All 6 NW Local Authorities	4	April 2010	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Quarterly Management Board meetings Reports to North

	<p><i>Adoption Services</i></p>						<p>Wales Social Services Improvement Collaborative (NWSSIC)</p> <ul style="list-style-type: none"> • Reports to individual LA's political processes as required • Social Services and Health Programme Board
<p>4</p>	<p>Houses to Homes – empty homes scheme <i>North Wales partnership which oversees the Welsh Government “Houses for Homes” private sector housing renewal scheme</i></p>	<p>Flintshire</p>	<p>All 6 NW Local Authorities</p>	<p>4</p>	<p>June 2012</p>	<ul style="list-style-type: none"> • Efficiencies • Cost avoidance • Resilience 	<ul style="list-style-type: none"> • No formal governance
<p>5</p>	<p>Emergency Duty Team <i>A joint service for providing emergency out of hours social work support</i></p>	<p>Wrexham</p>	<p>Wrexham Flintshire Denbighshire</p>	<p>4</p>	<p>April 2008</p>	<ul style="list-style-type: none"> • Resilience • Quality 	<ul style="list-style-type: none"> • Local Performance reporting

Collaborative Projects – Position Statement - May 2013

6	<p>Enhanced Unpaid Work <i>Utilisation of a Third Sector agency to provide support to young people; collaborate regionally and deliver locally.</i></p>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> Quality Efficiencies Direction 	<ul style="list-style-type: none"> Local performance reporting in year
7	<p>Sub Regional Safeguarding Children's Board <i>Sub-Regional Governance overseeing Children's Safeguarding</i></p>	Flintshire	Flintshire Wrexham	4	2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Reports to NWSSIC Reports to LA pilot process as required
8	<p>Substance Misuse and Health <i>Multi-agency partnership overseeing substance misuse services in the region</i></p>	Health Authority	All 6 NW Local Authorities and Health Authority	4	2009	<ul style="list-style-type: none"> Quality Efficiencies Direction 	<ul style="list-style-type: none"> YOT Management Board Community Safety Partnerships Area Planning Boards
9	<p>Telecare <i>Multi-agency partnership overseeing telecare services in the region</i></p>	Conwy	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	4	2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting in year

Collaborative Projects – Position Statement - May 2013

10	Integrated Family Support Service (IFSS) <i>Joint operational service providing specialist services to families with complex needs</i>	Flintshire	Wrexham Flintshire	4	April 2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting
ENVIRONMENT							
11	Flood Risk Management Strategy <i>Joint development of strategy utilising model developed by Conwy</i>	Conwy	Flintshire Ynys Mon	4	2013	<ul style="list-style-type: none"> Resilience Quality Direction 	<ul style="list-style-type: none"> Local performance reporting
12	TAITH <i>Joint project board delivering substantial and significant improvements to public transport across the region</i>	Flintshire	All 6 NW Local Authorities	4	2003	<ul style="list-style-type: none"> Resilience Quality Direction 	<ul style="list-style-type: none"> Regional Programme Board North Wales Strategic Directors Meetings
13	Public Protection <i>Operational delivery through shared officers</i>	Flintshire	Flintshire Wrexham	4	Review to be undertaken 2013/14	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local Performance Reporting
14	Specialist Planning (Minerals and Waste) <i>Provision of a resilient</i>	Flintshire	All 6 NW Local Authorities	4	April 2011	<ul style="list-style-type: none"> Resilience Quality 	<ul style="list-style-type: none"> Local Performance Reporting

	<i>staffing resource to deal with all relevant planning applications, policy development and site monitoring</i>							
LIFELONG LEARNING								
15	21st Century Schools Procurement Framework for 21st Century Schools projects in North Wales	Flintshire & Denbighshire	All 6 NW Local Authorities	4	January 2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> Formal project management arrangements in place Programme Board 	
16	Regional School Improvement & Effectiveness Service <i>Development of a combined School Improvement Service for resilience across the region</i>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies Direction 	<ul style="list-style-type: none"> Joint Committee & User groups 	
17	ICT – Education Management Information Service (MIS) <i>Procurement & Hosting – procurement of common education</i>	Flintshire	All 6 NW Local Authorities	4	September 2012	<ul style="list-style-type: none"> Resilience Efficiencies 	<ul style="list-style-type: none"> Formal project management arrangements in place North Wales Heads of ICT Forum – 	

Collaborative Projects – Position Statement - May 2013

	<i>management information system for all North Wales Councils with full hosting provided by Flintshire</i>								Monthly Meetings <ul style="list-style-type: none"> NW Education Consortium
18	Schools Library Service <i>Jointly funded service to schools and colleges providing books and other resources in NE Wales</i>	Flintshire	Flintshire Wrexham Denbighshire Conwy	4		January 2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> SLS Management Board – meets termly 	
19	Inclusion Collaborations <i>Aim to develop collaborative working in specialist services (see Joint Sensory Service (item 43)) for additional resilience and efficiency</i>	Flintshire	All 6 NW Local Authorities	4		Sep 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> NW Education Consortium Formal project management arrangements in place Formal project management arrangements in place 	
20	North East Wales (NEW) Play <i>Regional scheme to encourage play in local</i>	Flintshire	Flintshire Wrexham Denbighshire	4		May 2010	<ul style="list-style-type: none"> Quality 	<ul style="list-style-type: none"> NEW Play Management Board 	

	<i>communities and leave a legacy of play across the region</i>							
CORPORATE SERVICES								
21	Corporate Training <i>Provision of an enhanced training programme and shared resources</i>	Flintshire	Flintshire Deeside College	4	March 2012	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting in year • Partnership Board 	
22	Managed Agency Staff Solution Project (MATRIX) <i>Provision of a cost effective service whilst providing visibility of the temporary workforce.</i>	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Local performance reporting in year • Project Board 	
23	Occupational Health <i>Combined service provision across both authorities</i>	Flintshire	Flintshire Wrexham	4	September 2011	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting in year • Partnership board 	

Collaborative Projects – Position Statement - May 2013

24	ICT – Joint Procurement Web Content Management System	Denbighshire	Flintshire Denbighshire Gwynedd	4	Procurement Complete, Flintshire implementation September, 2013	<ul style="list-style-type: none"> • Efficiencies 	<ul style="list-style-type: none"> • Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly mtgs
25	ICT – Joint Procurement Hardware	Wrexham	All 6 NW Local Authorities	4	December 2012	<ul style="list-style-type: none"> • Efficiencies 	<ul style="list-style-type: none"> • North Wales Heads of ICT Forum – Monthly Meetings – contract monitoring
26	ICT - Joint Procurement Service Desk Software	Gwynedd	Flintshire Gwynedd Wrexham	4	Procurement Complete, Flintshire implementation July, 2013	<ul style="list-style-type: none"> • Efficiencies • Resilience 	<ul style="list-style-type: none"> • Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly Meetings

Collaborative Projects – Position Statement - May 2013

27	ICT – Disaster Recovery Shared ICT business continuity arrangements	Flintshire	All 6 NW Local Authorities	4	March 2013	<ul style="list-style-type: none"> Resilience Efficiencies 	<ul style="list-style-type: none"> Formal project management arrangements in place North Wales Heads of ICT Forum – Monthly Mtgs
CURRENT COLLABORATION PROJECTS							
COMMUNITY SERVICES							
28	Regional Safeguarding Children's Board North Wales Safeguarding Children's Board required by Welsh Government Guidance	Conwy	All 6 NW Local Authorities	2/3	2013/2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Reports to NWSSIC Reports to LAs political processes as required.
29	Eco energy efficiency work Through the joint ECO procurement exercise, Wrexham, Flintshire, Denbighshire and Conwy Council's are tendering to set up a framework for Energy Company Obligation works.	Wrexham	Flintshire Denbighshire Conwy Registered Social Landlord's	2	September 2013	<ul style="list-style-type: none"> Efficiencies Cost avoidance 	<ul style="list-style-type: none"> tbd

Collaborative Projects – Position Statement - May 2013

30	Single Access Route to Housing (SARTH) <i>Regional housing register and allocations policy</i>	Denbighshire	Flintshire Conwy Registered Social Landlord's	2	Pilot April 2014	<ul style="list-style-type: none"> Quality Efficiency 	<ul style="list-style-type: none"> Steering group with all partners represented plus number of operational sub groups
ENVIRONMENT							
31	Mersey Dee Alliance (City Region Bid) <i>Deliver the first cross border City Region</i>	Cheshire West	Flintshire Denbighshire Wrexham Wirral Cheshire West	4	2013/14	<ul style="list-style-type: none"> Resilience Quality Direction Efficiencies 	<ul style="list-style-type: none"> Project Board Ad-hoc reporting
32	Built and Nature Conservation <i>Provide a collaborative service based on the Minerals and Waste Planning Service model</i>	Flintshire	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting
33	Civil Parking Enforcement <i>Deliver the network management strategy as set out in the Regional Transport Plan</i>	Flintshire	All 6 NW Local Authorities	2	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting
34	Consultancy Services <i>Make most efficient use of the skills base and capacity of the service</i>	Gwynedd/Denbighs hire	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local Performance reporting

Collaborative Projects – Position Statement - May 2013

35	<p>Economic Development <i>Explore collaborative possibilities across the region to deliver a more cost effective, resilient and strategic approach to Economic Development</i></p>	<p>Gwynedd Flintshire Ynys Mon</p>	<p>All 6 NW Local Authorities</p>	1	2014	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Economic Ambition Board
36	<p>Fleet Services <i>Deliver fleet use maximisation and reduction in fleet vehicles</i></p>	<p>Flintshire/Wrexham</p>	<p>Flintshire Wrexham</p>	1	2014	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Project Board • Ad-hoc reporting • Local Performance reporting
37	<p>Food Waste <i>Provide a sub-regional food waste treatment facility to enable WG waste management targets to be met</i></p>	<p>Denbighshire</p>	<p>Conwy Denbighshire Flintshire</p>	3	2014	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies 	<ul style="list-style-type: none"> • Project Board • Ad-hoc reporting • Local performance reporting

Collaborative Projects – Position Statement - May 2013

38	Residual Waste <i>Seeking a solution to manage residual waste on behalf of the five partner authorities to allow individual authorities to meet WG waste management targets</i>	Flintshire	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	2	2017	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance • Direction 	<ul style="list-style-type: none"> • Project Board • Local performance reporting
39	Trunk Road Maintenance <i>Sub-regional service delivery hub</i>	Flintshire	Conwy Denbighshire Wrexham	1	2014	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local Performance reporting
40	Public Protection (Compact) <i>Deliver a regional Trading Standards service</i>	Wrexham	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies 	<ul style="list-style-type: none"> • Project Board • Ad-hoc reporting
41	Public Protection <i>Various joint projects including: Joint warranting arrangements; joint training delivery in Health and Safety; Enforcement</i>	Flintshire	Flintshire Wrexham	1	2013	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting

Collaborative Projects – Position Statement - May 2013

	<i>on door step crime; joint Health and Safety Estates Excellence; project support to businesses</i>							
LIFELONG LEARNING								
42	Joint Educational Psychology <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham	2	2014		<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements
43	Joint Sensory Impairment <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham Denbighshire	2	2014		<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements in place

CORPORATE SERVICES						
44	Emergency Planning <i>An integrated service for planning, preventing and responding to emergencies</i>	Flintshire	All 6 NW Local Authorities	3	December 2013	<ul style="list-style-type: none"> • Resilience • Quality • Direction <ul style="list-style-type: none"> • Annual regional report on performance of regional service • Local performance reporting in year • Ad hoc reporting as required e.g. major risk mitigation, post event de-briefings
45	ICT – National ICT Strategy <i>The implementation of the Welsh Public Sector National ICT Strategy to share, standardise and streamline public sector ICT infrastructure</i>	Welsh Government	Welsh Public Sector	1	On-going	<ul style="list-style-type: none"> • Compact • Efficiencies • Resilience <ul style="list-style-type: none"> • Welsh Public Sector CIO Council • WG Public Sector Leadership Group
46	ICT – Regional Directory <i>Shared ICT user directory across the North Wales public sector to allow agile working and remote</i>	Flintshire	All 6 NW Local Authorities BCUHB NW Fire and Rescue	2	September, 2013	<ul style="list-style-type: none"> • Resilience <ul style="list-style-type: none"> • Formal project management arrangements in place • North Wales

Collaborative Projects – Position Statement - May 2013

			Services				Heads of ICT Forum – Monthly Meetings
	access to local systems e.g. a health employee can securely log on to their own systems from a local authority site						
47	Local Government Pension Fund <i>Explore the collaborative opportunities across the eight Funds in Wales.</i>	Society of Welsh Pension Fund Treasurers	All 8 Welsh Pension Fund Authorities	1	2015	<ul style="list-style-type: none"> • Resilience • Quality • Cost avoidance • Direction 	<ul style="list-style-type: none"> • Local performance reporting in year
48	North Wales Legal Services Collaboration <i>Sharing work and resources across Councils in order to maximise capacity and resilience, and to take greater advantage of specialist knowledge</i>	Wrexham	All 6 NW Local Authorities	2	2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	
49	Procurement <i>The establishment of the Welsh Public Sector National Procurement Service</i>	Welsh Government	Welsh Public Sector	2	November, 2013	<ul style="list-style-type: none"> • Efficiencies • Direction 	<ul style="list-style-type: none"> • WG Public Sector Leadership Group

50	Procurement <i>Regional collaboration on procurement category management</i>	Gwynedd	Flintshire Denbighshire Gwynedd	2	April, 2014	<ul style="list-style-type: none"> • Efficiencies • Resilience 	<ul style="list-style-type: none"> • North Wales Chief Executives Group
NEW/"ASPIRATIONAL" COLLABORATION PROJECTS UNDER DISCUSSION							
51	CyMal <i>Provision of shared archive services across North Wales</i>	Options Appraisal Stage	North Wales			<ul style="list-style-type: none"> • Direction 	<ul style="list-style-type: none"> • tbc

KEY

Status:

- 1: Concept and pre-outline business case stage
2. post outline business case and pre final business case stage
3. in transition post final business case stage
4. implemented and operational

Purpose:

- Resilience
- Quality
- Efficiencies
- Cost-avoidance
- Direction (i.e WG under the Compact)

Appendix D: Glossary

Extra Care	Providing self-contained homes for frailer older people with varying levels of care and support available on site.
Affordable and Flexible Housing	Covers a range of housing options from renting to purchase
Wales Housing Quality Standard	Welsh Government's Physical Quality Standard for modern social housing
Telecare / Telehealth	Providing support through telecommunications devices in the home
Commissioning Plans	Ensure purchased and commissioned care meets demand and service user need.
Transition Service	Dedicated service for children and young people with disabilities who are supported to become young adults
Integrated Family Support Service	Specific time limited support for families with parents who abuse substances
Reablement	An intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible.
Adaptations	Changes to a person's home to enable her/him to live as independently as possible
Disabled Facility Grant	A grant available for larger adaptations to a person's home.
Home Enhanced Care Service	Short term intensive community based care as an alternative to hospital
Crisis Intervention Team	Team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community
Reablement	An intense, short term approach to social care where individuals are supported to gain or regain the skills and confidence to live as independently as possible.
Enterprise Zones	A Welsh Government plan to stimulate growth and support business in designated areas.
Masterplan	The plan that sets out development and actions for the Northern Gateway site.
Learning Providers	Schools and Further Education establishments
Town Centre Masterplans	Plans that set out the regeneration priorities for each Town Centre
Business Grant Scheme	Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages
Social Enterprises	Businesses with social objectives whose surpluses are reinvested for the business or in the community
Seed Funding	Start-up support
Community Benefit Clauses	Benefit to local community from major procurement e.g. training and employment opportunities community facilities/
Estyn	Education inspection service for Wales
GwE	North Wales Service which monitors challenges and supports schools to secure improvement.
Core Subject Indicator	Learners achieve the expected level in Mathematics, English or Welsh 1 st language and science
Key Stage 2	Learning assessments completed at age 11
Key Stage 3	Learning assessment completed at age 14
School Cluster and Federations	Schools working together in partnership

21 st Century Schools	A national programme of funding to improve school buildings and environments.
Post 16 centre	A location for vocational and academic education following completion of GCSE's at age 14
Employers Promise	Employers committed to working together to create additional training, apprenticeships and work opportunities
Communities First Job Club Programmes	Work to support adults into employment
Young Entrepreneur Programme	An opportunity for young people to work with mentors on their business ideas
Flintshire Business Entrepreneurship Network	Employers working together to support Entrepreneurship Programmes
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community
Human Trafficking	'trade' in people most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues
Sexual Exploitation	The use of another person in non-consensual sex for profit
Anti-social Behaviour	Behaviour that lacks consideration for others and that may cause damage to society. Whether intentionally or through negligence
CCTV	To prevent and respond to crime and disorder
Civil Parking Enforcement	The power to enforce parking offences transfers from Traffic Wardens managed by the Police to the Council. This allows the Council to manage on-street parking enforcement
On street parking	Parking on the Council's roads rather than in a car park or on private property
Welfare Reform	A range of measures being introduced by Central Government to change the Welfare Benefits system
Homelessness	Not having a home or being under the threat of no longer having a home
Eco	Government initiative to ensure that energy suppliers contribute to energy efficiency measures
Deeside Infrastructure Business Plan	A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow
TAITH	The name for the Regional Transport Consortium, which is a partnership of all 6 North Wales Authorities to deliver improvements to Highways Infrastructure and Transport
Infrastructure	Facilities, systems, sites and network that are necessary for the County to function
Sustainable Transport	Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking
Carbon Footprint	The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel use.
Renewable Energy Schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight

Carbon Reduction Commitment	A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations
Housing Renewal Area	An area designated by the Welsh Government as needing improvements in the condition and quality of local housing
Working Practices	The Council's internal processes and procedures
Operating Model	How an organisation is structured, functions and performs, according to its objectives and values
Social Business Model	The way in which we run the Council as an accountable and ethical organisation operating in a business world
Revenue Funding	Spending on day to day running costs for e the Council e.g. salaries and wages, supplies, energy
Capital Funding	Spending on assets (e.g. buildings, equipment and land)
Fees and Charges	The amount service users pay for services which are not provided for free
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions
Value for Money	Being efficient and effective in using our resources to achieve our service objectives and standards
Community Benefit Clauses	Benefit to local communities from major procurements e.g. training and employment opportunities, community facilities
Procurement Framework	Ways of procuring goods and services with agreed terms and conditions
Asset Strategy	Long term plan to make best use of our buildings
Office Buildings	The Council's own buildings which are used to provide administrative support for Council services
Agile Working	Working across locations in a flexible way with the use of technology
Capital	Money spent on assets (e.g. buildings, equipment and land)
Flintshire Connects Centres	Simpler and more "joined up" access to Council and other public sector services in County towns in a modern and welcoming environment
Flintshire Mobile Application "app"	Access to services and information via Smartphones and other mobile devices
Customer Service Standards	What customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to emails etc
Single Status	An agreement to achieve fair and equitable pay and consistent terms and conditions of employment
Equal Pay	Equality legislation prohibits less favourable treatment between men and women for pay and conditions of employment. Where there has been an historical 'pay gap' between men and women, Equal Pay claims can be made
Medium-term Financial Plan	The Council's plan which forecasts funding levels and resource needs over the medium term and sets actions to balance the budget and manage resources

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **2013/14 IMPROVEMENT PLAN MONITORING**

1.00 PURPOSE OF REPORT

1.01 To endorse the 2013/14 Improvement Plan Monitoring mid year progress report.

1.02 To endorse the performance assessment within the monitoring report.

1.03 To endorse the improved ways of reporting the following: -

- Levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts.
- Intended achievement milestones for strategies and action plans for this year and the longer term.
- Measures which evidence achievement detailing baseline data for 2012/13, in-year targets, longer term aspirational targets (mostly for 2016/17) and current progress.
- Baseline risk assessments for the strategic risks identified in the Improvement Plan and the arrangements to control them.

2.00 BACKGROUND

2.01 The Council adopted the Improvement Plan for 2013/14 in June 2013. The Improvement Priorities of the previous Council had been reviewed, streamlined and reset to give clarity over the impacts we plan to make and how performance would be measured.

2.02 The Improvement Plan contains 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.

2.04 Reporting arrangements include: -

1. Monitoring of the Improvement Plan, starting with this first report which will be followed by quarterly updates.
2. Twice annually (mid and end of year) 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 priorities which are not already covered in the Improvement plan and be based on performance exceptions, both good and poor. This is to ensure that the 'business as usual' is still being monitored and reported against.

3.00 CONSIDERATIONS

3.01 The Improvement Plan Summary Monitoring report (Appendix 1) provides the status of current progress being made towards delivery of the impacts for each of the in-year sub priorities (24 in total) set out in the Improvement Plan. This is supported by measures and / or milestones which evidence achievement. Many of these were previously available in various business planning and strategy documents across the Council, but are now integrated fully within the Improvement Plan Summary Monitoring report as an associated document.

(A small number of items are still being finalised; these will be provided at the Cabinet meeting).

3.02 The Summary document will be available on the Council's website and when read in conjunction with the published Improvement Plan 2013/14 will enable the reader to understand our targets and milestones for achievement of our stated impacts. These targets and milestones will also be reported against at the end of the year in our Annual Performance Report which will provide an overall analysis of our progress and enable the reader to hold the Council to account for its performance.

3.03 A fuller report builds on the information provided in the Summary providing additional narrative around progress made and a full account of the strategic risks in relation to each Improvement Plan sub priority. This full report is available on request from the report author. Relevant sections of the report will also be presented to the appropriate Overview and Scrutiny Committee. Appendix 2 is provided as a reminder of the sub priorities reported to relevant Overview and Scrutiny Committees.

4.00 RECOMMENDATIONS

4.01 To endorse the 2013/14 Improvement Plan Monitoring mid year progress report.

4.02 To endorse the performance assessment within the monitoring report.

4.03 To endorse the following: -

- Levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts.
- Intended achievement milestones for strategies and action plans for this year and the longer term.
- Measures which evidence achievement detailing baseline data for 2012/13, in-year targets, longer term aspirational targets (mostly for 2016/17) and current progress.
- Baseline risk assessments for the strategic risks identified in the Improvement Plan and the arrangements to control them.

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 and the monitoring will help to inform future iterations.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific poverty implications for this report. However poverty is a priority within the Improvement Plan and reporting against activity to protect people from poverty is included in the Improvement Plan monitoring report.

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 and reporting against activity to improve the environment is included in the Improvement Plan monitoring report.

8.00 EQUALITIES IMPACT

8.01 There are no direct equality implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 The Improvement Priorities are to be monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest. The mapping document at Appendix 1 shows the reporting lines.

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

12.01 Appendix 1 – 2013/14 Improvement Plan Monitoring Report Summary
– September 2013

12.02 Appendix 2 – Improvement Plan Monitoring Report

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

None

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2013/14 IMPROVEMENT PLAN MONITORING REPORT - SUMMARY

SEPTEMBER 2013

CONTENTS

Priority: Housing

- Page 3 – 4 Extra Care Housing
- Page 5 – 6 Modern, Efficient and Adapted Homes
- Page 7 – 8 Achieve the Wales Housing Quality Standard

Priority: Living Well

- Page 9 – 12 Independent Living
- Page 13 – 15 Integrated Community Social and Health Services

Priority: Economy and Enterprise

- Page 16 – 18 Business Sector Growth in Deeside
- Page 19 – 21 Town and Rural Regeneration
- Page 22 – 23 Social Enterprise

Priority: Skills and Learning

- Page 24 – 22 Modernised and High Performing Education
- Page 28 – 30 Places of Modernised Learning
- Page 31 – 33 Apprenticeships and Training

Priority: Safe Communities

- Page 34 – 37 Community Safety
- Page 38 – 40 Traffic and Road Management

Priority: Poverty

- Page 41 – 42 Welfare Reform
- Page 43 – 44 Fuel Poverty

Priority: Environment

- Page 45 – 48 Transport Infrastructure and Services
- Page 49 – 52 Carbon Control and Reduction

Priority: Modern and Efficient Council

- Page 53 – 55 Organisational Change
- Page 56 – 57 Matching Resources to Priorities
- Page 58 – 59 Achieving Efficiency Targets
- Page 60 – 62 Procurement Strategy
- Page 63 – 64 Asset Strategy
- Page 65 – 67 Access to Council Services
- Page 68 – 69 Single Status

This Summary document needs to be read alongside the Council's published Improvement Plan ([link here](#)) to enable the reader to understand the detailed milestones and targets we have set ourselves to achieve our outcomes.

Priority: Housing
Sub-Priority: Extra Care Housing
Impact: Helping more people to live independently and well at home

We said in 2013/14 that we would:

1. Extend our extra care supported living service from 1 to 2 schemes increasing provision from 50 housing units to 113 housing units by opening Llys Jasmine in Mold to follow Llys Eleanor in Shotton.

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be Measured through:

- Scale and take-up of provision to meet demand
- Tenant feedback

Achievement Milestones for strategy and action plans: (Lead officers – Director of Community Services, Head of Housing, Head of Adult Social Services)

Open Llys Jasmine – September 2013

Develop a tenant satisfaction scheme by January 2014

Page 153

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Full occupation: i) Llys Jasmine – 63 units ii) Llys Eleanor – 50 units	Director of Community Services / Head of Housing / Head of Adult Social Services	i) N/A ii) 100%	i) 100% ii) 100%	i) 100% ii) 100%	i) N/A ii) 100%	G	G

Tenant feedback: >90% rate of tenant satisfaction (Annual measure)	Head of Housing / Head of Adult Social Services	N/A	90%	90%	N/A	G	G
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2. Develop a new and sustainable business model for more schemes, now there is no longer Welsh Government capital funding available, with plans for further schemes in the Flint and Holywell catchments.

Progress Status

Progress RAG

G

Outcome RAG

G

Achievement will be Measured through:

- development of a new business model
- development of agreed plans for new schemes

Achievement Milestones for strategy and action plans: (Lead Officer – Director of Community Services)

Appoint partner – November 2013

Develop new business model – December 2013

Develop agreed plans for new schemes – February 2014

Priority: Housing
Sub-Priority: Modern, Efficient and Adapted Homes
Impact: Improving the choice and quality of local housing

We said in 2013/14 that we would:

1. Agree a new model of private finance to deliver an increased number of affordable homes.

Progress status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be Measured through:

- Gaining formal approval for a new model
- Approval for the Flint Town Centre regeneration plan

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Housing)

- Gain approval for new funding model – September 2013
- Gain approval for Flint Town regeneration plan – October 2013

2. Develop a strategy to grow and sustain the private rented sector

Progress status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be Measured through:

- Formal approval for a strategy to grow and sustain the private rented sector approved by the end of 2013
- Bringing of 30 empty homes back into use for residential living

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Housing)

- Develop and implement a Private Rented Sector improvement strategy and associated action plan – September 2013

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of empty homes brought back into use.	Head of Housing	32	30	30 (120 cumulative)	2	A	G

3. Develop a regional housing register and common allocations policy with partners

Progress status

Progress RAG

A

Outcome RAG

G

Achievement will be Measured through:

- A regional housing register and common allocations policy agreed and in place by Autumn 2013

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Housing)

Regional register and common allocations policy agreed – November 2013

Regional register and common allocations policy implemented – February 2014

Priority: Housing
Sub-Priority: Achieve the Welsh Housing Quality Standard
Impact: Improving quality of life for our tenants through improved housing

We said in 2013/14 that we would:

1. Agree a revised business plan with Welsh Government to meet the Welsh Housing Quality Standard (WHQS)

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be Measured through:

- Agreement of a revised business plan with Welsh Government – Achieved (Lead Officer – Head of Housing)

Next steps:
 Pursue options to secure additional funding to maximise investment capacity in the housing stock – April 2014

2. Deliver the capital programme ensuring value for money

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be Measured through:

- Performance management of our works programme

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Capital Programme expenditure on improvement work streams	Head of Assets and Transportation	N/A	£12m	N/A	£4m	G	G

Page 157

3 Develop a Housing Asset Management Strategy by January 2014.

Progress status

Progress RAG

G

Outcome RAG

G

Achievement will be Measured through:

- An effective strategy to maintain and improve the housing stock.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Assets and Transportation)

Asset management strategy including options for energy funding, WHQS, regulation and compliance etc. – January 2014

DRAFT

Priority: Living Well
Sub-Priority: Independent Living
Impact: Improving people's quality of life

We said in 2013/14 that we would:

1. Build on the success of the reablement / recovery approach; agree the regional plan for telecare / telehealth; improve the timeliness of adaptations.

Progress Status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement will be measured through:

- agreeing the regional plan for telecare / telehealth
- meeting the all Wales average for adaptations
- meeting local improvement targets for reablement

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)

Agreeing the regional plan for telecare / telehealth – by March 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The average number of calendar days taken to deliver a Disabled Facilities Grant for adults (PSR/009b).	Head of Adult Social Services	283 days	300 days	250 days by 2018	205 days	G	G
The average number of calendar days taken to deliver a Disabled Facilities Grant for children (PSR/009a).	Head of Children's Social Services	482 days	300 days	250 days by 2016	294 days	G	G

Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	Head of Adult Social Services	72.7%	72%	70% by 2016	78%	G	G
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2. Develop Commissioning Plans for specific service areas to ensure service provision meets need

Progress Status	Progress RAG	A	Outcome RAG	A
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Achievement will be measured through:

- Commissioning plans for dementia, learning disability and mental health services

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)

- Commissioning plans for Learning Disability in place – September 2013
- Commissioning plans for Mental Health Services in place – September 2013
- Commissioning plans for Dementia in place – October 2013

3. Use a whole family approach by implementing the Integrated Family Support Service

Progress Status	Progress RAG	G	Outcome RAG	G
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Achievement will be measured through:

- approval from Welsh Government for the sub regional team between Wrexham and Flintshire
- launch of the Integrated Family Support Service

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Children’s Social Services)

- Approval from Welsh Government for the sub regional team between Wrexham and Flintshire – August 2013

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)
Launch of the Integrated family Support Service – August 2013

4. Prevent homelessness for people who are alcohol and drug dependent, victims of domestic violence, ex offenders and young people including care leavers

Progress Status Progress RAG **A** Outcome RAG **G**

Achievement will be measured through:

- Homeless prevention for at least 6 months for households and individuals including care leavers

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Homeless prevention for at least 6 months for households and individuals (including care leavers). Measured annually. (HHA/013)	Head of Housing	83.41%	90%	90%	N/A (annual)	N/A	G
Referrals to the Homesafe Service.	Interim Head of Public Protection	170	To be determined	To be determined	N/A	N/A	N/A

5. Carry out a major review of the Transition Service and implement findings

Progress Status

Progress RAG

A

Outcome RAG

G

Achievement will be measured through:

- children with disabilities are better supported to become young adults

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Children’s Social Services)

Consultation with children with disabilities and their families to ensure they are better supported to become young adults – March 2014

DRAFT

Priority: Living Well
Sub-Priority: Integrated Community Social and Health Services
Impact: Helping more people to live independently and well at home

We said in 2013/14 that we would:

1. Integrate community based health and social care teams within localities

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be measured through:

- development of one co-located team this financial year
- effective joint working

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)

- Development of one co-located team this financial year – March 2014
- Joint processes and procedures in place for co-locating teams – March 2014

Page 163

2. Support the introduction of Home Enhanced care Service (HECS) in the North West Locality by summer 2013 and in North East and South Localities by autumn 2013

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be measured through:

- co-location of the Crisis Intervention Team (Health) and the Reablement Team (Council)
- agree and implement the business case for HECS in the North West locality
- the experiences of patients

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)

- Co-location of the Crisis Intervention Team (Health) and the Reablement Team (LA)

Option for co-location explored by June 2013
Preferred recommendation delivered by September 2013

Achievement Milestones for strategy and action plans: (Lead Officer – Director of Community Services)
Agree the business case for HECS in the North West locality – June 2013

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)
Implement the business case for HECS in the North West locality – September 2013

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Adult Social Services)
Three patient stories to be gathered in first quarter – October 2013

Page 104

3. Ensure that effective services to support carers are in place as part of the integrated social and health services

Progress Status

Progress RAG

G

Outcome RAG

G

Achievement will be measured through:

- plans to support carers are agreed and implemented

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Percentage of plans to support carers agreed and implemented	Head of Adult Social Services	72%	74%	90%	78.91%	G	G

4. Ensure Health and Social Care and Well Being Strategy priorities are progressed through localities

Progress Status

Progress RAG

A

Outcome RAG

A

Achievement will be measured through:

- Locality action plan outcomes

Achievement Milestones for strategy and action plans: (Lead Officer – Director of Community Services)

Inclusion of relevant HSCWB Strategy priorities in the Locality Leadership Teams plans – June 2013

Achievement of relevant outcomes in Locality Leadership Teams plans – March 2014

DRAFT

Priority: Economy and Enterprise
Sub-Priority: Business Sector Growth in Deeside
Impact: Creating jobs and growing the local economy

We said in 2013/14 that we would:

1. Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park (DIP) and Deeside Enterprise Zone (DEZ).

Progress Status **Progress RAG** **A** **Outcome RAG** **A**

Achievement will be measured through:

- Scale and take-up of enquiries leading to inward investment in DIP and DEZ

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of enquiries received	Head of Regeneration	36	55	45	6	A	G
Percentage of enquiries that have led to investment	Head of Regeneration	42%	60%	50%	50%	A	G

2 Support the growth of the existing business on Deeside, to maximise opportunities for business development

Progress Status **Progress RAG** **A** **Outcome RAG** **G**

Achievement will be measured through:

- Number of jobs sustained and created

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of jobs sustained	Head of Regeneration	1300	1400	1000	Annual target		G
Number of jobs created	Head of Regeneration	431	600	500	25	A	G

3. Produce, agree and implement the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Progress Status	Progress RAG	G	Outcome RAG	A
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Achievement is measured through: -

- Approval of the Northern Gateway site “masterplan”
- Scale of development within the site

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Regeneration)

Approval of the Northern Gateway site “masterplan” – March 2014

Next steps:

Review scale of development within the site

4. Explore with Welsh Government the opportunities to improve the infrastructure (transport and housing etc).

Progress status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement is measured through:-

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Regeneration)

WG approval of the DEZ Infrastructure Business Plan – March 2014

Progress milestones for implementation:

- A) Flood mitigation – January 2014
- B) Spine road development – January 2014
- C) Energy and utilities – January 2014

DRAFT

Priority: Economy and Enterprise
Sub-Priority: Town and Rural Regeneration
Impact: Making local communities viable

We said in 2013/14 that we would:

1. Progress and invest in the eight Town centre “masterplans” to meet local priorities and need.

Progress status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement is measured through:-

- Scale and take-up of the Business Grant Scheme in Town Centres
- Delivery and completion of actions set out in the “masterplans”

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Regeneration)

Delivery and completion of actions set out in the “masterplan”s - TBC

Measure / Milestone	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Scale and take up of the Business Grant Scheme in Town Centres.	Head of Regeneration	n/a	25	25	22	A	G

2. Complete the rural development schemes in Mold, Holywell and village areas							
Progress status				Progress RAG	G	Outcome RAG	G
Achievement is measured through:- <ul style="list-style-type: none"> Delivering and completing in-year rural development schemes 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Flintshire Enterprise Project Number of micro enterprises created Gross number of jobs created	Head of Regeneration	N/A	10 10	10 10	0 0	TBC	G
Linking Flintshire's Communities Number of new services/facilities available to the rural population Number of marketing and promotional activities	Head of Regeneration	N/A	2 3	2 3	0 0	TBC	G
Community Key Fund Number of projects financially supported Number of villages benefiting from renewal and development	Head of Regeneration	N/A	12 3	12 3	5 6	G	G
Town & Village Streetscape Enhancements Number of projects financially supported Number of enterprises advised or	Head of Regeneration	N/A	12 12	12 12	0 0	TBC	G

assisted to develop projects relating to village renewal and development							
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3. Agree the new business model for the County's Community Events Programme including marketing and promotion.

Progress status	Progress RAG	G	Outcome RAG	G
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Achievement will be measured through:-

- Developing a new business model to support community events

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Culture and Leisure)
Developing a new business model to support community events – October 2013

Page 171

DRAFT

Priority: Economy and Enterprise
Sub-Priority: Social Enterprise
Impact: Supporting and creating new forms of local business

We said in 2013/14 that we would:

1. Agree an investment plan for growing and supporting Social Enterprise.

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be measured through:-

- agreeing an investment plan and capital seed corn funding

Achievement Milestones for strategy and action plans: (Lead Officer – Director of Community Services)

Agreement of an investment plan – June 2013

Commitment to the provision of £50,000 capital seed corn funding – July 2013

2. Develop effective support for Social Enterprises.

Progress status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement will be measured through:-

- establishing a range of community benefit clauses to be used when procuring services
- feedback from social enterprises
- establishing a Social Enterprises network

Achievement Milestones for strategy and action plans: (Lead Officer – Neil Director of Community Services)

Establish Social Enterprises network – October 2013

Next steps:
Feedback from Social Enterprises (once the network has been established)

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of community benefit clauses that have been developed.	Head of ICT and Customer Services	N/A	TBC	TBC	No. created between 01/04/13 and 01/09/13 = 0	A	A

3. Develop new social enterprise projects to meet the Council's priorities							
Progress status				Progress RAG	A	Outcome RAG	A
<p>Achievement will be measured through:-</p> <ul style="list-style-type: none"> establishing a Social Enterprise from within the Council 							
Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Establishing a social enterprise from within the Council	Head of Adult Social Services	N/A	1 within the Council	2 further schemes supported by the Council	Initial plans in place	A	A

Priority: Skills and Learning
Sub-Priority: Modernised and High Performing Education
Impact: Improving standards in schools to get the best learner outcomes

We said in 2013/14 that we would:

1. Make a difference through our School improvement Strategy by:-

- Raising standards by improving skills in literacy and Numeracy;

Progress status	Progress RAG	A	Outcome RAG	G
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- Raising educational attainment by reducing the impact of poverty and disadvantage;

Progress status	Progress RAG	A	Outcome RAG	G
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- Raising standards by sharing best teaching practice and resources across schools and the region;

Progress status	Progress RAG	A	Outcome RAG	G
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- Raising standards through effective use of new technologies;

Progress status	Progress RAG	A	Outcome RAG	G
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- Better preparing young people for the work place;

Progress status	Progress RAG	A	Outcome RAG	G
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- Making sure schools receive the best possible support from the new Regional School Effectiveness and Improvement Service

Progress status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement is measured through:-

- outcomes in Maths and English at all Key Stages
- reduction in the gap in performance in learners entitled to free school meals and those who are not
- % of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent
- % of learners achieving Core Subject Indicator at Key Stage 3
- % of learners achieving Core Subject Indicator at Key Stage 2

* Please note; All Key Stage 3 outcomes reported are provisional. Outcomes reported are above target, but comparative information for other LAs in Wales is not yet available.

- Outcomes in Mathematics and English at all Key Stages;

Page 175

Achievement Measures	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG
The percentage of learners achieving GCSE grade C or above in Mathematics	Secondary Services Officer	69.4%	71.5%	73.7%	To be reported in Q3 (N/A)		N/A
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	Secondary Services Officer	83.9%	85.1%	88.8%	86.5%*	G	G
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	Primary Services Officer	86.3%	86%	89.8%	88.2%	G	G
The percentage of learners achieving GCSE grade C or	Secondary Services	69.2%	75.1%	76.4%	To be reported in Q3		N/A

above in English	Officer					(N/A)	
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	Secondary Services Officer	83.1%	84.7%	88.1%	85.7%*	G	G
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	Primary Services Officer	83.8%	85.4%	88%	88.0%	G	G

- The reduction in the gap in performance of learners entitled to free school meals and those who are not

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	Secondary Services Officer	89.5%	93.8%	94.6%	To be reported in Q3 (N/A)		G
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	Secondary Services Officer	26%	48%	53.9%	To be reported in Q3 (N/A)		G
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped	Secondary Services Officer	267.8	319.3	327.9	To be reported in Q3 (N/A)		G

Points Score indicator. (Points achieved in best eight course outcomes)							
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- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG
The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Secondary Services Officer	77.3%	75.4%	82.2%	Reported in Q3	A	G
The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language	Secondary Services Officer	59.6%	62.8%	66.9%	67.0%	G	G

- Percentage of learners achieving Core Subject Indicator at Key Stage 3

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG
The percentage of learners achieving the Core Subject Indicator at Key Stage 3	Secondary Services Officer	76%	77.2%	83.6%	80.0%*	G	G

- Percentage of learners achieving Core Subject Indicator at Key Stage 2

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG
The percentage of learners achieving the Core Subject Indicator at Key Stage 2	Primary Services Officer	81.3%	81.7%	86%	85.0%	G	G

Priority: Skills and Learning
Sub-Priority: Places of Modernised Learning
Impact: Improving places of learning to get the best learner outcomes

We said in 2013/14 that we would:

Make a difference through our School Modernisation Strategy by: -

- Implementing our Primary and Secondary School Modernisation plans.

Progress status	Progress RAG	A	Outcome RAG	A
• Submitting a Business Case for future change to Welsh Government for approval.				
Progress status	Progress RAG	G	Outcome RAG	G
• Developing the design and building of planned new schools and the post-16 centre at Connah's Quay.				
Progress status	Progress RAG	A	Outcome RAG	G
• Strengthening school 'cluster working' and federations.				
Progress status	Progress RAG	A	Outcome RAG	A
• Improving Information Communication Technology Infrastructure in all schools using Learning in Digital Wales funding				
Progress status	Progress RAG	A	Outcome RAG	G

Achievement will be Measured through:-

- completing decision making on infant and junior school amalgamations
- completing consultation on post-16 provision (Saltney and Flint)
- improving governance and financial resilience through having fewer schools
- reducing surplus places
- approval of Business Cases by Welsh Government
- achieving key 21st Century Schools planning and design
- Introducing 'wireless' technology in all schools in 2013/14

Achievement Milestones for strategy and action plans: (Lead Officer – Director of Lifelong Learning)

• Completing decision making on Infant and Junior School amalgamations.

Progress status	Progress RAG	G	Outcome RAG	G
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• Completing consultations on post-16 provision (Saltney and Flint).

Progress status	Progress RAG	A	Outcome RAG	A
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• Improving governance and financial resilience through having fewer schools.

Progress status	Progress RAG	A	Outcome RAG	A
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• Reducing surplus places

Achievement Measures	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Outturn data (January 2013)	Performance RAG	Outcome Performance Predictive RAG
Reduce the percentage of surplus places (primary)	Head of Development & Resources	17.83%	16.75%	10%	15.75%	G	G
Reduce the percentage of surplus places (secondary)	Head of Development & Resources	12.76%	13.99%	10%	15.81%	A	G

• Approval of Business Case by Welsh Government.

Progress status	Progress RAG	G	Outcome RAG	G
<ul style="list-style-type: none"> Achieving Key 21st Century Schools planning and design. 				
Progress status	Progress RAG	A	Outcome RAG	G
<ul style="list-style-type: none"> Introducing 'wireless' technology in all schools in 2013/14 				
Progress status	Progress RAG	G	Outcome RAG	G

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Priority: Skills and Learning
Sub-Priority: Apprenticeships and Training
Impact: Meeting the skills and employment needs of local employers

We said in 2013/14 that we would:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities				
Progress status	Progress RAG	A	Outcome RAG	G
2. Launch the Employer's Promise in the public sector to promote and enhance our roles as employers				
Progress status	Progress RAG	G	Outcome RAG	G
3. Set a marketing strategy to communicate the range of apprenticeship and training programmes available				
Progress status	Progress RAG	A	Outcome RAG	G
4. Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training				
Progress status	Progress RAG	A	Outcome RAG	G
5. Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network				
Progress status	Progress RAG	G	Outcome RAG	G
6. Continue to develop and increase the number and range of Communities First Job Club programmes				
Progress status	Progress RAG	G	Outcome RAG	G
7. Implement skills development programmes in partnership with local employers				
Progress status	Progress RAG	A	Outcome RAG	G

Achievement will be measured through:-

- Reducing the percentage of 16 to 24 year olds claiming job seekers allowance
- Securing high levels of 16 year olds in education, employment and training
- Increasing the number of people who successfully establish and grow businesses
- Increasing the number of apprenticeships in the public and voluntary sector
- Increasing the number of new work experience and apprenticeships

Achievement Measures	Data Officer / Organisation	2012/13 Baseline Data	2013/14 Target	Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG	
Reducing the percentage of 16 to 24 year olds claiming job seekers allowance	DWP	7.8% average	6.8%	7.0%	6.4%	A	G	
Securing high levels of 16 year olds in education, employment and training	Careers Wales	97.7%	TBC	TBC	N/A	G	G	
Increasing the number of people who successfully establish and grow businesses	North Wales Economic Ambition Board	Flintshire (2011) - 420 new active businesses created 2012 – supported business to create 573 new jobs and safeguard 1,300	Data to be determined					

<p>Increasing the number of apprenticeships in the public and voluntary sector</p>	<p>Coleg Cambria FCC Careers Wales Job Centre Plus</p>	<p>Apprenticeships: 825</p> <p>Traineeships: 124</p> <p>Work Experience Placements: 219</p>	<p>Data to be determined</p>	<p>G</p>
<p>Increasing the number of new work experience and apprenticeships</p>	<p>Careers Wales & Coleg Cambria</p>		<p>Data to be determined</p>	

Priority: Safe Communities
Sub-Priority: Community Safety
Impact: Keeping people and communities safe

We said in 2013/14 that we would: -

1. Make a difference through our Community Safety Plan by:

- Working with young people to raise greater awareness of domestic abuse and sexual violence;
- Improving the range of services available for people recovering from drug and alcohol misuse: and
- Developing a partnership approach to deal with the harm caused by alcohol misuse.

Progress Status

Progress RAG

A

Outcome RAG

G

Achievement will be measured through:

- Finalising the North Wales Community Safety Plan
- Fewer high risk repeat victims of domestic abuse
- Delivery of training sessions to young people regarding domestic abuse and sexual violence
- 'Completed Treatments' and waiting times for substance misuse services

Achievement Milestones for strategy and action plans: (Lead Officer – Interim Head of Public Protection)

Finalising the North Wales Community Safety Plan – 31st March 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Fewer high risk repeat victims of domestic abuse	Interim Head of Public Protection	28%	28%	28%	28%	G	G
Delivery of Training Sessions to young people regarding domestic abuse and sexual violence. Progress milestones for the improvement :							
Numbers of schools accessing	Interim Head	N/A	12	12	5	G	G

Cats Paw Theatre Productions	of Public Protection		(100%)	(100%)	(41.7%)		
Percentage of young people reporting increased awareness following Performances of Cats Paw Production	Interim Head of Public Protection	N/A	85%	90%	96%	G	G
Completed treatments and waiting times for substance misuse services. Progress milestones for the improvement:							
Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	Interim Head of Public Protection	74.75%	80.00%	80.00%	65.52%	R	G
Treatment Completes (KPI 6)	Interim Head of Public Protection	68.32%	80.00%	80.00%	71.58%	A	G

2. Implement the anti-social behaviour strategy for Council tenants				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> An effective anti-social behaviour strategy for Council Tenants <p>Achievement Milestones for strategy and action plans: (Lead Officer – Interim Head of Public Protection / Head of Housing) Provision of Hate Crime Training and Review of Reporting arrangements in Housing – January 2014 Establishment of reporting procedures for hate crime and incidents in Council housing in conjunction with Safer Wales – December 2013 Establishment of a measure/set of measures in relation to antisocial behaviour of Council Tenants – December 2013</p>				

3. An effective Workplace Domestic Abuse Policy				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Implementing an effective Workplace Domestic Abuse Policy <p>Achievement Milestones for strategy and action plans: (Lead Officer – Interim Head of Public Protection / Head of HR&OD) Implementing an effective Workplace Domestic Abuse Policy. Progress milestones for the improvement:</p> <ul style="list-style-type: none"> Development of a mechanism to collate and report the numbers of managers accessing training – TBC 				

4. Reduce the fear of crime by making best use of the latest technologies including closed circuit television				
Progress Status	Progress RAG	A	Outcome RAG	A
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Meeting the agreed timetable for implementing changes to CCTV provision <p>Achievement Milestones for strategy and action plans: (Lead Officer – Interim Head of Public Protection and Head of Development and Resources) Review of current provision supported by statistical information on crime detection to enable a review of the scale and location of existing fixed camera network – September 2013</p>				

5. Develop a better understanding of how the Council can prevent human trafficking and sexual exploitation as part of a Safeguarding Strategy

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Agreeing an effective, extended Safeguarding Strategy

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Children’s Social Services)
 Agreement of Terms of Reference for Missing Children & Child Sexual Exploitation (CSE) Task Group – March 2014
 Establish a mechanism to record the number of missing episodes – March 2014
 Roll out of Human Trafficking training via FWLSCB – March 2015

DRAFT

Priority: Safe Communities
Sub-Priority: Traffic and Road Management
Impact: Improving road safety

We said in 2013/14 that we would: -

- 1. Agree and implement a civil parking enforcement policy by:**
- Submitting a bid to Welsh Government to approve the Council's civil parking enforcement powers
 - Implementing civil parking enforcement

Progress Status

Progress RAG

A

Outcome RAG

G

Achievement will be measured through:

- A successful bid
- Reduction in unlawful parking

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Assets and Transportation)

Approval of the Council's Civil Parking Enforcement Bid by Welsh Government – received July 2013

Implementation of Civil Parking Enforcement – October 2013

Establish a mechanism to collate and report numbers of unlawful parking incidents – November 2013

2. Implement the first phase of our speed limit review

Progress Status

Progress RAG

A

Outcome RAG

G

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Assets and Transportation)

Implement new Speed Limit Orders – TBC

3. Agree, subject to funding, the first phase of our 20mph zones outside schools							
Progress Status				Progress RAG	A	Outcome RAG	G
Achievement will be measured through: Implementation of 20 mph advisory zones							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Implement 20 mph advisory zones	Head of Assets and Transportation	40	25	All 90 schools by end of 2014/15	0	A	G

4. Undertake a programme of installing improved street lighting							
Progress Status				Progress RAG	G	Outcome RAG	G
Achievement will be measured through:							
<ul style="list-style-type: none"> Reducing numbers of reportable road traffic accidents and fatalities Installing new street lighting units 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Reducing numbers of reportable road traffic collisions	Interim Head of Public Protection	Accidents 339	Accidents 325	Accidents 300	Accidents (Apr-Jun) 83	A	A
Reducing numbers of road traffic fatalities	Interim Head of Public Protection	Fatalities 4	Fatalities 4	Fatalities 3	Fatalities 2	A	A

Installing improved and energy efficient street lighting, signs and bollard units	Head of Streetscene	N/A	1.75 % Per Year	2.5 % Per Year	1.5 %	A	G
Installation and replacement of structurally failed street lighting columns	Head of Streetscene	1.5 % per year	5 % Per Year	6 % Per Year	4.5 %	A	G
The average number of calendar days taken to repair street lamp failures during the year (THS/009)	Head of Streetscene	3 Days	3 Days	2.5 Days	2.5 Days	G	G

5. Implement Regional Transport Plan road safety schemes							
Progress Status				Progress RAG	A	Outcome RAG	G
Achievement will be measured through: <ul style="list-style-type: none"> Completing road safety schemes 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Implement Schemes	Head of Assets and Transportation	100%	100%	100%	15%	G	G

Priority: Poverty
Sub-Priority: Welfare Reform
Impact: Protecting people from poverty

We said in 2013/14 that we would: -

1. Help prevent people from becoming homeless

Progress Status				Progress RAG	G	Outcome RAG	G
Achievement will be measured through:							
<ul style="list-style-type: none"> The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Homeless Prevention for 6 months (HHA/013)	Head of Housing	83.41%	90%	90%	N/A (annual)	N/A	G

Page 191

2. Provide advice and support services to help people protect their income

Progress Status				Progress RAG	G	Outcome RAG	A
Achievement will be measured through:							
<ul style="list-style-type: none"> Number of Flintshire residents assisted by Flintshire County Council's Welfare Rights Unit to claim additional Social Security and Tax Credits Number of residents supported to successfully challenge adverse benefit decisions Number of residents accessing money management training Number of residents helped to move to more affordable accommodation Amount of additional Social Security and Tax Credits paid to Flintshire Residents as a result of the work undertaken by Flintshire County Council 							

- Amount of debt managed as a result of advice provided by the Flintshire Money Advice Service

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Head of Housing	£2,000,000	£2,200,000	£3,500,000	£573,000	G	G
<i>The following indicators are provided as management information for monitoring purposes only and are not suitable for target setting and performance RAG assessment</i>							
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Head of Housing	1,200	N/A	N/A	351	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions	Head of Housing	110	N/A	N/A	35	N/A	N/A
Number of residents accessing money management training	Head of Housing	N/A	N/A	N/A	11	N/A	N/A
Number of residents helped to move to more affordable accommodation	Head of Housing	N/A	N/A	N/A	6	N/A	N/A
Amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service	Head of Housing	£3,500,000	N/A	N/A	£1,537,281	N/A	N/A

Priority: Poverty
Sub-Priority: Fuel Poverty
Impact: Protecting people from poverty

We said in 2013/14 that we would: -

1. Develop a regional ECO scheme with key partners

Progress Status	Progress RAG	G	Outcome RAG	G
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Achievement will be measured through:

- Delivery of a regional ECO scheme

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Housing)

Delivery of a regional ECO scheme – August 2013 (Completed)

Achievements are measured as part of the other activities in this improvement plan, in terms of measures installed, and carbon and heating bills reduced please see sub-priority “Achieve the Welsh Housing Quality Standard”.

Page 193

2. Help residents in the private sector to access funding support to improve the thermal efficiency of their homes

Progress Status	Progress RAG	G	Outcome RAG	G
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Achievement will be measured through:

- Number of households accessing Eco and other energy efficiency funding

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
£75,000 anticipated annual energy bill savings secured	Head of Housing	£270,245	£75,000	£75,000 per year	£77,615	G	G

Annual carbon emission reduction of 5,000 tonnes	Head of Housing / Head of Assets and Transportation	17,412 tonnes	5,000 tonnes	5,000 tonnes per year	4928 tonnes	G	G
Total number of measures installed through ECO and other energy efficiency funding	Head of Housing	920 measures	200 measures	200 measures per year	268 measures	G	G

3. Deliver energy efficiency measures to Council homes

Progress Status	Progress RAG	G	Outcome RAG	G
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Achievement will be measured through:

- Number of Council homes receiving energy efficiency measures

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of Council homes receiving energy efficiency measures	Head of Housing	363 homes	77 homes	200 homes	77 homes	G	G

Priority: Environment
Sub-Priority: Transport Infrastructure and Services
Impact: People being able to access employment, local services and facilities

What said in 2013/14 that we would: -

1. Use available funding to support Council priorities for accessing employment, health, leisure and education

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Completing funded projects within the Regional Transport Plan

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Taith Programme (externally funded) – Regional Transport Plan	Head of Assets and Transportation	4	3	3	0	A	G
Rural Development Plan (externally funded)	Head of Assets and Transportation	2	2	2	0	A	G

Page 195

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Condition of the highways infrastructure

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Percentage of principal (A) roads that are in overall poor condition (THS/011a)	Head of Assets and Transportation	2.20%	6%	6%	Annual Indicator	A	A
Percentage of non-principal (B) roads that are in overall poor condition (THS/011b)	Head of Assets and Transportation	2.81%	6%	6%	Annual Indicator	A	A
Percentage of non-principal (C) roads that are in overall poor condition (THS/011c)	Head of Assets and Transportation	8.02%	9%	6%	Annual Indicator	A	A
Percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition (THS/012)	Head of Assets and Transportation	5.41%	6%	6%	Annual Indicator	A	A

Aspirational targets have been set in line with the Welsh Government guidelines for the condition of principal roads and allows resources to be prioritised on non-classified roads.

3. Improve facilities and routes for pedestrians and cyclists

Progress Status				Progress RAG	A	Outcome RAG	G
Achievement will be measured through:							
<ul style="list-style-type: none"> Usage of the County's cycleways 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of users on the network evidenced through counter data	Head of Assets and Transportation	N/A	50,000	70,000	24,000	A	G

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals

Progress Status				Progress RAG	G	Outcome RAG	G
Achievement will be measured through:							
<ul style="list-style-type: none"> Welsh Government agreeing to the Deeside Infrastructure Business Plan 							
Achievement Milestones for strategy and action plans: (Lead Officer – Head of Regeneration)							
Welsh Government approval of the DEZ Infrastructure Business Plan – March 2014							

5. Support TAIH to produce a regional bus strategy: Improving cross County travel and access

Progress Status				Progress RAG	A	Outcome RAG	G
Achievement will be measured through:							
<ul style="list-style-type: none"> Developing and agreeing the regional bus strategy 							

Achievement Milestones for strategy and action plans: (Lead Officer –Head of Assets and Transportation)
Development of draft regional bus network strategy – July 2013 (Completed and currently out to consultation)

Next Steps:
New contracts or changes to contracts to commence April 2014

6. Review the Council’s subsidised bus services to improve access to employment, health, leisure and education

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Scale and take up of bus passenger numbers

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Assets and Transportation)
Development of a new mechanism for capturing and reporting total bus passengers numbers – April 2014)

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of passengers for Deeside Shuttle	Head of Assets and Transportation	63,500 per annum (average)	64,000+ (extra 42 pax. per month)	64,000+ (extra 42 pax. per month)	TBC	A	A
Number of concessionary passes in circulation	Head of Assets and Transportation	81.1% (30,907)	78%	80%	83% (31,643)	G	G

Priority: Environment
Sub-Priority: Carbon Control and Reduction
Impact: Reducing our carbon impact on the natural environment

We said in 2013/14 that we would: -

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to manage and reduce emission levels.

Progress Status	Progress RAG	A	Outcome RAG	G
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2. Challenge the Council's carbon emissions, through our assets, vehicles and people behaviour: -

- Investing in renewable energy schemes
- Investing in a more efficient fleet (vehicles)
- Improving our waste management measures

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Carbon reduction commitment
- Renewable energy schemes
- Recycling performance

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Assets and Transportation)
Measure or milestone to be determined for renewable energy schemes – TBC (Date)

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-	Head of Assets and Transportation	Current tonnes of carbon	Target 5% reduction	60% by 2021	+0.28%	A	G

domestic property portfolio)		14,112.5 (weather corrected)					
The percentage of local authority municipal waste recycled (WMT/010ii)	Head of Streetscene	20.37%	22%	24%	18.92%	A	G
The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way (WMT/011)	Head of Streetscene	51.83%	62%	75%	57.24%	A	G
The percentage of municipal waste collected by local authorities sent to landfill (WMT/004b)	Head of Streetscene	41.37%	49%	30% by 2025	40.87%	G	G

Page 200

3. Promote and increase the number of homes receiving energy efficiency measures in the Deeside Housing Renewal Area				
Progress Status	Progress RAG	G	Outcome RAG	G
Achievement will be measured through:				
<ul style="list-style-type: none"> Number of homes receiving energy efficiency measures e.g. insulation 				

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of homes receiving energy efficiency measures	Head of Housing	588	200	600	189	G	G
Overall annual reduction in carbon emissions from housing	Head of Housing	14,312	5000 lifetime tonnes of CO2	5000 tonnes per annum	3313 lifetime tonnes of CO2	G	G
Overall annual fuel bill reduction for residents	Head of Housing	£181,080	£75,000	£75,000 per annum	£65,205	G	G

4. Encourage public utilisation of recycling facilities and services							
Progress Status				Progress RAG	A	Outcome RAG	G
Achievement will be measured through: <ul style="list-style-type: none"> Reduction in landfill and improved recycling performance 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The percentage of municipal waste collected by local authorities sent to landfill (WMT/004b)	Head of Streetscene	41.37%	49%	30% by 2025	40.87%	G	G
Increase the level of recycling in order to achieve the statutory Welsh Government targets	Head of Streetscene	55%	59%	63% by 2025	56%	A	A

5. Encourage residents and employees to use more sustainable forms of transport

Progress Status	Progress RAG	R	Outcome RAG	A
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Achievement will be measured through:

- Bus passenger numbers and use of cycleways

Achievement Milestones for strategy and action plans: (Lead Officer -Head of Assets and Transportation)
Measure or milestone to be determined for bus passenger numbers – April 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Increase in the number of users on our cycleway networks <i>(data from counters)</i>	Head of Assets and Transportation	N/A	50,000	70,000	24,000	A	G

Page 202

6. Complete the review and rationalise the Council's assets

Progress Status	Progress RAG	A	Outcome RAG	A
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Achievement will be measured through:

- Reduction in Council's assets portfolio

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Reduce the number of corporate office buildings we own and occupy	Head of Assets and Transportation	3 buildings	Close 1 building	2	0	A	G

Priority: Modern and Efficient Council
Sub-Priority: Organisational Change
Impact: Managing services well to achieve our priorities

We said in 2013/14 that we would: -

1. Establish a future ‘operating model’ for a modern Council

Progress Status	Progress RAG	A	Outcome RAG	A
Achievement will be measured through: <ul style="list-style-type: none"> The development of a “politically” agreed and sustainable “social business model” for the Council 				
Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Development and adoption of a “politically” agreed and sustainable “social business model” for the Council – December 2013				

2. Integrate business units and consider alternative models

Progress Status	Progress RAG	A	Outcome RAG	A
Achievement will be measured through: <ul style="list-style-type: none"> Agreeing a model to support the future operating model 				
Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Agreement of a model to support the future operating model – December 2013				

3. Streamlining the organisation

Progress Status	Progress RAG	A	Outcome RAG	A
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Achievement will be measured through:

- The changing organisational hierarchy, workforce numbers and costs

Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD)

Measures for the percentage change in workforce numbers and the paybill to be established as part of the workforce scaling programme – from February 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of planned service reviews which have been completed. <i>(2013/14 target may change dependent on the identification of priorities as part of Change Programme)</i>	Head of HR and OD	19 completed to date	15	N/A Now overtaken by Value for Money	5 reviews completed	A	A

4. Modernise working practices

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Process and cost efficiencies

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£161,000	G	G
Cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£450,000	G	G
iTrent process efficiencies achieved <i>(Will be achieved through the Organisation Admin Review. These savings relate to the introduction of automated expenses and based on the assumption that roll out across the whole organisation is completed before April 2014. Future development work will release comparable process efficiencies)</i>	Head of HR and OD	£3,211	£6,427	£11,780	£3,200	G	G

Page 205

5. Provide capability and capacity to manage a reduced sized organisation				
Progress Status	Progress RAG	A	Outcome RAG	A
Achievement will be measured through: <ul style="list-style-type: none"> The development of a “politically” agreed “social business model” Agreeing a model to support the future operating model The changing organisational hierarchy, workforce numbers and costs. 				
Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)				

See the measures for activities 1 – 3 above.

Priority: Modern and Efficient Council
Sub-Priority: Matching Resources to Priorities
Impact: Protecting local frontline public services through the best use of our resources

We said in 2013/14 that we would: -

1. Agreement of the Council Priorities for this Council

Progress Status	Progress RAG	A	Outcome RAG	G
Achievement will be measured through: <ul style="list-style-type: none"> Agreement of the 2014/15 Council Improvement Priorities 				
Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Agreement of the 2014/15 Council Improvement Priorities as part of a new style and more impacting Improvement Plan – April/May 2014				

2. Agreement of the capital and revenue resources to deliver our priorities for this Council

Progress Status	Progress RAG	A	Outcome RAG	G
Achievement will be measured through: <ul style="list-style-type: none"> Resources being available to fund each priority in setting budgets Agreement of creative models to fund or part fund our priorities Agreement of a business approach to fees and charges 				
Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance) As part of the MTFP find new ways of funding: - <ul style="list-style-type: none"> Revenue priorities – from February 2014 Capital Priorities – from February 2014 				

Implement a Corporate Fees & Charges Policy – From April 2014							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Resources in place to fund 2013/14 priorities	Head of Finance	N/A	100%	100%	N/A Annual	G	G
Resources in place to fund future year priorities	Head of Finance	N/A	N/A	100%	N/A Annual	R	G

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Priority: Modern and Efficient Council
Sub-Priority: Achieving efficiency targets
Impact: Protecting local frontline public services through the best use of our resources

We said in 2013/14 that we would: -

1. Agree a four year organisational change & efficiency programme

Progress Status	Progress RAG	A	Outcome RAG	A
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Achievement will be measured through:

- Producing a sustainable four year financial plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance / Chief Executive)
 Production and agreement of a sustainable 4 year plan – February 2014

2. Agree a specific saving and efficiencies programme for 2014/15

Progress Status	Progress RAG	R	Outcome RAG	A
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Achievement will be measured through:

- Producing an annual plan for 2014/15 within the larger four year financial plan

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance)
 A balanced annual budget is approved by the Council each year which will include a savings and efficiencies programme to be achieved in 2014/15 – February 2014

3. Agree the value for money strategy to support them				
Progress Status	Progress RAG	R	Outcome RAG	A
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Developing a value for money strategy to generate the efficiencies from 2013/14 to assist the funding of services for 2014/15 and onwards <p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Development of a value for money strategy to generate efficiencies for 2014/15 and onwards – by February 2014</p>				

Page 209

4. Achieving our targeted efficiencies for 2013/14							
Progress Status	Progress RAG	A	Outcome RAG	G			
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Meeting 85% or more of our pre-agreed efficiency targets 							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget	Head of Finance	146%	85%	85%	95%	G	G
Seek alternative efficiencies for the remaining 15%(or more) to bring the budget outturn in within budget	Head of Finance	N/A	15%	15%	10%	A	G

Priority: Modern and Efficient Council
Sub-Priority: Procurement Strategy
Impact: Making our money go further through smart procurement

We said in 2013/14 that we would: -

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Process and cost efficiency targets being achieved

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achievement of process efficiencies	Head of ICT & Customer Services	£24,000	£102,000	£267,000	£161,000	G	G
Achievement of cost efficiencies	Head of ICT & Customer Services	N/A	£2.23m	£2.673m	£450,000	G	G

2. Optimise procurement efficiencies through the use of regional procurement frameworks.

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- The scale of the use of regional procurement frameworks and the resulting efficiencies

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achievement of efficiency savings achieved due to the use of regional procurement frameworks.	Head of ICT & Customer Services	£257,000	It is anticipated that we will maintain the same level of savings as a minimum. We are awaiting savings reports following the dissolution of the NWPP partnership and the work programme for the WPC once membership is confirmed.			N/A	N/A

Page 211

3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.					
Progress Status	Progress RAG	G	Outcome RAG	G	
Achievement will be measured through: <ul style="list-style-type: none"> The scale of the use of the National Procurement Service and the resulting efficiencies 					
Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services) Establish mechanism to collect and report the volume of goods and services procured through the National Procurement Service – June 2014 Establish mechanism to collect and report the achievement of efficiency savings achieved due to the use of national procurement frameworks– June 2014					

4. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.				
Progress Status	Progress RAG	R	Outcome RAG	A
Achievement will be measured through: <ul style="list-style-type: none"> The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the 2 organisations 				

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)
Creation of a single corporate procurement unit for Flintshire and Denbighshire County Councils – January 2014

5. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy

Progress Status	Progress RAG	R	Outcome RAG	A
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Achievement will be measured through:

- The increasing inclusion of community benefits clauses in contracts

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)
Establishment of criteria and identification of applicable contracts to include community benefit clauses – January 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number / Percentage of applicable contracts which include community benefits clauses.	Head of ICT & Customer Services	1 Contract	Tend to be included in large construction projects (£2m plus) but can be included in general goods and services contracts. Currently applied in Shotton school project and being considered for major projects going forward. Further work to be undertaken to establish criteria and applicable contracts.			N/A	N/A

Priority: Modern and Efficient Council
Sub-Priority: Asset Strategy
Impact: Having the right buildings in the right places for the right uses

We said in 2013/14 that we would: -

1. Renew the Asset Strategy alongside capital planning

Progress Status	Progress RAG	A	Outcome RAG	A
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2. Reduce the number of office buildings

Progress Status	Progress RAG	A	Outcome RAG	A
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3. Extend the use of Agile Working

Progress Status	Progress RAG	A	Outcome RAG	A
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Achievement will be measured through:

- Reducing maintenance and asset costs
- Joint use of assets with partners
- Carbon reduction
- Increased agile working

Achievement Milestones for strategy and action plans: (Lead Officer –Head of Assets and Transportation)
 Determine strategic approach to measuring and capturing scale of workforce engaged in agile working - TBC

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Reduction in the cost per m2 per person in our offices	Head of Assets and Transportation	£1,233.00	£1,172.18	£794	£1,233.00	A	G
Increase the use of our property assets by increasing partnership through the public and third sector via our Flintshire Connects and other property rationalisation approaches.	Head of Assets and Transportation/ Head of Housing	1 Connects Office	3 Connects Offices	5 Connects Offices by 2016	1	A	G
Reduction in our office storage space requirements (incremental)	Head of Assets and Transportation	12%	10%	2% by 2016	10%	A	G
Reduction in our core office buildings from three to two (core buildings to be smaller and more energy efficient)	Head of Assets and Transportation	3	2	2 by 2017/18	0	A	G
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets and Transportation	Current tonnes of carbon 14,112.5 (weather corrected)	Target 5% reduction	60% by 2021	+0.28%	A	G

Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Improving customer services

We said in 2013/14 that we would: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)
Develop a customer feedback strategy for Flintshire Connects – January 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The opening of new Flintshire Connects Centres	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	In progress	G	G
Scale of use of all Flintshire Connects Centres (footfall)	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	5547	G	G

2. Implement a newly modernised website with increased and improved digital services

Progress Status Progress RAG **G** Outcome RAG **G**

Achievement will be measured through:

- Scale and take-up of the new digital services
- Customer feedback

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Scale and take-up of the new digital services (no. of visitors) per annum	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	353,540	G	G
Customer feedback	Head of ICT & Customer Services	73.3%	80%	85%	76.74%	G	G
- Satisfied with visit to website		73.54%	80%	85%	80.46%		
- Successfully found what they were looking for							

Page 216

3. Launch the new Flintshire mobile application “app”

Progress Status Progress RAG **G** Outcome RAG **G**

Achievement will be measured through:

- Scale and take-up of Flintshire’s mobile applications
- Customer feedback

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)

Mobile “App” implemented September 2013:

Strategy to be developed to include baseline and target measurements and customer feedback strategy – January 2014

4. Review and improve our Customer Service Standards

Progress Status

Progress RAG

A

Outcome RAG

G

Achievement will be measured through:

- Endorsement of the improved Customer Services Standards
- Employee training and achievement

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)

Endorsement of the improved Customer Service Standards – January 2014

Further development of employee training programme – March 2014

Priority: Modern and Efficient Council
Sub-Priority: Single Status
Impact: Achieving a fair and affordable pay and grading structure

We said in 2013/14 that we would: -

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement will be measured through:

- Implementation of an affordable, legal, acceptable and workable Single Status Agreement which has been built into the medium-term financial plan.

Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD)
 Implement the Single Status agreement by 1st April 2014

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation

Progress Status	Progress RAG	G	Outcome RAG	G
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Achievement will be measured through:

- Improved cost and flexibility of services e.g. extending service hours does not increase the service operating costs.

Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD)
 Agreement of a modernised set of terms and conditions of employment – October 2013

3. Resolving and settling potential equal pay claims

Progress Status

Progress RAG

G

Outcome RAG

G

Achievement will be measured through:

- Meeting any liability for equal pay claims.

Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD)
Agreement of equal pay strategy – between October 2013 – June 2014

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **WALES AUDIT OFFICE IMPROVEMENT
ASSESSMENT LETTER AND THE COUNCIL'S
RESPONSE AND REGULATORY PLAN**

1.00 PURPOSE OF REPORT

- 1.01 To report for acceptance the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period April 2013 to March 2014.
- 1.02 To advise Members of the Council's Improvement Assessment Letter September 2013 from the Auditor General for Wales.
- 1.03 Members to note the letter and agree the Council's Cabinet response.

2.00 BACKGROUND

Regulatory Programme for Performance Audit

- 2.01 The Auditor General is responsible for preparing a programme of work under the Local Government (Wales) Measure 2009 (the Measure), the remaining functions of the Local Government Act 1999 and the Public Audit (Wales) Act 2004. The programme sets out the work to be delivered by and on behalf of the Auditor General for Wales and by his appointed auditors. It also covers the work of the Care and Social Services Inspectorate for Wales (CSSIW) and Estyn.
 - 2.02 The purposes of regulation are to provide assurance to the organisation, the public and government; to support the development of internal governance and assurance frameworks (e.g. risk management); to aid and support performance improvement (of governance and of public services). In addition the Local Government Act 1999 places requirement on those inspectorates named specifically in the legislation (CSSIW and Estyn) alongside the WAO and its appointed auditor to work together to co-ordinate their activity within each authority.
- #### **Improvement Assessment Letter**
- 2.03 The Auditor General is required by the Measure to report any audit and assessment work which informs judgement as to whether the Council has discharged its duties and met the requirements of the

Measure.

- 2.04 This is the first letter that the Council has received for 2013/14. It summarises the Auditor General's view on the Council's compliance with the requirements to make arrangements to secure continuous improvement.

3.00 CONSIDERATIONS

Regulatory Programme for Performance Audit

- 3.01 The Regulatory Plan is three separate documents. Two of them, the Financial Audit Outline for Flintshire County Council and the Financial Audit Outline for Clwyd Pension Fund were presented to the Audit Committee in March 2013. The Financial Audit Outlines are delivered under the Public Audit (Wales) Act 2004. The Regulatory Programme for Performance Audit for 2013/14 is attached at Appendix 1.

- 3.02 The range of performance audit work that the Auditor General and relevant regulators will carry out is detailed in a Work Plan. This reflects the Council's improvement planning arrangements and is aligned to its improvement objectives. It provides more detailed information on the nature and scope of improvement assessment activities. This will be reviewed at least every quarter and will be the subject of liaison between WAO, the relevant regulators and council officers. This is to ensure that each piece of regulatory work is clearly scoped (the type, purpose and value), provides timely and quality reports which balance minimising the fees and burden of regulation and appropriate regulation in the public interest.

- 3.03 In ongoing discussions with the regulators the council has stressed the need for value for money in regulation.

- 3.04 The Performance Audit in the main comprises the Improvement Assessment, which is separated into four parts:

- The Councils arrangements for continuous improvement.
- Improvement studies on the effectiveness of scrutiny; the preparation of the Annual Governance Statement; and key themes that have emerged from audits of authorities' improvement objectives and self assessment of performance.
- Local work on the Council's self assessment of its arrangements and performance; and on collaboration with partners.
- Audits of the Improvement Plan and Assessment of Performance (the latter must be published by the Council by the end October).

- 3.05 In addition the Auditor General has a duty to undertake national

studies across local authorities. In 2013/14 there will be two studies relating to:

- Welfare Reform
- Delivering with Less – The impact on services and citizens

The 2011/12 study 'Responding to the Financial Challenge' is due to be published in October 2013 and the 2012/13 study relating to young people not in employment, education or training is due to be published early 2014.

- 3.06 Following the audit of the Improvement Plan, the Auditor General has written to the Council to formally report the findings of the audit (see paragraphs 3.10 to 3.13). In addition, an Annual Improvement Report will set out the finding of the audit of the Council's assessment of performance, a summary of any corporate or performance assessment work carried out by the WAO and a summary of work carried out by the relevant regulators.
- 3.07 Final reports, their findings, recommendations and subsequent actions are to be brought to Cabinet from Directors within three months. The role of both the Corporate Management Team and Cabinet is one of accountability; being accountable for the activity, its findings and the improvement actions presented.
- 3.08 The regular reviews with WAO in developing their Work Plan and Timetable will take our own audit activity into account to reduce duplication, maximise resources and ensure appropriate accountability for regulation.
- 3.09 Other roles within the Council in relation to the Regulatory Plan activities include that of check and challenge by Overview and Scrutiny Committees and assurance by the Council's Audit Committee. The terms of reference and adopted protocols of these bodies reflect the tripartite roles of Corporate Management Team/Cabinet, Overview and Scrutiny and Audit Committee in relation to regulation.

Improvement Assessment Letter

- 3.10 The letter summarises the Auditor General's views on:
- Whether the Council has discharged its statutory duties in respect of improving planning;
 - Whether the Council has discharged its statutory duties in respect of improvement reporting;
 - Views, and the views of relevant regulators, on the reliability of the Council's self-evaluation; and
 - Further proposals for improvement.

The full letter is attached at Appendix 2.

- 3.11 The Auditor General has made no new proposals for improvement in this letter. Previous proposals for improvement are still in place which the Auditor General believes reflects the areas for improvement the Council needs to address.
- 3.12 As good practice, the Council always makes a full response. The response is attached at Appendix 3.
- 3.13 Both the letter and the Council's response will be reported to the Audit Committee and Corporate Resources Overview and Scrutiny Committee meetings in October 2013.

4.00 RECOMMENDATIONS

Regulatory Programme for Performance Audit

- 4.01 Members are requested to receive for acceptance the proposed Regulatory Programme for Performance Audit of the WAO for the period April 2013 to March 2014.

Improvement Assessment Letter

- 4.02 To advise Members of the Council's Improvement Assessment Letter received from the Auditor General for Wales.
- 4.03 Members to note the report and agree the Council's Executive response.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The proposed fee for this year's regulatory performance work is £354,213

6.00 ANTI POVERTY IMPACT

- 6.01 There are no direct implications in relation to this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no direct implications in relation to this report.

8.00 EQUALITIES IMPACT

- 8.01 There are no direct implications in relation to this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no direct implications in relation to this report.

10.00 CONSULTATION REQUIRED

- 10.01 Consultation with relevant Members, Audit and Overview and Scrutiny Committees will be undertaken as a result of the implementation of the regulatory programme.

11.00 CONSULTATION UNDERTAKEN

Regulatory Programme for Performance Audit

- 11.01 Ongoing consultation on the status of the programme and its implications is undertaken with the regulators on a quarterly basis.

Improvement Assessment Letter

- 11.02 Senior officers have had input into this report and the response to the Improvement Assessment Letter attached at Appendix 3.

12.00 APPENDICES

- 12.01 Appendix 1: Regulatory Programme for Performance Audit for 2013/14
- 12.02 Appendix 2: The Auditor General's Improvement Assessment Letter (September 2013)
- 12.03 Appendix 3: The Council's response to the Auditor General's Improvement Assessment Letter (September 2013)

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

Contact Officer: Karen Armstrong
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Email: karen.armstrong@flintshire.gov.uk

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

Date 12 June 2013
Pages 1 of 4

Dear Colin

2013-14 Performance Audit Work and Fees

I am writing to confirm the programme of performance audit work at Flintshire County Council (the Council) for 2013-14 and the associated fee for that work. This work is delivered under the Local Government (Wales) Measure 2009 (the Measure), the Local Government Act 1999 and Parts 2 and 3A of the Public Audit (Wales) Act 2004.

In addition to the annual programme of audit and assessment of improvement planning and reporting arrangements, we will undertake a programme of Improvement Studies and Local Government National Studies as set out in the Auditor General's letter of 3 April 2013. These and the specific elements of our audit and assessment work are set out in the table below. Please note that each year's work programme and performance audit fee covers one cycle of Improvement Assessment work. However, as this work does not fit neatly within a period starting on 1 April and ending on 31 March, the delivery of the annual work programme may overlap financial years.

WAO performance audit work 2013-14	
Corporate Assessment Update	Update of the Council's capacity and capability to deliver continuous improvement
'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives
'Assessment of Performance' Audit	Review of the Council's published performance assessment, including testing and validation of performance

	information
Data quality review	Review of systems to ensure accuracy of performance information (incl. performance indicator audit)
Improvement study – Safeguarding	Review of whole authority governance and management arrangements for safeguarding children and vulnerable adults
Local Government National Study – Welfare reform	Review of arrangements to manage the impact of welfare reform
Local Government National Study - Delivering with less – the impact on services and citizens	First of a series of national studies into specific service areas to examine how best use is being made of diminishing resources
Local Review	Review of asset management

The table below sets out our fees for performance audit work and includes the fee for financial audit work for completeness. The indicative fee for April 2013 to March 2014 will be charged in equal instalments between April 2013 and March 2014. If during the course of the audit and assessment any additional work is identified as being necessary, this may incur additional fees. Similarly should an issue arise of such importance that we consider a special inspection to be an appropriate response, we will charge an additional fee to conduct such an inspection. VAT will be applied as applicable as set out in the Auditor General's communication dated 26 April 2013.

Fee	£	Previous year's fee
Fee for WAO performance audit work from April 2013 to March 2014	137,587.00	139,985.00
Fee for Appointed Auditor's work on 2012-13 financial statements	215,967.00	215,967.00
WPS 2025 contribution*	659.00	
Total Fee	354,213.00	355,952.00

*A small element of this fee relates to the WAO agreement to second a member of staff to work as a public finance lead with Wales Public Services 2025 (WPS 2025) for a period of six months. WPS 2025 is an independent programme established to raise awareness of the scale of the long term demographic, fiscal and sustainability challenges faced in Wales, and to create and support ideas that will help our public services respond effectively. Steve Thomas, Chief Executive of the WLGA, has recognised the relevance of this project and the WLGA has supported the funding of the secondment via a recharge alongside external audit fees, which will be apportioned equally across all unitary authorities. The recharge is estimated to be between £600 and £800 per unitary authority and will be invoiced alongside external audit fees during the course of 2013-14.

In addition to the programme of work set out above the Wales Audit Office may be undertaking work at local government bodies in the course of our programme of value for money studies laid before the National Assembly for consideration by its Public Accounts Committee. As many of these studies cut across the boundaries between different parts of the Welsh public sector, they will often be relevant to our work in local government. This work is funded separately by the Welsh Consolidated Fund and therefore does not incur a fee.

The Auditor General also has a duty under the Measure in relation to the coordination of the regulatory functions of the Wales Audit Office and relevant regulators, those being the Appointed Auditor; the Care and Social Services Inspectorate Wales (CSSIW); Estyn; and the Welsh Language Commissioner. The range of performance audit work that the Wales Audit Office and relevant regulators will carry out will be set out in more detail in a Work Plan and Timetable (WP&T) which will be reviewed every quarter.

We will publish an Annual Improvement Report for Flintshire County Council summarising our work and that of relevant regulators, and will issue reports (and/or letters) setting out the findings of audit and assessment work. As required by the Measure, these will be

copied to Welsh Ministers. We will also provide local feedback on our Improvement Studies. As our national studies are only carried at a selection of authorities, you may not receive a local report: instead we will publish a national report, the recommendations of which will apply to all local authorities. Where appropriate, both our improvement studies and national work may result in shared learning seminars.

Should you wish to discuss any element of this work please do not hesitate to contact me or Huw Lloyd Jones (Huw.lloydjones@wao.gov.uk) or Karen Lees (Karen.lees@wao.gov.uk).

Yours sincerely

A handwritten signature in black ink that reads "Alan Morris". The signature is written in a cursive, slightly slanted style.

Alan Morris
WAO Group Director



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

Date 16 September 2013
Our reference 457A2013
Pages 1 of 9

Dear Colin

Improvement Assessment

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

This letter summarises:

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

I shall update my views during the year and will provide a further letter by the end of November 2013.

The Council has discharged its improvement planning duties under the Measure but it should ensure that it acts more in accordance with Welsh Government guidance

I have reached this conclusion because:

- the 2013-14 Improvement Plan meets the requirements of the Measure;
- the presentation and content of the Improvement Plan enable public engagement with the Council's priorities far more effectively than in the past; although,
- the Council's approach to improvement planning does not fully comply with the Welsh Government guidance.

The Council approved its Improvement Plan (the Plan) for 2013-14 on 25 June 2013 and published it on its website in late July. Each of the 24 Improvement Objectives addresses one or more of the seven aspects of improvement as defined in the Measure.

This year's Plan reflects the Council's new and improved approach to the setting of Improvement Objectives compared with previous years. Prior to 2012, the Council's Improvement Plan consisted of several related documents. This year, in contrast, senior officers and Members have developed annual Improvement Objectives that are set out in a single, concise Plan. The Council has, this year, focused clearly on those elements of its five-year corporate priorities that will receive special attention during 2013-14. This approach has begun to sharpen the Council's own focus on the challenging agenda it has set itself, as well as making a clearer commitment to the citizens of Flintshire in terms of the Council's intentions for the year ahead.

Alongside taking a new approach to selecting its Improvement Objectives, the Council has also revamped the structure and presentation of its Plan. The Plan is much shorter than before and now communicates clearly and succinctly how each of the Improvement Objectives relates to the Council's eight medium-term corporate priorities and to those of partners in the Local Service Board. The well-judged use of colour, diagrams and photographs all contribute well to improving the Plan's accessibility and its overall effectiveness in communicating the Council's priorities for the year. The language used is mostly straightforward and helpful glossaries explain many of the more technical terms used in describing each Improvement Objective. Together, these changes make this Plan a more engaging document than has previously been the case and increase the Plan's accessibility to a wider readership.

As a document, the Plan represents a significant improvement on previous years. For each Improvement Objective, the Plan helpfully sets out a few key actions under the heading, 'What we will do in 2013-14' and, for each action, the Plan describes how achievement will be considered. In total, the Plan includes 131 descriptors covering the 24 Improvement Objectives. Though a fairly large number in total, the descriptors include a well-balanced selection of:

- 'task completion measures', such as, 'plans to support carers are agreed and implemented';
- qualitative measures that will require a degree of analysis and evaluation, such as, 'customer feedback'; and
- quantitative measures such as 'reducing the percentage of 16-24 year olds claiming job seeker's allowance'.

Despite the Council's improvements to its improvement planning process, there are aspects of the process that do not yet meet the Welsh Government guidance. In particular, the Plan lacks clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. The Improvement Objectives are nevertheless drawn from previous objectives within the five-year plan, several of which are consistent with the Community Strategy. The Council has previously consulted with a range of stakeholders about many of these Objectives

In addition, we have reservations about compliance with the Welsh Government guidance in terms of how the Council intends to demonstrate whether or not it has achieved its Improvement Objectives.

We estimate that about 35 per cent of the descriptors that the Council says it will use to judge whether or not it has achieved its Improvement Objectives are quantitative. However, the Plan includes no information about current performance in relation to these descriptors, or to any targets for the year-end. The Plan states that this information is available in a linked document, but the Council has not yet produced this document. Some of this target information is available in other Council documents such as Directorate Plans and service strategies. However, it is not easy for the public, elected members or other interested parties to fully appreciate the targets the Council has set itself because of the dispersed nature of this information.

The Council intends to bring together baseline data and to set targets or reconsider existing targets in October 2013, half way through the year to which the Plan relates, alongside the reporting of progress to date. However, this will be too late to influence, for example, the detailed prioritisation of work streams and resources within services during the year.

The delay in describing baselines and year-end targets detracts from the Plan's value as a basis for elected Members to assess progress during the year and as a means by which the public might hold the Council to account for its performance. This year's Improvement Planning process represents an important and productive transitional step for the Council. The Council acknowledges that the development of the targets needs to occur at a similar time to the production of the Improvement Plan, and it is considering how this can be achieved in the future.

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

I have reached this conclusion because:

- aspects of the arrangements underpinning the Plan remain underdeveloped and this undermines our confidence in the Council's ability to deliver its Improvement Objectives;
- the Council has improved its processes for developing its Annual Governance Statement but recognises that there is more to do;
- the Council engaged well with other councils in North Wales and with the Wales Audit Office during our recent Improvement Study on the effectiveness of scrutiny; and
- the Care and Social Services Inspectorate Wales (CSSIW) reported many positive aspects in the Council's safeguarding arrangements and identified a small number of areas where further improvements are needed, which the Council is addressing.

Aspects of the arrangements underpinning the Plan, remain underdeveloped, and this undermines our confidence in the Council's ability to deliver its Improvement Objectives

Seven of the Council's Improvement Objectives relate to the priority that it should be a 'modern and efficient Council'. Several of these relate explicitly to major and complex projects, some of which have been underway for some time and whose pace has sometimes flagged. These are areas about which we have previously expressed concern, and we welcome the Council's commitment to address these key issues during 2013-14. For example, the Council has committed itself in the Plan to 'achieving a fair and affordable pay and grading structure' which includes 'agreeing and implementing a legal, affordable, acceptable and workable Single Status Agreement' and 'meeting any liability for equal pay claims'. The Council has also committed itself to 'producing a sustainable

four year financial plan which meets the funding gap and supports investment needs' and to 'producing an annual plan for 2014-15 within the larger four-year plan'.

However, the financial outlook has worsened significantly following the UK government's comprehensive spending review. The level of savings required in 2014-15 and beyond may well be much higher than had been foreseen. At present, plans which identify, in sufficient detail, the sources of efficiency savings or service cuts to meet the funding gap are not in place. The Council intends to update its medium-term financial plan and set out clearly its intentions by October 2013. However we have reservations about the Council's capacity to achieve this in enough detail to set the 2014-15 budget and beyond, particularly as plans which require, for instance, wide-scale service review often have considerable lead-in time between the decision and the savings realisation.

The Council has acknowledged in the Plan that many of the change programmes within its 'Organisational Change' Improvement Objective require investment, political support and staff engagement, all of which will take time to deliver. These programmes are therefore unlikely to deliver significant savings in time for 2014-15. It is nevertheless important for the realisation of future savings that the Council develops the detail of these medium-term programmes as soon as possible, establishing realistic timescales for their delivery and clear estimates of the extent of the savings that they will deliver. Further information about our findings in some of these areas is provided separately in interim updates where appropriate.

The Council has improved its processes for developing its Annual Governance Statement but recognises that there is more to do

The Council has established a Corporate Governance Working Group (CGWG) to drive forward the annual task of producing a governance statement and to gather and collate the evidence that supports it. The CGWG is made up of officers with key responsibilities for controls and processes that relate to governance issues, using a 'roadmap' to ensure that relevant actions are carried out on time. The Council, through the work of the CGWG, takes robust additional steps to obtain officer perspectives on the effectiveness of its governance arrangements.

The Council has been open to learning as demonstrated by the improvements it has made to the arrangements for drafting its Annual Governance Statement. However, there are no elected Members on the CGWG, and the focus on obtaining officer perspectives is not balanced by a comparable approach for Members. The Council has committed itself to the greater involvement of Members in future and is continuing to explore ways of making further improvements in its arrangements for drafting its Annual Governance Statement.

The Council engaged well with other councils in North Wales and with the Wales Audit Office during our recent Improvement Study on the effectiveness of scrutiny

During the autumn of 2012 and spring of 2013, the Council took an active part in our all-Wales Improvement Study into the effectiveness of councils' scrutiny arrangements. We shall be reporting the results of this work later in 2013 and hosting a shared learning event in November 2013.

During the study, the Council's Peer Learning Exchange Team, consisting of both Members and officers:

- took part in two regional workshops along with Peer Learning Exchange Teams from other North Wales councils;
- observed two scrutiny committee meetings at Denbighshire Council, providing feedback to committee members;
- discussed the way that scrutiny works in Denbighshire Council with a group of committee chairs and vice-chairs; and
- drawing on its discussions and observations, provided an external perspective to Denbighshire Council by evaluating its scrutiny function against criteria developed jointly by the Wales Audit Office, the Welsh Local Government Association, Welsh Government and the Scrutiny Officers' Network.

A Peer Learning Exchange Team from Wrexham Council also conducted similar work in Flintshire.

Before undertaking the activities set out above, the Council had evaluated the effectiveness of its own scrutiny function. After the Peer Learning Exchange Team had visited Denbighshire Council and received Wrexham Council's evaluation, the Council re-evaluated the quality of its own scrutiny, drawing on what it had learned.

We have provided the Council with an analysis of its two self-evaluations, and how they compare with those in other councils throughout Wales. We expect the Council to consider these and decide how it is to further improve its scrutiny arrangements. We will comment on the Council's final self-evaluation and action plan for improving scrutiny, once they have been agreed by the Council, as part of our on-going Improvement Assessment work.

The CSSIW reported many positive aspects in the Council's safeguarding arrangements and identified a small number of areas where further improvements are needed, which the Council is addressing

The CSSIW undertook a site visit in January 2013 which focused on the safeguarding arrangements in Flintshire. The findings indicate many areas of good practice and a

limited number of areas where performance could be improved. The Council recognised many of the areas that needed development and was, at the time of the fieldwork, taking steps to improve the service.

There are areas where performance is of a good standard, and these include:

- the timeliness of response, the initial alerts being appropriately managed and afforded high priority;
- strategy discussion and meetings routinely take place, and there is an increasing focus on zero tolerance of all forms of abuse;
- there was evidence of good partnership working arrangements, which focused on securing positive outcomes for service users; and
- the contracts team were particularly effective at identifying and monitoring safeguarding risks in care settings.

However, the fieldwork also found that areas for improvement remained, and these include:

- all contacts need to be consistently captured within the core electronic system, and there needs to be more accurate alignment between electronic and paper recording systems;
- strategy meetings need to be convened more promptly in some cases;
- risk, and how this will be managed, needs to be recorded consistently, and formally reviewed at the end of any intervention; and
- senior managers need to be assured that routine monitoring of safe outcomes are sufficiently established, recorded and reported before safeguarding interventions are concluded.

At the time of the inspection, the Council had recognised and begun to take action to address many of the areas for improvement, including:

- as a result of a review of capacity, they are investing in three new posts to strengthen safeguarding systems; and
- taking steps to improve the timeliness of strategy meetings.

Further proposals for improvement/recommendations

No proposals for improvement are being suggested in this letter, as previous proposals and recommendation for improvement are still in place, and reflect the areas for improvement the Council needs to address. We will continue to monitor and report on the progress made by the Council in implementing the proposals set out in my previous reports and letters.

Updates to the work plan and timetable

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

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

The work plan and timetable takes account of my consultation with improvement authorities over my proposals for 2013-14 performance audit work.

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

I will publish this Letter on the Wales Audit Office website as soon as the Letter has gone through the Council's democratic process, or two months after the Letter is issued, whichever is the sooner.

Yours sincerely



HUW VAUGHAN THOMAS

AUDITOR GENERAL FOR WALES

CC: Lesley Griffiths, Minister for Local Government and Government Business

Huw Lloyd Jones – Manager

Karen Lees – Performance Audit Lead

Wales Audit Office Improvement Assessment Letter

October 2013

Executive Response

The Wales Audit Office's Improvement Assessment Letter is, overall, a fair, evidenced and agreeable summary of the position of the Council. The letter is a positive endorsement of a transitional year for improvement planning supported by strong governance.

There are no new statutory recommendations or proposals for improvement. However, the letter notes that arrangements for improvement planning can and should be improved from 2014 once the transition is complete. We support this view and in our response we set out how we will make these improvements to ensure full compliance with the spirit and detail of the national guidance.

Listed below are the principal topics within the letter. The number in brackets refers to the pages in the letter where the topic is covered.

Topic	Issue	Response
Setting Improvement Priorities (2)	Improvement Planning	<p>The renewed approach to Improvement Priority setting has concentrated organisational capacity and energy and should be built upon. The letter does not fully appreciate that this was a new approach with collective learning and an overdue streamlining of business planning arrangements.</p> <p>For 2014 we plan to:-</p> <ol style="list-style-type: none">1. review priorities for 2014/15 alongside the budget process to ensure that they are complementary. This review will be based on a mid-year evaluation of performance in 2013/14 which is due to be published in October2. the supporting priorities for operational plans at service divisional level will similarly be reviewed and re-set according to this timescale3. targets for performance will be reviewed within the same timescale4. publish the new Improvement Plan supported by the full baseline performance data and renewed targets by the Council Annual General Meeting (May 2014)
Improvement Plan format and structure (2)	Improvement Planning	<p>The new Plan format, with some improvement over time, sets a new standard which should be continued. The Council has received positive feedback both locally and nationally on the new</p>

		format.
Improvement Plan contents (3)	Meeting Welsh Government guidance - consultation	The letter does not fully appreciate the complexity of setting Priorities and the right of the Council and its political leadership, with professional advice, to do so. How Priorities have been developed and selected has been explained in previous Improvement Plans and will be set out in the Annual Performance Report 2012/13 (due for publication by 31/10.13).
Improvement Plan contents (3, 4)	Meeting Welsh Government guidance – measuring objectives	The Council has considerable underpinning background documentation within which measures and targets for achieving the Priorities objectives as set. Whilst it is accepted that this was not published in a single place alongside the Improvement Plan it should be recalled that 2013 was a transition year where we ‘overhauled’ the way we go about Improvement Planning to make it more meaningful. From 2014 this will be corrected.
Improvement Plan arrangements (4,5)	Single Status	A Single Status Agreement is close to completion for recommendation to full Council on 29 October and with a combined effective and implementation date of 1 April 2014.
Financial and Organisational Planning (5)	Capacity to identify in sufficient detail the sources of efficiency savings or service cuts to meet the funding gap to set the 2014/15 budget and beyond	<ul style="list-style-type: none"> • A second revision of the Medium Term Financial Plan is being published in October 2013 • This second revision will set out an outline of the Organisational Change and Re-Design Plan to further modernise the organisation and secure major efficiencies through a co-ordinated strategic change programme • Given the growing scale of the financial ‘gap’, as a result of national fiscal and public services funding changes, meeting such targets will pose major challenges to the capacity and the capability of the organisation
Annual Governance Statement (5)	Greater involvement of members	The Audit Committee has agreed further improvements to the process of developing the Annual Governance Statement
Effectiveness of Scrutiny (6)	Peer evaluation	The study offered a learning opportunity and encouraged self-reflection of the use of scrutiny skills by the Peer Learning Evaluation Team. An initial report on the study’s findings has been considered by the Constitution Committee and changes to working practices are being evaluated.
Safeguarding arrangements (7)	CSSIW field visit	The letter is an endorsement of good standard of arrangements in place. Areas for improvement are being worked through.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **MEDIUM TERM FINANCIAL PLAN 2014/15 TO 2018/19**

1.00 PURPOSE OF REPORT

1.01 To present the updated Medium Term Financial Plan (MTFP) 2014/15 to 2018/19 revised as at 30th September 2013 for consideration.

1.02 To set out key dates in the budget planning process for 2014/15.

2.00 BACKGROUND

2.01 The Medium Term Financial Strategy (MTFS) and the Medium Term Financial Plan (MTFP) are critical aspects to the Council's overall governance arrangements.

2.02 The Medium Term Financial Strategy 2011/15, incorporating the MTFP, was approved by Council in June 2011, following detailed consideration by the Executive and Corporate Resources Overview and Scrutiny Committee.

2.03 Updates to the MTFP have been provided to Members on an ongoing basis within the budget reports for 2012/13 and 2013/14. A report to Cabinet in June this year set out the plans to publish two revisions to the MTFP within 2013/14.

2.04 The first revision, which included the most accurate forecasts possible as at 31st May 2013, was reported to Cabinet in June and to Corporate Resources Overview and Scrutiny Committee in July, and was positively supported by both.

3.00 CONSIDERATIONS

Medium Term Financial Plan

3.01 This, the second revision of the MTFP, outlines the financial position on the best known information available at this time. As outlined in the document the prospects around the level of funding that will be available to local government in 2014/15 have worsened considerably in recent months and potentially could get worse still.

- 3.02 The draft Welsh Government budget was announced on 8th October with the Provisional Settlement expected to be received on the 16th October. A verbal update will be provided to Cabinet on the key points of the draft budget and the probable implications for the Council.
- 3.03 The second revision of the published Medium Term Financial Plan (attached as Appendix 1), sets out the position as at 30th September with:
- Updated forecasts on funding over the five years taking account of the latest national intelligence but noting that the draft Welsh Government (WG) Budget and the provisional local government settlement are not due to be announced until 8th and 16th October respectively
 - Updated forecasts on inflationary impacts and the investment needed to support council priorities.
 - A projected revenue “gap” over the five year period to 2018/19 of £47.8m, with £16.5m of this in 2014/15.
 - A outline of the Organisational Change and Re-Design Plan to further modernise the organisation and secure major efficiencies in costs and overheads through four Strategic Change Programmes:
 - Corporate Efficiency
 - Functional Efficiency
 - Organisational Design – Structure and Operating Models
 - Organisational Design - Workforce
 - Financial Quantum targets for the five year strategy period and in detail for the first two financial years, 2014/15 and 2015/16.
- 3.04 The MTFP is an ever evolving forecast of the Council’s financial position, which is continually updated to take in and / or refine latest forecasts of funding, investment needs and the opportunities to be gained from efficiency or saving measures. Revisions to the forecasts within the MTFP and for 2014/15 will be reported on an ongoing basis over the coming months through to February as part of the budget process and ongoing thereafter as an essential tool of integrated organisational and financial planning.
- 3.05 The MTFP looks at the position over five years, currently 2014/15 to 2018/19. Whilst developing plans for the medium term, there is also a need to plan in detail to set a balanced budget for the forthcoming financial year 2014/15.

At this stage in the planning cycle, the Council is engaged in the two interrelated strands:

- Development of the MTFP – setting out the best available forecasts and plans to meet the budget gap over the medium term.
- Planning to set the budget for 2014/15.

3.06 The revised MTFP will be one of the elements to be incorporated into a refresh of the Medium Term Financial Strategy for publication alongside the budget for 2014/15.

Budget Planning 2014/15

3.07 Consideration of the annual budget for 2014/15 is timetabled to be in an earlier cycle than in previous years. The committee timetable provides for initial budget proposals for 2014/15 to be considered by Cabinet at the November meeting. This will be followed by overview and scrutiny meetings which are scheduled from 5th to 18th December. Details of these meetings were recently sent out to all members in a letter dated 18th September.

3.08 Final budget proposals are timetabled for consideration at the Cabinet in January, with the Council meeting on 18th February setting the budget and the Council Tax for 2014/15.

4.00 RECOMMENDATIONS

4.01 Members are asked to:

- (a) Consider the Medium Term Financial Plan 2014/15 to 2018/19 as at 30th September 2013.
- (b) Refer the Medium Term Financial Plan 2014/15 to 2018/19 to Corporate Resources Overview and Scrutiny Committee on 14th November 2013 for consideration and to provide feedback to Cabinet.
- (c) Support the approach of bringing revisions to the forecasts within the MTFP to Cabinet on an ongoing basis over the coming months as part of the budget process for 2014/15.
- (d) Note the key dates in the budget planning process for 2014/15.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly as a result of this report.

5.02 The Medium Term Financial Plan sets out the currently projected levels of funding over the five years to 2018/19 and the potential budget gap which will need to be met.

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 Corporate Resources Overview and Scrutiny Committee. The Committee's forward work programme includes consideration of the MTFP at the meeting to be held on 14 November 2013.

11.00 CONSULTATION UNDERTAKEN

11.01 None at this stage.

12.00 APPENDICES

12.01 Appendix 1 - Medium Term Financial Plan 2014/15 to 2018/19 as at 30th September 2013.

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

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Flintshire County Council

**Medium Term
Financial Plan**

(Council Fund)

2014/15 - 2018/19

**Revision as at
30th September 2013**

Contents

	Page
1. Context	
Setting the Medium Term Financial Plan	3
The Council Fund Budget	4
The National (UK & Wales) Funding Context	4
Worsening Prospects	5
What has happened since the last update?	6
Achieving Local Priorities	8
2. Medium Term Financial Strategy, Medium Term Financial Plan and the Annual Budget Process	
The role of the MTFS and MTFP	9
The MTFP and the Annual Budget Process	9
Continuous Development	9
Integrating the MTFP into the Medium Term Financial Strategy	9
3. The Medium Term Financial Plan Revision as at 30th September 2013	
Headline Overview	10
How does this compare to the last published MTFP ?	10
What will change the headline overview ?	10
Current Forecast – detailed information	11-16
4. Organisational Change Strategy 2013 – 2017 to Meet Efficiency and Savings Targets	
Building on our current position	17
A single coherent organisational strategy	17
Organisational Change Strategy	18
The starting positions of the organisational change strategy programmes	19
The Council's operating model as a 'social business'	20
Organisational re-design and transition	21

1. Context

Setting the Medium Term Financial Plan

This is the second of two revisions of the published Medium Term Financial Plan (MTFP) within 2013-14.

The first revision was reported to Cabinet in June and Corporate Resources Overview & Scrutiny in July, where it was positively supported.

At that stage, the projected revenue 'gap' to be bridged by organisational change, efficiencies and choices between services was reported as £8.5m for 2014/15 rising to £28.5m over the 5 year period to 2018/19. This took into account the most accurate forecasts possible as at 31st May 2013 on the national fiscal position, inflationary trends and investment needed to support the priorities of the Council.

This second revision sets out the position as at 30th September with:

- Updated forecasts on funding over the five years taking account of the latest national intelligence but noting that the draft Welsh Government (WG) Budget and the provisional local government settlement are not due to be announced until 10th and 16th October respectively
- Updated forecasts on inflationary impacts and the investment needed to support council priorities.
- A projected revenue "gap" over the five year period to 2018/19 of £47.6m with £16.5m of this in 2014/15.
- Details of the Council's Organisational Change and Re-Design Plan to further modernise the organisation and secure major efficiencies in costs and overheads through four Strategic Change Programmes:
 - **Corporate Efficiency**
 - **Functional Efficiency**
 - **Organisational Design – Structure and Operating Models:**
 - **Organisational Design – Workforce**
- The target amounts to be met from each programme over the period.
- The forecast position for 2014/15 as the budget year ahead for which a balanced budget must be set at the Council meeting in February 2014.

Further revisions to the forecasts within the MTFP and for 2014/15 specifically will be reported on an ongoing basis over the coming months through to February as part of the budget process and ongoing, thereafter, as an essential part of integrated organisational and financial planning.

The Council Fund Budget

The 2013/14 total budget for delivering council fund services is £293m. The money to finance this spending (as for all councils) comes from two main sources. The majority of funding (80%) comes from Welsh Government through the revenue support grant/non domestic rates pool and numerous specific grants (many of which fund core services), with the remainder (20%) being raised locally from Council Tax. This means that Council services are heavily reliant on external funding. In a period of national fiscal constraint where such funding is under extreme pressure, the national funding position sets the context for us.

The National (UK & Wales) Funding Context

A recap on what we said in May

The 2013/14 Council Fund budget report in March this year set the scene of significant annual reductions in public sector financing at a national UK and a Welsh level. It was forecast that this would be the scenario for the remainder of the decade as a consequence of UK Government Fiscal Policy and an economy in recovery but with limited signs of growth.

This position was amplified in the MTFP revision in May. We were fully aware that the indicative allocations we had for 2014/15 could no longer be relied upon for financial planning. The Minister for Local Government and Government Business had set this out in a letter on 23rd May stating that those figures had been overtaken by events and that Authorities needed to engage immediately in decisive and short term financial and service planning so as to align public services quickly to the lower levels of resources available in the future.

The May update was based on "Scenario 3" as set out by the WLGA. Scenario 1 had assumed that WG maintained the regional 'top slicing' of grant to support collaborative working and took £10.2m from the settlement. Scenario 2 had included the first, and assumed that local government took an 'equal share' of the £81m reduction in total funding which was to be cut from the Welsh budget as a consequence of the Chancellors budget statement in March. Scenario 3 included the first and further assumed that local government and all non-NHS programme budgets took the full 'brunt' of the reductions.

We were aware that a fourth scenario could be a greater reduction in funding available to Wales combined with a transfer away from local government and other sectors to support the National Health Service.

In addition, we highlighted that discussion was turning to the possibility of reductions on the scale of those experienced in England over the previous Comprehensive Spending Review (CSR) period which had been an average reduction of 4% per annum.

Worsening Prospects

Since the May update, the prospects for the levels of funding to be available to local government in 2014/15 and 2015/16 have worsened considerably.

This revision to the MTFP is based on a year on year cash reduction of 4% in both 2014/15 and 2015/16 and an assumed "cash flat" position for the following years of the plan. This is in line with advice from WLGA on the best intelligence available. **However, it is important to be clear that this is not a known position and it could change in either direction.**

It is anticipated that the provisional local government settlement will be announced on 16th October, following the WG draft budget being announced on 8th October.

Until we receive the provisional settlement, we will not know what our funding for 2014/15 will be. It is also hoped that this will also include an indication for 2015/16.

However, even then, it is highly unlikely that we will have all of the details of specific grants which provide £35m of revenue funding to support council services each year.

Notification has already been received of an in year cut to the Sustainable Waste Management Grant of £0.150m with indications that the reduction in 2014/15 and beyond could be double this figure.

Supporting People grant is also similarly under pressure with potential reductions of up to 10% anticipated from April 2014 which would equate to a reduction of £0.680m.

A further significant funding pressure is the funding of the Council Tax Reduction Scheme (CTRS) where WG may not be able to sustain funding of the scheme in full and may look to local government to share in the cost (potentially £15m) of the "top up" provided last year for the scheme to be set at 100% for eligible claimants.

What has happened since the last update?

The Chancellors 2013 Spending Review was announced on 26 June. For 2014/15 there were no new announcements, however, it was confirmed that the previously announced cuts to the WG budget made in the 2013 budget and the 2012 Autumn Statement would continue. For 2015/16, the UK government is continuing with the planned spending reductions of £11.5bn. The implications are that the Wales budget for 2015/16 is set at just over £15bn (£13.6bn revenue and £1.4bn capital). The Wales budget will reduce by 2% in real terms, being £280m lower in real terms than previous plans for 2014/15 and £1.7bn lower than in 2010/11.

Welsh Government is therefore considering its budget and the allocation to departments and to WG priorities within the context of reducing resources being made available to it from UK Treasury.

Ongoing dialogue – over the summer, WLGA met with the Finance Minister for a briefing on the WG budget. Correspondence has been exchanged between the Minister and the 22 Leaders of Welsh Councils. The letter from Leaders in July set out the need for a reassessment of what is affordable, deliverable and sustainable in the harsh financial environment at both national and local levels and suggested key areas for working together through; dehypothecation of grants, joined up approaches around health and social services budgets, flexibility on education funding and early indications of settlements for 2014/15 and 2015/16.

The newly established **Finance Sub Group** of the Partnership Council for Wales comprising of Ministers and WG Officials and WLGA Members and Officials met on 8 July. The WLGA presented a Funding Outlook Position Paper which had been prepared with input from LG finance representatives setting out, through the example of an average sized Welsh Council “Council Cymru,” the implications for services and budgets of the financial situation being faced. Whilst a mythical council, “Council Cymru’s” budget and the impacts are very close to those of Flintshire as a medium sized council. The paper then went on to set out how WG and Welsh Local Government need to work together to protect local services.

Mid September position - having acknowledged that we will not have a clear position until mid October, speculation continues as discussion takes place within Welsh Government. There has been discussion that the WLGA’s most pessimistic exemplification of cuts (at 4%) could potentially be the most optimistic outcome and that reductions to funding could be greater. On school improvement there has been some consideration of alternative methods of funding the service at a regional level.

Institute of Fiscal Studies Research – Future Pressures on Welsh Public Services

Some recent research undertaken by the Institute of Fiscal Studies (IFS), funded by Wales Public Services 2025, was announced in late September which looked into the prospects for the Welsh Government budget under various scenarios as far as 2025/26.

The research advised that the UK Government's deficit reduction plan means the Welsh Government faces at least four more years of budget cuts on top of those already delivered over the three years since 2010/11 which would mean up to and including 2017/18.

The research went on to advise that:-

- the level of cuts to be implemented by the Welsh Government over the next four years is likely to remain uncertain until after the next UK general election.
- these newer cuts come on top of cuts of just over 9% (£1.5 billion, when measured on a like for like basis) already delivered since 2010/11.
- overall the Welsh Government is likely to have between 14% to 17% less to spend in 2017/18 than it had in 2010/11, which would revert spending back to that seen around 2004/05.

Beyond 2017/18 there is even greater uncertainty and the research also considers a number of plausible scenarios and sets out the possible national 'trade-offs' between spending choices for different public services.

Distribution - alongside the speculation about the amount of funding to be available, there is ongoing discussion between WG and Local Government through the Distribution Sub Group (DSG) on the distribution of the quantum, taking account of data changes principally around census statistics and council tax support. This discussion is continuing and will include consideration of "funding floors" to seek to protect councils who would be at risk of significant shifts in distribution.

It is also unclear at this stage whether funding allocations will be provided for 2014/15 only or whether any indicative amounts will be shared to assist with financial planning for future years.

Achieving Local Priorities

The 2013/14 Improvement Plan sets out four shared priorities with our partners at a County level, and the eight priorities for the Council itself. All of our priorities remain important, but in any one year a number of them will stand out for special attention. Setting priorities helps us the Council concentrate attention and resources on the things that matter most. We call these our Improvement Priorities. Our eight Flintshire County Council priorities are:

- Housing
- Environment
- Living Well
- Poverty
- Economy and Enterprise
- Skills and Learning
- Safe Communities
- Modern and Efficient Council

Not all priorities necessarily need extra resources; some inevitably do. The priorities should guide investment choices as the Council balances the resources it has at its disposal with the 'competing' demands of its services and the communities they support.

Resources are in place to deliver the priorities for 2013/14. Some of these resources are met from within the base budget but there was specific and positive investment in the 2013/14 budget as detailed in the budget report in March.

Over the five year life of the Council, the full set of priorities will adapt and the annual set of priorities selected for special attention will change according to need and circumstances. Priorities will need to be constantly reviewed in conjunction with the overall financial position and investment decisions made with consideration given to the revenue and capital resources available. The financial impacts of additional investment in specific new priorities from 2014/15 will be included in future revisions to the MTFP as policy decisions are taken over the coming months. For planning purposes, the forecast also includes an annual amount of £1.6m for investment in change and new priorities which would provide resource for one-off or time limited investment required to bring about the change, against which around £0.534m is committed to support invest-to-save in organisational reform (Flintshire Futures) for 2014/15 and 2015/16.

The Improvement Priority *Modern and Efficient Council* illustrates on-going programmes to modernise the organisation, making best use of our existing resources, seeking to bring in additional funding and generating efficiencies. This supports the protection of investment in local services.

2. Medium Term Financial Strategy, Medium Term Financial Plan and the Annual Budget Process

The role of the MTFS and MTFP

The Medium Term Financial Strategy (MTFS) and the Medium Term Financial Plan (MTFP) are critical aspects to the Council's overall governance arrangements.

The Medium Term Financial Strategy provides a framework for the financial principles through which revenue and capital resources will be forecast, organised and managed to deliver the Council's vision and strategic objectives.

The Medium Term Financial Plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two and enable specific actions to be identified to balance the budget and manage resources.

The MTFP and the Annual Budget Process

The MTFP looks at the position over five years, currently 2014/15 to 2018/19. Whilst developing plans for the medium term, there is also a need to plan in detail to set a balanced budget for the forthcoming financial year 2014/15.

At this stage in the planning cycle, the Council is engaged in the two interrelated strands:

- Development of the MTFP – setting out the best available forecasts and plans to meet the budget gap over the medium term
- Planning to set the budget for 2014/15

Continuous Development

The MTFP is an ever evolving forecast of the Council's financial position, which is continually updated to take in and / or refine latest forecasts of funding, investment needs and the opportunities to be gained from efficiency or saving measures.

Revisions to the forecasts within the MTFP and for 2014/15 will be reported on an ongoing basis over the coming months through to February as part of the budget process and ongoing thereafter as an essential tool of integrated organisational and financial planning.

Integrating the MTFP into the Medium Term Financial Strategy

The revised MTFP will be one of the elements to be incorporated into a refresh of the Medium Term Financial Strategy for publication alongside the budget for 2014/15.

3. The Medium Term Financial Plan revision as at 30th September 2013

Headline Overview

At this stage, there is an estimated shortfall in funding of £16.5m for 2014/15 rising to £47.8m over the 5 year period 2014/15 to 2018/19. In reporting these figures it is important that the following are fully recognised:

- The forecast is based on the most recent information available and the key assumptions which are detailed in the paragraphs below.
- Welsh Government Funding is assumed to be at a cash reduction of 4% in both 2014/15 and 2015/16 and then 'cash flat'.
- Confirmation of funding available will not be known until the WG budget is set and the provisional settlement received in October.

How does this compare to the last published MTFP?

The first part of the update as at the end of May showed a projected budget gap of £8.5m in 2014/15 and £28.5m over 5 years. The difference in 2014/15 to the figures as at 30th September is mainly due to a reduction in the estimated level of funding from WG (£6.9m), a reduction in the level of inflation required (£1.1m) and the net effect of costs in relation to services due to demand and external influences (£2.2m).

What will change the headline overview?

- Ongoing revision to the forecasts and key assumptions
- Clarity about the level of Welsh Government Funding.
- Clarity from Welsh Government on future expectations around the protection of Schools, Social Care or other budget areas.
- Local policy decisions on areas where there will be an element of choice as to future investment and / or the level of investment. The two most significant are:-

Single Status and Equal Pay

The May revision of the Plan did not take account of the additional funding requirement for the implementation of Single Status. An Agreement is now reaching its final stages with a Council meeting to consider a preferred pay and grading model scheduled for the end of October.

A base budget allocation of £4.3m has previously been set aside for recurring costs together with a reserve to fund the initial and time-limited costs.

The estimated financial impact and timing of the preferred pay and grading model has now been included in the plan with an additional base budget requirement of £5.8m from 2016/17, rising to £7.3m by 2018/19 being incorporated.

It is also assumed that all one-off and time-limited costs associated with the proposed single status agreement are met from the Single Status/Equal Pay Reserve.

The implications of settling any liability for equal pay are also being assessed with a plan to meet these costs at least in part from the specific reserve. Welsh Government have been notified of the intention to seek a capitalisation direction should it be required to meet a proportion of these 'one off' costs.

School Funding Formula Review

A progress update on the Formula Funding Review was reported to members in September where approval was given to commence consultation on principles that underpin a proposed school funding formula for the 2014/15 financial year.

Options for any additional investment will need to be considered as part of the 2014/15 budget process.

Current Forecast – detailed information

A summary of the 'headline' figures with regard to the updated MTFP are attached as Appendix 1.

The table is presented in such a way as to detail the position at various stages, for example, an inflationary increase on the existing budget results in a projected budget gap of £8.732m, adding on the indicative amounts of previous year decisions increases the gap to £11.540m and so on.

Funding

National Funding

Aggregate External Finance (AEF)

Approximately 80% of the Council's revenue funding is derived from Revenue Support Grant (RSG) and the Council's distribution of the National Non Domestic Rates Pool (NNDR).

As detailed earlier in the report the outlook for the level of funding to be available to local government has worsened considerably in recent months and latest intelligence suggests that funding forecasts should be revised to assume a cash reduction of 4% in both 2014/15 and 2015/16 and an assumed 'cash flat' position for following years.

The impact of this for Flintshire is a reduction in estimated funding of £6.966m in 2014/15 and £14.661m in 2015/16 and beyond to that assumed in the May update.

Local Taxation (Council Tax)

The MTFP currently assumes a 3% increase in Band D Council Tax (for planning purposes only) and a 98.5% Collection Rate (plus 0.25% increase in Council Tax Base) which would derive income of £60.304m for 2014/15. The amount of council tax collected in the year to date provides additional assurance that the collection rate can be increased to this level. A policy decision on actual levels of council tax increase and the assumed collection rate will need to be considered as part of each year's budget setting process.

Specific Grants

The MTFP currently assumes grant levels remain the same as 2013/14 (£34.764m). The Council's current policy, set out in the MTFP, is that where a specific grant reduces the service area needs to reduce costs accordingly. It is recognised however, that increasingly, specific grants do fund some core services which require careful consideration if they are to be reduced or brought to an end. In addition, there are often costs to which the Council is committed and which take time to reduce or stop.

As detailed earlier the Council has had confirmation that its Sustainable Waste Management Grant will be reduced by £0.150m for 2013/14 with an additional £0.150m anticipated for 2014/15. Funding for this shortfall is included in the projections at this stage.

Latest intelligence on the Supporting People Grant suggest that there could be a potential reduction of £0.680m (10%) from April 2014 and consideration is currently being given as to how this can be addressed.

Outcome Agreement Grant

Within the grants figure is £1.4m which is linked to the achievement of outcomes under the Outcome Agreement which the Council has with Welsh Government.

A report to Cabinet in September provided an update on the new arrangements for the Outcome Agreement Grant from 2013/14 – 2015/16 and also endorsed the five strategic themes and outcomes to be used.

The arrangements and guidance for the new Outcome Agreement have not yet been finalised by Welsh Government although it is likely that 70% of the grant will be paid upon achievement of our selection of five strategic themes and outcomes within the Welsh Government's Programme for Government.

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).

The MTFP assumes that all outcomes are achieved and that the Council receives the full grant entitlement.

Investment in Services, Priorities and Improvements

Base Budget 2013/14

The approved total budget of £293.3m for 2013/14 is rolled forward and the starting point for the MTFP covering 2014/15 to 2018/19.

Inflation

Each year an assessment needs to be made on the inflationary increase required for service areas. The May update included an amount of £4m covering the effect of a 1% pay award for all workforce groups, standard price inflation at 2%, above standard inflation and income at 3%.

A detailed exercise has been carried out since May to target price inflationary increases to where there is a business need only, rather than a flat increase across all service areas. The effect of this is to reduce the inflation provision requirement for 2014/15 to £2.909m, a reduction of £1.118m. No adjustment has been made at this stage for future years.

The table below details the assumptions currently made and their basis:-

Inflation	Current %	Based on
Pay	1%	Latest public sector pay expectations
Price	2%	Targeted areas only
NSI Energy	8%	Energy Unit advice
NSI Fuel	11.2%	UK Fuel price tax escalator
NSI Food	5.8%	National reports
Fees and charges	3%	Based on historical increases

Inflation assumptions will be under continual review during the budget process and refined as appropriate.

The Projected Shortfall in 2014/15 taking account of inflation is £8.732m

Previous Year Decisions

Each year as the budget is set; some decisions (which are clearly set out) have implications for future years' budgets. The full year effect of previous year budget decisions is required to be adjusted to the base budget in order to 'follow through' the decisions made in budgetary terms. For 2014/15 the impact for all Service Areas is an increase in the budget requirement of £2.808m rising by a further £2.743m in 2015/16.

Included in the 2013/14 budget report was an indicative additional amount of £1.6m p.a. to support investment in organisational change programmes and priorities. This was reduced from the £2m included in the draft 2013/14 budget proposals due to the base budget changes made at the County Council budget meeting. Any changes subsequently deemed one-off would increase the allocation by the relevant amount.

Also included in the 2013/14 budget report was an indicative additional amount of £0.017m for 2014/15, rising to £0.916m in 2015/16 to support prudential borrowing expectations, primarily to support the School Modernisation Programme.

The Projected Shortfall in 2014/15 taking into account previous year service decisions is £11.540m

Demand / Externally Influenced Costs and Efficiencies

The first MTFP update included details of net additional budget requirement of £1.288m to either meet client demand or to take account of external factors such as potential reductions in grant funding.

The first update was completed prior to the finalisation of the final outturn for 2012/13 and the variances occurring have been reviewed and where appropriate included in the MTFP. Consideration of the in-year position at the first quarter has also been given and where relevant the MTFP has been adjusted.

The effect of the above, in conjunction with information received from departments has resulted in the inclusion of estimated pressures and investment costs of £4.784m on a recurring basis and £0.232m on a one-off basis. The most significant changes since May are detailed below:-

Costs

Leisure Services

A progress update on the Council's Leisure Strategy was reported to Cabinet in September. The report referred to the in-year projected overspend of £0.960m and approval was given for an allocation of £0.505m from the contingency reserve to address the in-year budget implications of the revised Leisure Centres business plan.

At this stage the full projected overspend has been included in the MTFP pending a further review of leisure services delivery as part of the Council's programme of organisational change.

Family Placement

An in-year pressure has been identified and reported in respect of the Family Placement service within Children's Services. This increase in cost has been influenced by the reductions in expenditure achieved within Out of County placements budgets for Children's Services and Inclusion within Lifelong Learning as more children are placed with families in County. The increased cost of £0.250m has been included in the MTFP on an ongoing basis.

Schools Demography

An early review of estimated pupil numbers in May indicated a potential efficiency of £0.255m in 2014/15 and £0.278m in 2015/16. However, latest estimates are higher than anticipated so the efficiency has now been removed.

Child Protection

An in-year pressure has been identified and reported in respect of the Professional Support service within Children's Services. This has arisen 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 wider UK.

A budget allocation approved by Cabinet of £0.250m has been transferred to this area in 2013/14 to deal with the additional demand and also built into the MTFP on an ongoing basis.

Local Government Pension Scheme Reform

The implications of changes being made to the LGPS from April 2014 are being assessed and an early potential pressure has been identified in relation to overtime.

From April 2014 all overtime payments will be a pensionable cost and subject to employer's contributions. Based on expenditure incurred in 2012/13 this would lead to an increase in costs of £0.516m.

At this stage, the full amount has been built into the MTFP although it is anticipated that this will be reduced when further modelling is undertaken in conjunction with planned changes in this area through the single status project and wider organisational change.

Council Tax Reduction Scheme (CTRS)

An initial assessment of additional costs of £0.300m was included in May to take account of caseload and the increased cost of support linked to the assumed council tax rise.

Since then, Welsh Government (WG) has announced that the additional funding that was made available to manage the shortfall in 2013/14 cannot be repeated in 2014/15 due to budgetary constraints and that it expects the shortfall to be shared between WG and Local Authorities.

This, together with the latest assessment of the current cost of the scheme, is now projected to mean an additional cost of £0.981m in 2014/15. It should be noted however that the position has yet to be agreed so this may be subject to further changes.

Further Investment/Growth

In the interest of prudence an additional amount of £1.5m was included in the May update, based on the fact that historically service pressures were likely to be identified as requiring further investment and/or growth. Now that a more detailed assessment of these pressures has been undertaken and where relevant included in the MTFP, the additional £1.5m has been removed.

The Projected Shortfall in 2014/15 taking into account the above adjustments is £16.556m

Section 4 details the Council's approach to dealing with the projected shortfall through its Organisational Change Strategy.

4. Organisational Change Strategy 2013-17 to Meet the Efficiency and Savings Targets

Building on our Current Position

As an organisation we have been running a progressive and incremental year on year programme for changing and modernising the Council to improve governance, improve services and become more efficient in a worsening financial climate. This programme, which has combined reducing corporate costs through *Flintshire Futures* and service operational costs through service review and efficiency programmes, has largely been successful. Despite the dramatic change in the financial climate the Council can be confident that it has a strong base on which to build. The Council should be guided in expanding and accelerating its efficiency and savings plans by the working principles of:-

- Planning for the long-term as a whole organisation
- Making decisions for local public services which can be sustained
- Being ambitious and positive about change to better the organisation
- Having a clear philosophy underpinned by social values
- Managing the transition from the current to the future with care

The Council must use the opportunity to inject pace into our existing change programmes such as channel shift, agile working and procurement, and raise our sights and ambitions for modernising and changing the organisation. We need to continue to work to the twin objectives of:-

- Maximising the financial efficiency of the organisation and prioritising our resources; and
- Modernising the organisation to be lean, productive, efficient, resilient and high performing.

A Single Coherent Organisational Strategy

The existing Flintshire Futures Programme with its four sub-programmes of (1) corporate change (2) service review led functional change (3) regional collaboration and (4) local collaboration has been successful to a point in changing and improving the organisation and in making sufficient and sustainable annual financial efficiencies. However, whilst the Programme has purpose and integrity, noting that it was never intended to be a sole solution to the financial challenge, the Programme is not of a scale to meet the changing financial challenge.

The organisation needs to adapt its current work, with urgency, into a single and coherent strategy for modernisation, change and prioritisation.

The recommended structure of the renewed programme is set out below. The programme is a five year one from 2013-14 to 2017-18 to include the year of transition for a newly elected Council from May, 2017.

Organisational Change Strategy

1. **Corporate Efficiency:** assets, customer, finance and procurement;
2. **Functional Efficiency:** value for money in all service and support functions;
3. **Organisational Design – Structure and Operating Models:** functional and structural design including service alignment and management structures, Council and service operating models, alternative delivery models;
4. **Organisational Design - Workforce:** workforce planning, phased workforce reduction, vacancy management, costs of employment;

The renewed strategy will need strong, positive and effective leadership and governance, programme management and investment capacity and capability.

Setting ‘Quantum’ Financial Targets to give certainty, purpose and pace

The guideline ‘quantum’ targets for the five year strategy period and the first two financial years are set out below.

Programme	5 Year	2014-15	2015-16
Corporate Efficiency	£5-10M	£2-3M	£2-3M
Functional Efficiency	£7-15M	£3-5M	£3-5M
Organisational Design: Structure and Operating Models	£3-5M	£1M	£1M
Organisational Design: Workforce	£25-30M	£5-10M	£10M
Totals	£40-60M	£11-19M	£16-19M

The Starting Positions of the Organisational Change Strategy Programmes

- 1. Corporate Efficiency:** the four programmes that form the pre-existing Flintshire Futures Programme are sound, well designed and delivering programmes. The 'step change' needs to be made most clearly in procurement (greater reduction of procurement spend, internal systems and practice, and collaborative procurement) and assets (civic estate and key functions). The organisation has current efficiency targets and options for extending these programmes with more ambition set for 2014-15 onwards;
- 2. Functional Efficiency:** the developing value for money model is an extension of the previous service review model. It is being applied in phases, with the first phase underway (e.g. learning disability, children's services, core corporate services, planning, public protection) and will 'import' all current activity into one model under one coherent change programme, accepting that the past experience of a large programme of many service reviews has been difficult to manage and has had mixed success;
- 3. Organisational Design - Structure and Operating Models:** this is a new and challenging programme with no recent pre-history other than the organisational changes through service reviews, and 'design principles' applied in part, such as spans and layers of control. The scope of this programme is the operating model for the Council, the positioning and grouping of service functions, and the review of the senior management structure and future management capability required for a leaner and modernised organisation; and
- 4. Organisational Design - Workforce:** this is similarly a new and challenging programme with no recent pre-history other than the organisational changes through service reviews, and 'design principles' applied in part such as spans and layers of control. This will be a major planned programme of phased workforce reduction to an affordable and sustainable workforce which has to dovetail with both 2 above and service prioritisation from 4 below.

The Council's Operating Model as a form of 'Social Business'

The Council should build its renewed organisational change programme around an operating model which is underpinned by guiding values and philosophy to guide us. It should be a model which is true to the organisation's beliefs and presents values-based plans in a way everyone can understand.

The operating model should be one which applies 'business' principles and methods to the Council as a public sector organisation, built around the following characteristics:

- having service ownership and direct delivery, collaboration or commissioning as a first preference, new alternative models as a second preference and private sector partnering or transfer as a third choice
- being clear over how we govern and hold services and people to account under this range of preferences
- protecting and developing the most important public services in communities
- being as modern and high performing as we can in customer services
- being as lean, efficient and cost effective as possible
- localism and local choice in priorities, outcomes and how we design services
- sharing ownership and responsibility with communities e.g. community assets
- planning in a sustainable way and being consistent in our planning
- being a value based and caring employer in partnership with the Trade Unions e.g. terms and conditions, our employment policy framework

Developing and agreeing the operating model or social business model is an adopted Improvement Priority. Structural options for total organisational design and senior management roles and capability will be derived from this.

Organisational Re-design and Transition

The organisation needs to design a new structural model which has the positive characteristics of:-

1. being lean with optimal management cost overheads
2. having optimal layers and spans of control
3. having effective collective and individual strategic and operational professional leadership and management
4. having sufficient capacity to support and lead (1) external roles such as collaboration and partnerships and national representative positions and (2) internal change programmes and projects

5. improving the capability and performance of the lower tiers of management and supervision through role clarity, maximum delegation and effective supervision and mentoring
6. senior management being less operational
7. positive cultural change in working practices both professional and organisational
8. keeping and developing our best talent
9. having the best people in the right roles
10. having competitive pay and conditions to attract and retain talent

Work is underway on options for a new organisational combination of 'business' or service unit', for early review, with a reduced senior management structure and a smaller co-located senior management team. The organisational structure will need to be built around services with agreed operating models plotted on a range from direct provision, to collaboration/integration with public sector partners, to commissioning models, to alternative ownership models e.g. trading companies and 'mutuals', to private sector partnering.

The organisational structural model will need to be flexible to allow the organisation to adjust to new service operating models i.e the Council is not over-structured based on a traditional local direct delivery model nor is so lean that it has insufficient capacity to strategically plan its changing future.

Change will not happen in one single and short movement and there will need to be a planned transition rather where we move from the current structural model to the new.

Big Picture Planning for Big Service Configuration Decisions

This strategy will provoke discussions and options on operating models and service choices early on. If 2014-15 needs to be a year of big organisational structural and workforce change then 2015-16 will need to be year of pre-planned big decisions on service scale and locality provision.

Capacity and Capability

The Council has limited capacity (resources and expertise) and capability (skill, experience and confidence) to plan and manage change and a difficult transition.

Parts of the change strategy will need expert and independent advice and capacity. The Invest to Save Funds can be used for this purpose.

Throughout this period knowledge sharing, comparison and joint working with other comparable Welsh and English authorities is to run alongside our local work.

Planning for 2014-15 and 2015-16

The planning for the next two years is being phased alongside the annual budget planning and setting timetables and further reports on the organisational change strategy will be published for consultation, agreement, planning and implementation. Detailed plans for all four programmes, noting that two (organisational design) are new with limited pre-history, will need to be in place for confident budget planning for the new financial year.

Financial Projection 2014/15 - 2018/19

	2014/15	2015/16	2016/17	2017/18	2018/19
	£m	£m	£m	£m	£m
Funding					
Aggregate External funding (AEF) RSG/NNDR	192.455	184.760	184.760	184.760	184.760
Council Tax	60.304	62.269	64.297	66.391	68.555
SSA / Budget Requirement	252.759	247.029	249.057	251.151	253.315
Other Grant Funding (Specific and OAG)	34.764	34.764	34.764	34.764	34.764
Use of Contingency Reserve					
Total Funding	287.523	281.793	283.821	285.915	288.079
Expenditure					
Base Budget Rolled Forward	293.346	304.079	311.744	323.003	331.061
Inflation (Pay/Price/NSI and Income)	2.909	4.128	4.237	4.352	4.473
Shortfall after roll forward budget plus inflation	(8.732)	(26.414)	(32.160)	(41.440)	(47.455)
Previous Years Budget Decisions (Services)					
Revised Shortfall	(11.540)	(29.157)	(32.412)	(41.469)	(47.455)
New Pressures Recurring					
New Pressures One Off	4.784	0.528	6.579	3.486	0.158
	0.232	0.266	0.191	0.191	0.191
Revised Shortfall	(16.556)	(29.951)	(39.182)	(45.146)	(47.804)
Total Expenditure	304.079	311.744	323.003	331.061	335.883
Funding (Shortfall) / Available	(16.556)	(29.951)	(39.182)	(45.146)	(47.804)

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15th OCTOBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **STRATEGIC PARTNERSHIP PERFORMANCE – MID YEAR REVIEW**

1.00 PURPOSE OF REPORT

- 1.01 For Cabinet to receive a mid year overview of:
- the progress of the Strategic Partnerships and;
 - the priorities for each of the Strategic Partnerships and the key milestones for the year ahead.

2.00 BACKGROUND

2.01 The Flintshire Local Service Board (LSB) under its Terms of Reference has five principal roles:

1. Effective and trusting partnership relationships as a set of local leaders.
2. Discharging the responsibilities of an LSB - this includes producing a meaningful and fit for purpose Community Strategy.
3. Consistent and effective governance and performance of strategic partnerships.
4. Identifying common issues as public bodies/employers.
5. Promoting collaboration in the design and provision of local public services and to make best economic use of local partner's resources, such as people, money, assets and technology.

2.02 Working alongside the Flintshire LSB are eight key Strategic Partnerships:

- Children & Young People's Partnership and 'Making a Positive Difference' Plan (2011 to 2014)
- Flintshire and Wrexham Community Safety Plan (2011 to 2014)
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)
- Flintshire and Wrexham Local Safeguarding Children Board Strategic Plan (2011 to 2014)

- Regeneration Partnership
 - Voluntary Sector Compact
 - Youth Justice Plan and Board
- 2.03 Collectively, the LSB and these Strategic Partnerships are known as 'Flintshire in Partnership'. Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. It is important that members are aware of each of the partnership priorities and work programmes.
- 2.04 The Strategic Partnerships are formed and work together for a number of reasons:
- Statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership; Local Safeguarding Children Board, Youth Justice Service.
 - National agreement e.g. Voluntary Sector Compact.
 - Local agreement to ensure a more strategic and integrated approach, e.g. Regeneration Partnership, Housing Partnership
- 2.05 The last summary on strategic partnership performance was reported to Cabinet in March 2013.

3.00 CONSIDERATIONS

3.01 Children & Young People's Partnership (CYPP) and 'Making a Positive Difference' Plan (2011 to 2014)

Requirement for the Strategy

The Local Authority has a statutory duty to publish a plan setting out its strategy for discharging its functions for children and young people as required by Section 26 Children Act 2004.

How and When the Strategy will be Reviewed

The needs assessment has been updated to support the new 2011 to 2014 Plan and it informed the priority work areas. A Community Needs Assessment for the Families First Plan was developed in October 2011 and will be repeated for the 2014-2017 planning cycle.

The 2011 to 2014 CYPP Plan was approved by the CYPP Board, the Executive and BCUHB in May/June 2011. 'Making a Positive Difference' has now been adopted and was officially launched on the 19th June 2011 and runs to 31st March 2014 to be replaced by the Single Integrated Plan for Flintshire.

The Plan is operational until 31st March 2014. Action areas within the plan will be measured to inform a review of progress on outcomes. The CYPP Board will collate the closing results of the current plan in December 2013.

The Families First commissioning has now been completed and all of the new strategic projects are in delivery mode with effect from 1st October 2012. A second phase will be commissioned for October 2013 as additional money to enhance current delivery. This process engages Procurement and the Families First Board.

The focus of collaborative delivery is already delivering outcomes for our children, young people and families. This has been a significant change and a shift in thinking to deliver for a whole family approach.

The Families First and Flying Start Plans have been submitted to Welsh Government (WG) and are being monitored by WG Account Managers.

The Youth Service Strategy is being considered and amended and plans for an integrated youth services delivery are being explored.

Current Key Priorities

- Children and Young People are cared for.
- Children and Young People are ready, able and encouraged to learn.
- Children and Young People have a healthy lifestyle.
- Children and Young People have time and space to play, and to participate in activities.
- Children and Young People are respected in all areas of their lives.
- Children and Young People are safe.
- Children, Young People and Families have the resources they need to maximise their opportunities.

National Families First outcomes are:-

- Working age people in low income families gain and progress within employment.
- Children, young people and families, in or at risk of poverty, achieve their potential.
- Children and young people and families are healthy, safe and enjoy well-being
- Families are confident, nurturing and resilient

Some of the above are recognised as joint priorities with other key strategies for Flintshire, e.g. joint priorities are shared with the Health, Social Care and Well-Being Partnership ('Good Health, Good Care' Strategy). The Families First Plan and the Flying Start plan have work elements which significantly contribute to the above priority aims. The National Aims within the Families First programme have been fully considered within all the recent commissioning for Families First.

Progress Made in the Last 6 Months (Locally & Regionally)

- a. The Families First funding transition commissioning has been completed with effect from 1st October 2012, and all of the projects are fully functioning. We are engaging in two regional commissioning areas, i.e. Advocacy and Young Carers and are being explored on a regional level. We have also commissioned research work to inform the advocacy regional work which was well received by the CYPP Board in July 2013.
- b. The Team Around the Family (TAF) team continues to grow and referrals have increased beyond capacity. There is a full training to referral to services programme in place. The TAF Team utilise a Joint Assessment Framework as a distance travelled tool and assessment process. Recruitment, training, development and family support are ongoing and a TAF impact report evidences outcomes.
- c. The Parenting Strategy Group has continued to build on the excellent provision by developing a collaborative offer under the Families First commissioning programme. This pro active work has been recognised by Welsh Government as good practise. The Families First programme has commissioned a strategic project which is a collaborative project of several agencies working together to deliver the outcomes agreed for parenting support. This related back to the CYPP action plan areas.
- d. Vulnerable families mapping work undertaken in 2011 is being utilised fully within our planning and we are in negotiation to repeat this for 2014 – 2017 to demonstrate real outcomes for our most vulnerable families supported by Flying Start and Families First. The follow on work to map families with a disabled child has now been published and is being fully utilised to help to commission new services under the Families First provision banner.
- e. The Child Care Sufficiency Audit has been completed and refreshed and will inform decision making.
- f. The Play Sufficiency Audit has been completed.
- g. The Inclusion Service is leading on a further collaborative programme with a focus on disengaged young people.
- h. The whole Families First approach encouraged the development of collaborative working. We have several complicated high level projects which have collaboration running through delivery. The Families First Leads hold regular whole programme events to engage the whole programme.

- i. Sure Start (Family Support) Provision, Parenting Provision and the Time for Change project are now being delivered with a fully collaborative approach and are demonstrating positive outcomes for families.
- j. The Family Information Service has continued to expand its service and the welfare rights element of Families First is providing financial literacy support.
- k. The Child-Care Action Plan is being developed to build on existing notable practice and to utilise existing data e.g. child care sufficiency report and play sufficiency report.
- l. Engaging with the 'Creating an Active Flintshire' (CAF) Board. The CYPP team work with CAF Board to share good practice around engagement and participation methods.
- m. Regional developments of systems with Betsi Cadwalader University Health Board (BCUHB) are ongoing e.g. Input to the locality working links.
- n. Assessing the CYPP's equality commitments and application of this to the emerging CYPP action areas for the Delivery plans for the Families First, Flying Start and future Youth offer is ongoing.
- o. Further development of the 3rd sector Welsh language/bilingual youth support provision via Fflic/Menter Iaith and Urdd in Flintshire. This project is delivering excellent outcomes and has recently engaged more fully with leisure / play services / active 8-16. Flintshire CYPP supports the work of the Welsh in Education (WES) Strategic Working Group. All Families First provision and all workforce development planning consider the Welsh Language and culture fully. Plans for the 2016 URDD Eisteddfod are being proactively supported by the CYPP.
- p. The broader participation work to feed in to the Single Integrated Plan in line with the amended guidance 2013.
- q. The Respecting Other Steering Group are currently updating the materials they have produced for Schools and intend to re launch them in Anti-Bullying Week in November 2013. All current materials are available on the Young Flintshire website. Alongside this, Respectfest 2013 has taken place and a number of Respecting Others sessions are being delivered in Schools.
- r. Flintshire's first Virtual Youth Conference took place in 2012 through the Young Flintshire website. A full report is available from the CYPP Team.

- s. The CYPP have supported a number of consultations, notably the 21st Century school area review in which a process was developed for pupils to meaningfully contribute to the process. A number of sessions have taken place across Flintshire to raise awareness of children and young people's rights under the UNCRC.
- t. The CYPP have been working closely with the Flintshire and Wrexham LSCB. Work includes the development and distribution of an online survey focused on e-safety, young people's involvement in the LSCB conferences and the development of a Junior LSCB.
- u. Members of the CYPP have been trained as CEOP Ambassadors to support their work with young Flintshire and the LSCB. Training has been delivered to a number of groups of young people. Activity to share good practice e.g. Cyber bullying is ongoing.

Key Milestones for the Year Ahead

- a. Continue to develop and manage the Team Around the Family (TAF) programme development and creation of bespoke posts to deliver the programme in line with Families First guidance.
- b. Continue to develop the Families First Programme and develop robust monitoring and evaluation systems to demonstrate whole programme outcomes in line with Families First guidance.
- c. Take forward the advocacy model and young carer model for Flintshire in line with regional plans and national commissioning aims.
- d. Obesity in children and young people – Public Health Wales (PHW) lead – Continue to work to develop action plans and engage all families first projects within the overall aims to add value.
- e. Support Respect Fest 2013 and address all participation work for the CYP Plan which will include a review of approaches.
- f. To support the Single Integrated Plan and bespoke requests e.g. the 21st Century Schools Agenda.
- g. Develop robust systems to engage with BCUHB and engage in locality work and regional plans. CYPP Coordinator now attends Locality groups.
- h. Workforce development – Agree a workforce development plan in line with other strategies and partners' needs and

considerations for the Families First Programme. Utilise evidence from play sufficiency and childcare sufficiency audits.

- i. Further development of the Child-Care Action Plan to build on existing notable practice.
- j. Continue further delivery and development of the Parenting Strategy via the new Families First collaborative programme.
- k. Continue to attend and lead on learning sets for Families First on a regional level and a sub regional level.
- l. Develop and sustain strong effective links with Youth Service to support the review of Youth Service in Flintshire and re-model the participation delivery. CYPP is currently evaluating the existing strategy and aligning this with the overall CYPP Plan and Families First Plan.
- m. Assess the CYP's equality commitments together with the Councils Single Equality Plan and Welsh Language Scheme. A refresh audit of partnership governance is also being undertaken which has included a self assessment audit.
- n. Continue to develop an outcomes focussed plan and performance management system for our Families First, Flying Start and full CYPP Plan. Develop the new structure of Families First Board to feed in to the CYPP Board and stakeholders to inform the evaluation of the CYPP plan delivery.
- o. Coordinators have engaged with the Welsh in Education Strategy to engage Welsh Medium providers differently e.g. offer of developing a bilingual DVD. CYPP Coordinators are able to work bilingually with all Welsh medium organisations and offer Welsh medium facilitated groups.
- p. Offer proactive support for the Eisteddfod 2016 planning for Flint area.

3.02 Community Safety Partnership and Strategic Plan (2011 to 2014)

Requirement for the Strategy

The Crime and Disorder Act 1988, and the subsequent amendments by the Police Reform Act 2002 and Police and Justice Act 2006, place a statutory duty on the local authority, police service, primary health service, probation and fire service to work together to address the community safety agenda.

Collectively, these bodies make up the Community Safety Partnership (CSP), and each year they are required to produce a Strategic Assessment, and a Strategic Plan which is formulated every three years.

How and When the Strategy will be Reviewed

The Community Safety Partnership's Strategic Plan spans a three year period, and is reviewed on an annual basis. The current plan runs between April 2011 and March 2014. This is the first joint Community Safety Plan with Wrexham, and builds upon the joint Flintshire and Wrexham Strategic Assessment.

From 1st April 2014 a regional Strategic Community Safety Plan will be produced, which will compliment a regional Strategic Assessment. The Community Safety Partnerships of North Wales are the first of the strategic partnerships to adopt this way of working. Local and sub-regional differences, and needs, will be reflected in the Strategic Plan, and it is anticipated that local delivery plans will underpin how services and initiatives are delivered in local communities. The Plan will span a three year period, with performance and priorities reviewed on an annual basis.

Current Priorities

The priorities of the current Community Safety Plan are jointly shared by the Flintshire and Wrexham CSP's:

- Reduce the levels of violent crime including domestic and sexual violence.
- Tackle anti-social behaviour.
- Reduce the levels of acquisitive crime.
- Reduce re-offending by supporting the agencies which actively manage offenders.
- Reduce the harm that substance misuse causes to communities, families and individuals.
- Tackle hate related crime and disorder and encourage reporting.
- Engage with the community to provide assurance and increase public confidence.

Progress Made in the Last 12 Months (Locally; Sub-Regionally & Regionally)

Regional:

Since the last progress report was written, the newly established North Wales Safer Communities Board has met on three occasions (3rd July 2012, 1st November 2012 and 4th February 2013). Some of the key developments and decisions taken during the first three meetings have been:

- a. Approval of a North Wales Crime and Disorder Strategic Assessment for 2012.
- a. Agreement and approval to produce a regional Community Safety Strategic Plan.
- b. Strategic oversight of the Substance Misuse Area Planning Board.

- c. Co-ordinated a response to the Welsh Government's 10,000 Safer Lives Initiative.
- d. Consistency of approach to regionally commissioned grants, namely the Youth Crime Prevention Fund and Substance Misuse Action Plan Fund.
- e. Membership and participation of the Police and Crime Commissioner (PCC).
- f. Recommendation of a Commissioning Framework for the PCC.
- g. Establishment of a regional task and finish group on Human Trafficking.
- h. Recruitment of the North Wales Human Trafficking Co-ordinator.

Local:

On a local level some of the key milestones have been as follows:

- a. Cabinet approval of Domestic Abuse workplace policy for Flintshire County Council.
- b. Flintshire County Council is leading the coordination of the Safer Communities Board on behalf of regional partners.
- c. Leading the development of a regional Community Safety Plan.
- d. Co-ordinating the regional response to the 10,000 Safer Lives initiative.
- e. Obtaining formal approval of funding for the following grants: Community Safety Fund, Substance Misuse Action Plan Fund, Domestic Abuse Services Grant and the Safer Communities Fund funding for 2013/4.
- f. Re-establishment of the Joint Action Group, to replace the function of the Priority Crime Group. This group will focus on the victims, offenders and locations.
- g. On-going support of Operation Housewatch. This initiative will safeguard vacant and empty residential properties through the installation of low-level security equipment. The scheme will be supported by the Neighbourhood Wardens.
- h. Further delivery of training to multi agency groups around the use of the CAADA (national accreditation) 'Domestic Abuse Stalking and Harassment Risk Assessment' tool for Domestic Abuse.

- i. Commissioning a number of service user recovery programmes following a successful pilot run in Conwy, Denbighshire and Wrexham. This will improve longer term and sustainable recovery from substance misuse.
- j. Leading on the 'People are Safe' priority for the Local Service Board (LSB).
- k. Awareness campaign to target older people misusing alcohol.
- l. Highly commended quality assurance from accredited body regarding the Flintshire Multi Agency Risk Assessment Conference.
- m. Successful White Ribbon campaign targeting young people.
- n. Develop regional expenditure plan for the Youth Crime Prevention Fund.
- o. On-going support of Doorstep crime initiatives.
- p. Establishment of task and finish Anti Social Behaviour groups in Holywell, Flint and Buckley.

Key Milestones for the Year Ahead

- a. Continued support and co-ordination of the North Wales Safer Communities Board.
- b. Produce draft North Wales Community Safety Plan.
- c. Launch of the domestic abuse workplace policy for Flintshire County Council employees, and provide training to managers.
- d. Scoping the work streams emanating from "Effective Services for Vulnerable Groups" – particularly relating to domestic violence.
- e. Implementing the regional work programme for the 10,000 Safer Lives Initiatives.
- f. Flintshire SMAT to consider the implications of the Area Planning Board assuming greater commissioning powers.
- g. Regional commissioning of substance misuse awareness training for practitioners.
- h. Strengthening links with Licensing, SMAT and North Wales Police to ensure appropriate test purchasing operations within on-licence premises.
- i. Continued collaborative work regionally and sub regionally.

- j. Enhancement of existing services to young people based on the recommendations of the Hidden Harm Inquiry and a local service mapping exercise.
- k. Continue to work with Housing to look at the forthcoming requirement to implement the Wales Management Standard for Anti Social Behaviour.
- l. Contributing to the 'People are Safe' priority area for the Local Service Board.
- m. Delivery of programme to raise awareness of steroid abuse in educational settings.
- n. Provision of training for professional in relation to volatile substance misuse.
- o. Participating in the Integrated Offender Management Strategy Group for North Wales.

3.03 **Flintshire Housing Partnership**

Requirement for the Strategy

The Flintshire Housing Partnership (FHP) was established to provide a consultative forum for strategic housing matters and provide direction to the Flintshire Local Housing Strategy. The partnership provides opportunities for member organisations to work collectively on housing and related projects and to influence the Flintshire Local Housing Strategy accordingly.

How and When the Strategy will be Reviewed

The FHP and its sub-groups meet to review progress on key priority projects and further develop its work programme. Sub-groups are established to consider specific topic areas and where operational and strategic issues coincide.

Current Key Priorities & Progress Made in the Last 6 Months

- a. Developing a coordinated response to Welfare Reforms continues to be a key focus of Partnership members. Work is progressing on ensuring a common approach to reducing under-occupation, management of arrears and debt management strategies. The partnership seeks to ensure that its members work together on helping each other to manage and mitigate the impacts of the Welfare Reforms. Updates on mitigation activities are provided at each partnership meeting by all FHP members.
- b. As reported previously the Flintshire Local Housing Strategy "A Quality Home for Everyone" received Council approval on 29th January 2013. The implementation of this Strategy contributes to the FHP work programme.

- c. Social Housing Grants (SHG) Programme: The Programme Delivery Plan (PDP) is being maintained and Welsh Government is being provided with quarterly updates. Additional funding is being sought under the Welsh Government's SHG programme focused on the provision of smaller homes. This initiative intends to provide additional smaller homes targeted at meeting the needs of households affected by Housing Benefit changes driven by Welfare Reform.
- d. The common housing register (Single Access Routes to Housing (SARTH Project) is underway and is being project managed by a shared post hosted by Wales & West Housing Association. Consultation on the allocation policy and the single register was received very favourably.

Key Milestones for the Year Ahead

- a. Contribute towards the Flintshire Welfare Reform Strategy.
- b. Private Rented Sector Event, incorporating consultation on the Flintshire Private Rented Sector Improvement Plan – Autumn 2013 .
- c. Ongoing implementation and monitoring of the Flintshire Local Housing Strategy.

3.04 Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)

Requirement for the Strategy

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

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

How and When the Strategy will be Reviewed

The current strategy is effective until 31st March 2014.

Current Key Priorities

The Strategy has 9 outcomes for the population of Flintshire:

- People do not smoke.
- People drink alcohol within recommended guidelines.
- People are a healthy weight for their height.

- Older people do not fall.
- People do not deliberately harm or injure themselves and that people do not die by suicide.
- Older frail people receiving health and social services are supported to remain at home and have options and influence over their lives.
- People with specific long term or chronic conditions receiving health and social services have options and influence over their lives and are supported to remain at home.
- Young disabled people receiving health and social care, going through transition into adulthood have choice/control and are supported to remain within their community where this is their choice.
- Informal carers have options and influence over their lives.

Progress Made in the Last 6 Months and Key Milestones for the Year Ahead

- a. Flintshire County Council have piloted smoking cessation classes during the working day to support staff who smoke and wish to do so to quit. It has recently been agreed that this pilot will be extended
- b. Brief Interventions Training has been offered to staff working with children and families to give staff the knowledge, confidence and skills to instigate a conversation regarding tobacco use and provide brief, evidence based advice.
- c. An agreement has been reached for the Postural Stability Programme (Falls) to be delivered from September 2013 as part of the National Exercise Referral Scheme to be delivered in North West Flintshire.
- d. Signage has been placed on 2 key river crossings in the county providing contact details for Samaritans.
- e. Enhanced Care at Home began at the end of August 2013 within North West Flintshire, with the aim of either preventing the need for admission into hospital or promoting an early discharge.
- f. A monitoring report on the 12 commissioned services for Carers and young carers in 2012/13 has evidenced a range of services that have given opportunities for carers to have greater knowledge and skills, giving them choices and the ability to influence change in their lives. Examples include:
 - 88% of young carers receiving support from one organisation feeling more able to cope, with 65% of them learning new skills.

- 6 carers gaining employment in the year through help of one specific project (with 40 gaining employment through a 3 year period).

Priorities for the next 12 months

- a. To ensure that supporting actions within locality action plans are implemented.
- b. To ensure that the revised arrangements for partnership working beyond March 2014 in order to implement the commitments within the Single Plan are robust and effective.

3.05 Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB) Strategic Plan (2011 to 2014)

Requirement for the Strategy

The Children Act 2004 Section 31 requires every local authority to establish a Local Safeguarding Children Board (LSCB) to coordinate and ensure the effectiveness of what is done by each member agency for the purpose of safeguarding and promoting the welfare of children. The objectives and functions of LSCB's are described in 'Safeguarding Children: Working Together' under the Children Act 2004 including that the LSCB should develop its own business plan to guide its work programme.

The Flintshire and Wrexham LSCB Strategic Plan 2011 to 2014 and Business Plan 2011 to 2012 are the first planning documents for the newly formed (April 2011) joint LSCB.

How and When the Strategy will be Reviewed

The strategy for the FWLSCB covers a period of three years and will be reviewed annually in line with the review of the annual business plan.

Progress made on the actions within the business plan are reported to the FWLSCB Development Group on a quarterly basis using the 'Headline' document which employs 'red, amber, green' ratings to reflect performance.

This performance reporting document is also shared with the FWLSCB Executive Board. Performance measures in the business plan will be reported at the end of the calendar year and be included in the FWLSCB Annual Report. The FWLSCB will also consider all performance information available to them as part of the annual self assessment which will inform the review of the strategy and development of the business plan for the year ahead.

The draft annual report was discussed at the October 2012 Board and the final version has been agreed.

Current Key Priorities & Progress Made in the Last 6 Months

Many of these are continuing during 2013 and were reported at the Mid Year Review. Updates are as follows:

- a. FW LSCB Business Plan 2013-14 is in place and has been updated to reflect decisions made at the last LSCB Executive on the 16th July 2013.
- b. The Training Plan for 2013-14 is in place and is being delivered.
- c. FW LSCB has found it difficult to recruit a permanent Business Manager and Admin support given the obvious and understandable need to plan for business support structures within a new regional and sub regional context.
- d. Currently business support for FW LSCB is provided by an Independent Consultant under contract as Interim Business Manager working two days a week. Current administrative support is provided for two days each week – but will cease shortly. Clearly there will be a need to secure ongoing administrative support until the regional/sub regional business structure is in place.
- e. The Flintshire and Wrexham LSCB Child Practice Review Group will cease once outstanding actions from existing Cases of Special Interest and SCR have been concluded and signed off.
- f. The Board have been in collaboration with the University of East Anglia following their research into children in the child protection register. A training event to disseminate the research in North Wales using some of the UEA tools is planned.
- g. The creation of the new North Wales SCB in January 2013 is welcomed as a means of providing enhanced integration and collaboration across North Wales to safeguard and promote the welfare of children.
- h. Flintshire and Wrexham LSCB Policies and Procedures Sub Group, Training Sub Group and Participation and Raising Awareness Sub Groups will cease to exist in their current format – Subject to ‘legacy statements’ being prepared clarifying what is transferred in terms of actions within our updated Business Plan 2013-14 to the regional groups and what actions require completion locally/sub regionally.
- i. This year’s annual conference was held on Thursday 28th February 2013. The topic for this year was “The Effects of Parental Mental Health on Children and Young People”. Much interest was shown and the success of last year’s conference was replicated. Young Carers participated in the conference.

- j. The Junior LSCB met for their inaugural meeting on 4th February 2013. Further meetings have also taken place.
- k. An information sharing tool has been developed to enable the joint work on collaborative audits to take place. This was circulated at the Board for commentary.
- l. Whilst a great deal of very real progress has been made by NWSCB over the past 6 months fundamental decisions related to the financial and business structure of new regional arrangements have yet to be made, agreed and implemented.

Key Milestones for the Year Ahead

The Key Milestones for the year ahead were reported previously and are still relevant pending the move to the Regional Board:

- a. In light of a developing regional structure and to avoid duplication and replication FW LSCB has agreed to amend its 'local' structure which is largely congruent with the other two LSCB areas
- b. Fundamental decisions related to the financial and business structure of new regional arrangements have yet to be made, agreed and implemented. Additionally, of course, the law has not changed and there is no formal 'delegation of authority' agreement yet in place between the three LSCBs and the NWSCB and this will need to be progressed.
- c. Current headline priorities for FW LSCB include tackling Child Sexual Exploitation, Children Missing from Home or Care and education and awareness raising - Parental Mental Health, Children Educated at Home and Private Fostering.
- d. FW LSCB seek to move from an over-reliance on PI's to evaluate impact/performance to quality audits of multi agency practice and would welcome discussions as to how such a development can be supported on a regional basis.
- e. Coordination of local safeguarding activity will be focussed within a sub regional Practice/Operational Development Group. Clearly links between the Practice/Operational Development Group will need to be very closely aligned with regional developments and groups.
- f. Performance and Quality Assurance activity will continue as currently arranged as a Task Group of the Practice/Operational Development Group.

- g. Development of the Junior LSCB will also continue as a Task Group of the Practice/Operational Development Group.
- h. Progress the implementation of the LSCB Business Plan.
- i. Continue to build and strengthen relationships with other Partnerships with regards to safeguarding activity.
- j. Continue to promote and raise awareness of safeguarding with professionals, parents/carers and children and young people the need to safeguarding.
- k. Continue to strengthen the Boards monitoring role in relation to safeguarding matters.
- l. Continue to provide a range of training on child protection and safeguarding that meets local needs and is continually reviewed to ensure it is effective.
- m. Continue to ensure that children, young people, parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB

Regional or Sub-regional Developments

Following the proposals to reduce the number of LSCB's in Wales, as set out within the draft Social Services Bill (Wales) consultation, the Chairs, Vice Chairs and business managers of the three LSCB's in North Wales have met and wider meetings have been arranged to decide upon the future model.

The inaugural meeting of the new Shadow Board was held in January 2013 with further meetings taking place thereafter. Jenny Williams, Director in Conwy is to chair for 12 months. The plan is for three joint LSCB's to operate in parallel for a period. Four sub groups are to meet on a regional basis:

- Training
- Child Practice Reviews
- Communication & Awareness Raising
- Policy & Procedures

Individuals have been nominated to lead on arranging the first meeting of the four sub groups in order to agree chairmanship, membership, terms of reference, frequency of meetings, work programmes etc. The sub groups have been meeting since April 2013. The local sub groups attached to the current three boards disbanded at this stage, except for the current Serious Case Review subgroups.

Alongside these original arrangements there will need to be localised sub groups to replicate the current boards and discuss local issues.

3.06 **Regeneration Partnership**

Requirement for the Strategy

The Flintshire Regeneration Partnership was established in September 2005 to bring together the wide range of organisations and initiatives involved in regeneration in Flintshire, to ensure a more strategic and integrated approach. The preparation of a holistic approach to tackling the county's needs and for this to be set out in an agreed long-term strategy, were early recommendations of the Partnership.

The Flintshire Regeneration Strategy was produced in 2008/09 and subsequently approved by the Executive in October 2009; it is of particular importance at a time of economic uncertainty. It sets out those actions that will be taken to facilitate recovery, to ensure that Flintshire is prepared for the challenges to be faced as the economy emerges from recession and to ensure that a focused and coordinated approach brings together the actions and resources of all relevant partners for maximum local benefit.

How and When the Strategy will be Reviewed

The Strategy will be refreshed during 2013. The third annual Regeneration Conference took place on the 7th March 2013 and provided stakeholders with the opportunity to review the progress of the Strategy and identify future priorities for action.

Current Key Priorities

The Regeneration Partnership is using the theme "Flintshire: Open for Business" to encompass its work and has created themes for regeneration in Flintshire – Business, Places and People.

The key priorities are:

- Improve rate of youth employment.
- Increase level of inward investment.
- Supporting small business growth and entrepreneurship.
- Strengthen competitive position for manufacturing, especially advanced manufacturing.
- Improve availability of skilled workforce for large companies.
- Reduce vacancy rates and improved foot fall on High Streets.
- Rural regeneration.

Progress Made in the Last 6 Months

Business:

- a. Welsh Government announced the new Deeside Enterprise Zone (DEZ) as a key strategic location for Wales Advanced Manufacturing sector. DEZ will be a catalyst for the Northern Gateway development attracting new investment opportunities, creating an estimated 7,000 new jobs and deliver sustainable regeneration helping to transform communities both in Deeside and across North Wales. During this quarter 309 new enquiries have been handled, 6 of these have specifically related to

investment in Deeside Enterprise Zone. This has led to 341 new jobs in total of which 25 are within the Enterprise Zone.

- b. Phase 1 of the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC) feasibility study has been completed to develop a focus for the advanced manufacturing sector, in partnership with Welsh Government, HE, FE and private industry. Phase 2 NWAMSTC feasibility study to be completed. This is dependent on the release of funds from Welsh Government.

Places:

- a. The Masterplan for Flint is now complete. Phased demolition of the maisonettes in the town centre has commenced.
- b. A Destination Management Partnership has been formed to lead the approach to the visitor economy in Flintshire. This approach is complementary to wider town centre management, rural development and business development activity, as well as to key service improvements such as the review of Streetscene services. The Partnership has approved an action plan and is currently developing projects. Key priorities for action this year include:
 - promoting Flintshire's walking offer.
 - collaborating with partners to make leaflet distribution more efficient and reach a wider audience.
 - supporting the development of a Roman-themed attraction near Caergwrle.
 - increasing the visibility and availability of local food.
- c. Welsh Government have given approval to the North East Wales Town Centre Regeneration project, lead by Flintshire County Council, and covering Flintshire and Wrexham. The Building Enhancement Scheme offers grants to bring High Street properties back into active employment use. So far 3 full applications have been approved and a further 5 schemes are in development.

People:

- a. The Regeneration Partnership has been working closely with Communities First and the Local Service Board on the Employment, Education and Training (EET) agenda. Significant progress has been made linking with Flintshire's public, private and third sectors to establish new good practice aimed at reducing the numbers of young people not in Employment Education or Training NEET and improving opportunities for Flintshire's most disadvantaged communities.
- b. Communities First have been working closely with the Apprenticeship, Entrepreneurship and Work Experience (AEWE)

Project Board for the Local Service Board where partners are developing initiatives aimed primarily at young people under 25, which have been informing and influencing the LSB Priority 1 agenda, to “Lead by Example as Employers and Community Leaders”, and since agreed. The AEWE is also supporting a renewed emphasis on Young Entrepreneurship, as part of the all Wales Youth Entrepreneurship Strategy (YES).

- c. The Young Entrepreneurship model is helping young people start or grow a business through Flintshire’s first Enterprise Club, as part of a local Young Entrepreneurship model. The Flintshire Business Entrepreneurship Network (BEN) is being supported by Communities First to drive forward the agenda for 16 – 24 year olds aspiring to be successful entrepreneurs. The use of Deeside Leisure Centre to host and help promote BEN initiatives such as Dragons’ Den style activities, is important because of its location to all that Deeside Enterprise Zone has to offer, and being a place where young people socialise in significant numbers.

Key milestones for the year ahead

General:

- a. Review and refresh the Regeneration Strategy and develop a monitoring framework for progress towards key outcomes.

Business:

- a. Develop the Deeside Enterprise Zone further and attract and support inward investors.
- b. Develop the North Wales Advanced Manufacturing Skills and Technology Centre project further.

Places:

- a. Continue to develop the Deeside Regeneration Area for Deeside to bring about a large comprehensive renewal area in the county – Jobs / housing improvement / town centre renewal / environmental upgrade (ongoing).
- b. Implement the long term plans for the eight main towns in Flintshire (ongoing).
- c. Implement the Destination Management Plan for Flintshire.

People:

- a. To implement the revised structures and priorities for the Communities First programme, embedding needs and shared priorities in corporate and partnership strategic agendas, in particular, the development of work experience/apprenticeship academies as models of good practice supported by the public, private and voluntary sectors.

- b. To further develop local labour market approaches to maximise the opportunities for interrelated community based activities around employment, skills and learning. In Communities First areas these will include community based work clubs, jobs and careers fairs, informal and formal and accredited community based learning provision, pro-active support for employer recruitment activities, not least in relation to DEZ opportunities, and responding to job losses or closures by supporting REACT activities.
- c. To expand good practice in relation to the Flintshire Business Entrepreneurship Network and the Enterprise Clubs, securing WG and partners' support for a developing and sustainable Entrepreneurship programme for Flintshire.
- d. To continue to address the Child Poverty agenda by improving residents' financial literacy, and improving access to Credit Unions through additional community based collection points.

Regional or Sub-regional Developments

Sub-regional collaboration is underway on affecting inward investment.

3.07 **Voluntary Sector Compact**

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

Current Key Priorities

- a. Continue to support the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) efficiency programme.
- b. Transport and Access to Health Services – focus on regional & sub regional partnerships.
- c. Maximising external funding opportunities.

Key Milestones for the Year Ahead

- a. Transport and Access to Health - Community transport and the planning of health services within Localities.
- b. Advice Management and the implications of welfare reform.
- c. Revised Scrutiny arrangements.

3.08 **Youth Justice Plan and Board** Requirement for the Strategy

The Youth Justice Plan is written annually to meet legislative, grant making and business planning requirements. It has to meet the requirements of:

- The Youth Justice Board (YJB) – as a legislative requirement (Crime and Disorder Act 1988) and condition of grant.
- The Youth Justice service (YJS) Executive Management Board.
- The County Council.
- YJS staff at an operational level.
- Partner agencies.

How and When the Strategy will be Reviewed

The current 2 year strategy is operational until 2014 and is currently under review. The plan was developed using an outcome focused approach.

The 2012 plan was circulated to partner agencies for consultation and has been approved by the County Council's scrutiny process.

Current Key Priorities

Priorities for 2013 are:

- Reduce the number of young people entering the criminal justice system by monitoring first time entrants.
- Reduce the number of young people entering the secure estate.
- Reduce the reoffending rate of 10 to 17 year olds.
- Increase victim and public confidence.

Progress Made in the Last 12 Months

- a. A reduction of First Time Entrants (FTE) has continued to be achieved by the YJS. Preventing offending is the principal aim of the youth justice system and Flintshire YJS has continued to develop prevention services which have an impact on the reduction of the number of FTE into the youth justice system.
- b. The numbers of young people entering the secure estate are minimal and the introduction of the Youth Rehabilitation Order the previous year enabled the partnership between the YJS and the Courts to be reviewed and strengthened. The numbers of young people attending court has seen a significant decrease and this can be attributed to more robust policing methods looking at alternatives to arrest, the restorative justice agenda linked to prevention work carried out by the Youth Justice Service.
- c. Reoffending rates are determined by monitoring cohorts of young people and the YJS has implemented systems linked to the Careworks system to track these. The highest rates of re-offending are demonstrated by those young people subject to periods in custody. It should be noted that this population in Flintshire is often confined to three or four individuals so any

offence committed by this group impacts significantly on re-offending rates demonstrated by the whole group.

- d. The YJS contact all identified victims and has a dedicated Victim Liaison Officer. The Victim Strategy is currently being reviewed and amended.

Key Milestones for the Year Ahead

There are significant policy changes ahead being implemented by Central Government which will impact upon services provided for the Young people of Flintshire. The Green Paper Youth Justice Bill (Wales) which would be welcomed to build upon the work undertaken by the All Wales Youth Offending Strategy has been through the consultation stage and we now await to see the findings.

The finance of the YJS continues to be made up of a combination of funding streams with the Welsh Government Grants being in a transitional year whilst regional frameworks are established. In addition the Police and Crime Commissioner for North Wales is now in post and discussions are ongoing with the Youth Justice Services across North Wales.

The introduction of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 has had an impact upon 2 areas of our business. At the high risk end, Local Authorities are now responsible for funding placements for young people remanded into custody. On the other end of the spectrum, Out of Court Disposals see the end of Reprimands and Final Warnings and the introduction of Cautions and Conditional Cautions.

Regional or Sub-regional Developments

- a. Regionally, the North Wales Safer Communities Board commenced from June 2012. This Board is looking at all criminal justice agencies and will provide strategic guidance
- b. The Safer Communities Fund has been realigned by Welsh Government into the Youth Crime Prevention Fund and all YOTs and Community Safety Partnerships are collaborating to provide a business case for regional, sub regional and local delivery of services.
- c. The Young Peoples Drug and Alcohol Team has renamed itself as Flintshire 'Sorted'. This name was devised by the young people accessing the service. A Service review is to be carried out during 2013 to bring all staff employed into line with job descriptions as the service has evolved over the past 6 years of operation.
- d. The Flintshire/Wrexham LSCB has now been in operation for over 12 months and the YJS has developed protocols around

Serious Incidents with the Board and the Youth Justice Service continues to be actively in all areas of this Board and is represented on all groups from the Executive to support groups.

- e. Work is currently under way to formulate a SERAF agreement and process which is to prevent the sexual exploitation of young people.
- f. In unison with this, work is also being looked at to develop a regional approach to young people who display sexually harmful behaviour.
- g. Flintshire YJS continues to engage with Flintshire Inclusion service and has seen a rise in the time young people are spending in Education, Training and Employment and the Pupil Referral Unit that is a joint venture with the Inclusion Service has recently expanded its brief to work with 16 plus years to enable them to gain college placements.
- h. A significant development is through Creating Active Wales/Sports Wales which the YJS are hopeful to utilise funding to engage young people in further constructive use of leisure time to divert them away from criminal or anti social activities.

3.09 **Transition to a Single Integrated Plan for Flintshire**

Guidance published by Welsh Government in June 2012 described the approach to replace the four existing statutory plans with a Single Integrated Plan (SIP) driven by the Local Service Board. The guidance is described in Appendix 1.

This would incorporate the following existing Flintshire Plans:

- Flintshire County Vision - 2009 to 2019.
- Making a Positive Difference Plan - 2011 to 2014 (Children & Young People's Partnership).
- Community Safety Strategic Plan - 2011 to 2014.
- Good Health, Good Care Strategy - 2011 to 2014 (Health, Social Care and Well-being Partnership).

Of these four statutory plans and partnerships only one, the Community Safety Partnership is identified as a 'strategy group' in regulations made under the Crime and Disorder Act 1998 which allows for members of the LSB to fulfil the role of the strategy group and discharge its duties. The LSB has recently agreed to fulfil this role and has undertaken a governance assessment to ensure that it has the appropriate structure and arrangements in place.

Welsh Government state that the SIP should include:

- a. Vision – for the long term.
- b. Analysis – to include key issues, trends, needs, etc.

- c. Action Plan – highlighting priority outcomes for a 3 to 5 period and an action plan for driving improvement including partners' contributions and accountability. The highest priorities should form the LSB's core agenda for improvement
- d. Enabling Strategies – including an Information Strategy and Engagement Strategy.
- e. Assurance – arrangements for LSB governance, performance management and scrutiny. The Local Government (Wales) Measure 2011 places a new requirement on local authority scrutiny committees to scrutinise designated public service providers in their area.

The SIP should be based on comprehensive needs assessments taking the needs of the whole population in the local area into account but with a specific focus on groups who are disadvantaged, vulnerable or at risk of becoming vulnerable.

In developing the SIP, work has been undertaken in the following areas:

- Reviewing the Flintshire County Vision and developing Local Service Board priorities
- Reviewing our performance in the 4 areas of work that form the national Effective Service for Vulnerable People (ESVP) Programme
- Developing the role of the Local Service Board
- Ensuring effective strategic partnership governance
- Partnership and plan rationalisation

In reviewing the County Vision the LSB has identified a number of priorities in which there is a shared interest and where a high level partnership such as the LSB is needed to lead and influence change. These priorities have been broken down into 'primary' and 'secondary' priorities.

The four primary priorities are:

- Lead by example as employers and Community Leaders
- People are safe
- Vulnerable people have their support needs met and their wellbeing is promoted and enhanced
- Organisational environmental practices

Appendix B provides the full list of primary and secondary priorities. These were agreed in July 2012 by the LSB and Statements of Ambition have been developed to provide an outline of what we want to achieve or change and why.

In addition to these LSB Priorities, there are a number of Strategic Partnership Plans that exist that were implemented in 2011. As these were 1) based on sound evidence from partnership needs assessments and professional expertise, 2) been considered as part of

the development of the LSB Priorities, and 3) implemented the Strategic Partnership Governance Framework, it was agreed that these plans would run their course to 31st March 2014. Thus the transition to a Single Integrated Plan (SIP) for Flintshire will be complete by the 1st April 2014.

The Plan will bring together the following strategic partnerships' plans:

- Children & Young People's Partnership
- Community Safety Partnership
- Flintshire and Wrexham Local Safeguarding Children Board
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership
- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Board

The first complete draft of the SIP is to be presented to the LSB at its next meeting in October; it will then be presented to the Cabinet prior to final publication in the new year.

Once the SIP has been agreed, the commitments of individual service providers should be included within their own corporate plans for the following key partner organisations:

- Betsi Cadwaladr University Health Board
- Coleg Cambria
- Flintshire County Council
- Flintshire Local Voluntary Council
- Glyndwr University
- Natural Resources Wales
- North Wales Fire and Rescue service
- North Wales Police
- North Wales Probation
- Public Health Wales

The Council has already identified and made these commitments within its Improvement Plan 2013-14, for example within the Skills and Learning and Environment priorities for Apprenticeships and Carbon reduction respectively.

3.10 **Rationalisation**

We have also been a key player in a regional review to rationalise partnerships and were a key player in the North Wales Partnership Review (as previously reported to Cabinet). In addition, sub-regional arrangements have been developed for the Youth Justice Executive Management Board and Local Safeguarding Children Board.

The implementation of the Strategic Partnership Governance Framework saw the number of partnerships in operation in Flintshire reduce. Further opportunities exist to reduce partnerships in the future

in line with development of the governance arrangements to support the SIP.

4.00 RECOMMENDATIONS

4.01 That Cabinet note and endorse the performance of the Strategic Partnerships and support the key priorities and the work programmes.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 There are no equalities impacts directly associated with this report.

9.00 PERSONNEL IMPLICATIONS

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

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 None required.

12.00 APPENDICES

12.01 Appendix A – Shared Purpose - Shared Delivery, welsh Government Guidance, June 2012

12.02 Appendix B - LSB Priorities

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

None.

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Shared Purpose – Shared Delivery Welsh Government Guidance, June 2012

This approach would be used to meet statutory responsibilities in relation to the development of plans and strategies under the following legislation:

- Local Government (Wales) Measure 2009 (Part 2: Ss 37-46) -
- Community Strategies;
- Children Act 2004 (Part 3: S26) – Children and Young People’s Plan (which includes plans required in accordance with section 2 of the Children and Families (Wales) Measure 2010 (S2) and the Mental Health (Wales) Measure 2010);
- National Health Service (Wales) Act 2006 (Part 3: S40) – Health, Social Care and Well-being Strategies;
- Crime and Disorder Act 1998 (Part 1: S6) – Strategies for the reduction of crime and disorder, strategies for combating the misuse of drugs, alcohol and other substances, and strategies for the reduction of reoffending.

The guidance supersedes previously published guidance as follows:

- Community Strategies and Planning – Collaborative Community Planning.
- Stronger Partnership for better outcomes - Guidance on local cooperation under the Children Act 2004 – issued August 2006 and subsequent guidance on the Children and Young People’s Plan.
- Health Social Care and Well-being Strategy Guidance 2011/12 to 2012/13.

It provides a framework for local authorities and other planning bodies to meet their statutory planning responsibilities and align with Welsh Government priorities, while allowing for a greater degree of local determination in other respects.

The legislation governing the formulation and implementation of community strategies, Children and Young Persons Plans and Health and Well-being Strategies sets out named partners who must be engaged during the planning process and identifies who must agree the final plans. To meet the statutory requirements of the plans referred to within this guidance, statutory engagement and consultation must continue if a single integrated plan is to be produced, and single integrated plans must be agreed in accordance with the legislative requirements. The need to comply with these statutory requirements however, does not and should not prevent LSB's from reviewing and streamlining partnership structures to make them fit for purpose.

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PRIMARY PRIORITIES

PRIORITY 1:
Lead by example as employers and
Community Leaders

PRIORITY 2:
People are safe

PRIORITY 3:
Vulnerable people have their support needs
met, and their wellbeing is promoted and
enhanced

PRIORITY 4:
Organisational environmental practices

SECONDARY PRIORITIES

LINKS
TO OTHER
PRIORITIES

A: Protect and promote the well-being of our employees, volunteers & the community.	Orange
B: Support lifelong learning & employability of our employees & volunteers.	White
C: Improve the education, training & employment prospects for young people up to 25 years of age (ESVP).	Yellow

A: Address the inappropriate availability & misuse of alcohol in our communities.	Yellow
B: Reduce alcohol related harm including injuries.	Yellow
C: Prevent & manage alcohol related anti-social behaviour & address environmental crime.	White
D: Improving Services for vulnerable people with a focus on those suffering domestic abuse, missing people and restorative approaches (ESVP).	Yellow

A: Respond to welfare reform & manage its impacts.	Pink
B: Ensure co-ordinated and integrated approaches to the planning, commissioning and delivery of services	Orange
C: Promote independent living & well-being (ESVP).	Yellow

A: Ensure that we reduce our carbon footprint.	Pink
B: Future proof our business plans to respond to climate change.	Pink

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15TH OCTOBER 2013**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **DEVELOPING THE FLINTSHIRE HOUSING OFFER THROUGH ESTABLISHMENT OF A HOUSING COMPANY**

1.00 PURPOSE OF REPORT

1.01 To explain potential long term strategic aspirations for the Council and its housing service “offer”; and to seek approval in principle, subject to full risk analysis and governance advice, to the establishment of a Housing Company “Flintshire Homes and services”, that could be instrumental in delivering this vision.

2.00 BACKGROUND

2.01 The council now has a range of housing services for which there has been positive improvement. There is growing confidence both externally and internally that services will continue to improve and will achieve excellence.

2.02 However this progress is being made at a time when residents of the County are facing increasing difficulty in accessing affordable housing due to economic pressures, welfare reform and the challenges experienced in accessing mortgage finance; and in addition to this the number of new homes being developed to meet emerging needs has been stagnant for the last few years (despite planning approvals being provided and land being available for development).

2.03 To try to find ways to address these challenges, the council has been innovating and developing new ways to achieve its affordable housing provision and this report identifies some of the barriers to implementing this that the council is facing immediately and longer term if its aspiration to be both a strategic enabler and provider of a range of affordable housing products is to be realised.

2.04 This paper identifies a proposed way forward that would provide much needed additional flexibilities for the council to meet its Local Housing strategy targets for new and additional homes across a range of tenures.

3.00 CONSIDERATIONS

- 3.01 Unfortunately the current statutory limitations which govern the Councils ability to grant tenancy agreements are very restrictive and mean that in all but exceptional circumstances the council is obliged to grant a full secure tenancy to its tenants. In addition, where properties are held in the HRA rents must comply with the WG Rents benchmarking regime effectively causing problems where the council wishes to charge an affordable or market rent.
- 3.02 Officers, with the support of Senior members are working on a number of new initiatives to meet local needs and grow the Councils service delivery offer and are finding that a number of new opportunities cannot be taken forward satisfactorily due the constraints placed on the Council through its current structures.

Potential Service Developments Private Sector Leasing

- 3.03 The Local Authority is working with a number of private landlords in Flintshire to explore options for leasing and management of their properties. The Local Authority is keen to lease or manage a range of property types that can be used to meet a range of needs. This is also being seen as an opportunity to encourage the growth of the private rented sector which is increasingly becoming a tenure of choice for those unable to access mortgage finance. There are a number of investors happy to invest in property but not keen to take on management responsibilities. The council is viewed as a trusted provider in this regard.
- 3.04 The council has experience and expertise in property management and repair and maintenance. The pending homeless legislation will allow councils to discharge their homeless duty into the private rented sector and to encourage landlords to do this, the council needs a “management offer” which can offer reassurance to private landlords that should they house tenants at LHA rent levels rather than market rents, that the council can ease any perceived management burden by directly managing the property itself, and making sure that where tenants need support to manage the tenancy that this support is in place.
- 3.05 It would also seem to make sense that where the council is working with property owners who are receiving loan funding from the public sector that it has a management offer available too.

Elderly Home Owners

- 3.06 Many home owners wish to access more suitable accommodation (for health reasons), in the county’s council stock but are currently in some cases, prevented from doing so as they receive insufficient priority on

the Councils waiting list. (They receive deduction points based on the value of their property). In many cases this capital value however makes purchasing more suitable property very challenging.

- 3.07 Flintshire Council has a good supply of property suitable for older people- nearly 50% of its stock, and needs additional 2/3 bedroom family homes for temporary and longer term use at affordable rents. Were the council able to lease the property from the home owner for 5-10 years and let it, the council could meet identified needs; the home owner would receive an income (net of a management fee) to enable them to pay rent and could be re-housed by the council into more appropriate property which they would find easier to manage and which could help to address social isolation.

Regeneration Schemes

- 3.08 As part of delivering the Town Centre master plans, proposals are being developed for mixed tenure new housing developments. Without a holding company being established then the council is more limited in the range of solutions it can provide as a direct provider of new homes. Social rented homes can be provided for in the HRA but affordable rent, market rent and low cost home ownership would be challenging to deliver without a new legal structure in place.

Empty Homes

- 3.09 Members are aware that the council has been successful at bringing a number of empty homes back in to use over recent times via its own Housing Capital programme and Welsh government Houses to Homes funding. The Houses to Homes scheme places no requirement on the property owner to re house local people in partnership with the local authority and therefore they can choose to let property at market rents which may not always be the council priority for a particular location. There has been a recent example of this where an owner was happy in principle to lease his properties to the council (which had been improved with loan funding from Welsh Government), but the council was advised that the property would either need to be let as secure tenancies, or, if they were used for homeless people on temporary license arrangements. The plan was to use them for temporary decants or for affordable rent, so neither option was ideal.

Gifted Units

- 3.10 Over the last two years the Council has reached agreement with a small number of private developers for them to gift properties to the council as part of meeting their s106 obligations. During the next 18 months 24 properties will be built and gifted to the council's ownership. The benefit of this arrangement is that the Council has properties it can let to meet local needs for social and affordable

housing, providing a new revenue stream, and in addition, the council has unencumbered assets on which it could borrow to fund other priorities for capital funding. The first four of these homes are expected to be completed ready for transfer to the Council in September 2013. The need for a company to hold these properties outside the housing revenue account is now urgent.

- 3.11 To meet need in the locations where these homes are being developed, a range of tenure options need to be available to the Council. In some locations new units of social housing are what is needed while in others it is the intermediate rental market. Were a broader range of tenancy options available, this would introduce an additional level of flexibility for the Council in meeting need.

Housing Trading Company

- 3.12 One possible way to deliver several of these aspirations would be to establish a Housing company. Any property owned by the company or for which it had leases in place would not be subject to the benchmarking regime and therefore could set rents at LHA rates or market rates as needed. But more importantly as the company would not be an entity which satisfies the landlord condition for the granting of secure tenancies the company would have a much higher degree of flexibility in terms of the type of tenancy it can grant and would be able to grant assured short hold tenancies in line with the private sector. A further additional benefit is that any property held in it and let as a non secure tenancy would not be subject to the Right to Buy (or Right to acquire).
- 3.13 The company could be used to establish a lettings agency, offering housing management and repair and maintenance services etc as described earlier in this report to support the encouragement of growth in the private rented sector. A fee would be charged for this service but this would be on a not for profit basis.
- 3.14 There are a number of governance issues to be considered when setting up such a company, including:
- Which statutory power to use
 - The level of ownership/control
 - The rules on state aid and bidding for council contracts

A little more detail on each of these issues is set out below. Each will need to be dealt with in detail when establishing the company so that the Council can be satisfied that the proposals are both lawful and will achieve the desired outcomes.

Statutory Power

- 3.15 The Council has various powers to establish companies. The different

powers are subject to their own limitations and so the precise power will need to be carefully identified in order to ensure the company is able to achieve all that the Council intends. For example, a company set up using “well-being powers” would not be able to trade but is expressly intended to cover social factors such as the promotion of good quality and affordable housing. As part of setting up a company, it will therefore be necessary to establish what it might wish to do in the future in order to select the most suitable power.

Ownership/Control

- 3.16 The principle purpose for establishing a company is to provide greater flexibility to the Council. It would therefore be a key delivery tool and as such the Council is likely to want to retain a high level of ownership and control. Council ownership/control will impose certain regulatory burdens on the company. For example, if the Council owns more than 25% of the company then its accounts must be incorporated into our own. Whilst the company is small that burden can be discharged by the Council on its behalf (subject to the rules on state aid below), but should the company need to be able to “stand on its own two feet” at some point in the future then such a burden could prove expensive. It will be possible in the future for the Council to reduce its level of ownership/control in order to remove such burdens and this will need to be provided for when the company is established.

State Aid and Council Contracts

- 3.17 Whilst the company is wholly owned by and trades almost exclusively with the Council, then it will not need to bid for Council contracts (under the Teckal exemption). However, it will have to follow EU rules for procuring any contracts that are over £173K in value. Given the likely size of the company, in the first instance this is unlikely to prove a problem but again it is a potential further regulatory burden
- 3.18 Whilst the Council can give contracts to the company under the Teckal exemption, it is limited as to the amount of support it can provide by way of accommodation, services etc. The Council will be able to supply the company with services and accommodation up to a maximum value of 200,000 Euros over 3 years. Again, whilst the company is small this is unlikely to prove a problem, although there are certain accounting requirements to be followed.

Overview and Scrutiny

- 3.19 There is a overview and scrutiny seminar taking place on 11th October 2013 to which all councillors are invited. The future purposes and governance arrangements will be explored in more detail. From this clear proposals can be developed. The outcome of the seminar will be reported verbally at the meeting.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet notes the outcomes from the overview and scrutiny seminar on this issue.
- 4.02 For reasons of urgency, that the Head of Housing and the Head of Legal and Democratic Services be given delegated authority to establish a Housing Company in consultation with the Cabinet Member for Housing.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There will be a small cost in establishing a housing company and in gaining the appropriate legal advice. This can be met from existing budgets.
- 5.02 Establishing a company will provide the potential to develop new revenue streams and to make best use of gifted capital assets in some locations. The company would purchase management services from the council initially, which would be met from existing resources. The company could have an agreement with the council to return any surpluses each year, based on company performance.

6.00 ANTI POVERTY IMPACT

- 6.01 The homes and services provided would be targeted towards those who are not eligible for council housing but who nevertheless need assistance in finding a home.

7.00 ENVIRONMENTAL IMPACT

- 7.01 These proposals could see additional long term empty properties brought back into use.

8.00 EQUALITIES IMPACT

- 8.01 The proposals could help more people to find a home that meets their needs.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Existing staff with the appropriate skills will provide management services via a management agreement to the new company. A charge will be levied for any services provided to the company.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Independent legal advice has been sought, which this report uses.
- 11.02 The issue was reported to the Housing Overview and Scrutiny Committee on 23rd September 2013 and a workshop to which all councillors are invited will take place on 11th October 2013.

12.00 APPENDICES

- 12.01 None.

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

None.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15TH OCTOBER 2013**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **FLINT TOWN CENTRE (HOUSING REGENERATION)**

1.00 PURPOSE OF REPORT

- 1.01 The purpose of this report is to consider the next steps in progressing delivery of the Housing element of the Flint town Centre master plan, including seeking cabinet approval;
- For the use of Compulsory Purchase Order (CPO) powers if necessary.
 - To develop firm proposals to resolve Clwyd Alyn's interest in 5 maisonettes
 - For firm proposals to be developed for approval to progress the new housing development

2.00 BACKGROUND

- 2.01 There has long been a local ambition to regenerate the town centre of Flint. During 2011/12 DTZ were appointed by the council to undertake a master planning exercise which was adopted by council following extensive stakeholder and community consultation in June 2012.
- 2.02 The master planning exercise identified options and proposals to improve the environment, retail, civic, housing and commercial offer in the town centre. The master plan identified the sites for housing regeneration which this report seeks to address.
- 2.03 On 13th December 2011 the Executive approved a phased programme to empty the Flint maisonettes in preparation for a regeneration scheme which would see new high homes provided as part of a package of measures to regenerate Flint Town Centre.
- 2.04 To date, 157 maisonettes are empty, and one leaseholder has sold their property to the council. Of those who have been re-housed, 57% have been re-housed to council property in the North Area, 4% to both the Easy and South respectively. 4% have moved into the private rented sector, 8% to Housing Associations and the remainder have either moved in with family, deceased or been evicted etc.
- 2.05 Six further tenants have accepted offers and are waiting to move. Three further leaseholders have now accepted offers. Across the remaining 3 Leas blocks there are only 2 home owners and one

tenant whose situations are not fully resolved.

- 2.06 As the area has become increasingly empty there have been security issues and an increase in the level of ASB. Security sheeting has had to be fitted on ground floor and accessible vacant units, and an overnight security service is in place. Cleaning and keeping the area tidy is a high priority and the police have been working in partnership with the council to manage the situation.
- 2.07 The first fully vacant block was Coleshill Lea, and this and the garages adjacent to it were demolished in the Summer of 2012.

3.00 CONSIDERATIONS

- 3.01 The plan for Flint is based around the following six strategic objectives:-
1. Transform Flint's physical image*
 2. Reconnection of Flint's assets
 3. Promote the town and it's opportunities
 4. To better serve the local people*
 5. Create economic growth through job creation*
 6. To embed Flint into a sub regional tourism network
- 3.02 Following approval of the Masterplan and building on its work, a housing development brief was commissioned for Flint. The significant footprint of the existing maisonette blocks provides an opportunity to re-build nearly a quarter of the original medieval planned town – with the new houses and streets aligning more sensitively to the original grid pattern. It is intended that the new build provision within the redevelopment will provide between 173 and 180 units dependent upon the final agreed layout. These will be made up of a mix of, apartments and 2 and 3 bedroom houses.
- 3.03 The development brief has now been completed and in April 2013 the Flint Steering Group approved the final draft version, for recommendation to cabinet for approval. Once approved this will form supplementary planning guidance for any schemes which come forward. The plan guides the developer on the density and layout of properties, design features to follow etc. This will allow the council to make sure that the new homes compliment the town and its history. The design brief is attached to this report as Appendix A, along with a map of the site as Appendix B.
- 3.04 **Compulsory Purchase Order**
It is recommended that work commences to gain a Compulsory Purchase Order for the whole of the housing redevelopment site. The advantage of this is that it ensures that the council has clear title for any future redevelopment and it could help with the repurchase of the 5 leaseholder maisonettes should negotiation not be successful.

- 3.05 Approval to use CPO powers does not mean that the Council will issue a CPO, however, it does allow for the flexibility to do so, should it become necessary. In the event that a CPO is sought affected residents would have the opportunity to object. Any objections would be dealt with by way of a Planning Enquiry overseen by a Welsh government Planning Inspector. Given that this process is driven by the Planning System it would be advantageous for the Council to have an approved Planning Permission for the Maisonettes site, which gives the Inspector the opportunity to balance the community benefit from the proposal against the rights of the individual. The Council would be in a strong position to request a CPO under these circumstances, as a clear plan is in place, the values offered are reasonable and there will have been ongoing dialogue with the owners around other forms of support.
- 3.06 Currently the Council is seeking to acquire by agreement land required for the scheme which is owned by third parties. It may be that such efforts are unsuccessful, in which case it would be necessary for the Council to pursue the acquisition of the land by compulsory purchase (by way of a CPO) as that will be the only mechanism by which the Council can be certain that it will be able to take possession of the land when required. As the CPO process can be lengthy, Members' support is sought at this stage to the making of a CPO.
- 3.07 Section 226 91) (a) of the Town and County Planning Act 1990 enables the making of a CPO if the Council thinks that the acquisition of land will facilitate the carrying out of development, re-development or improvement on or in relation to land in the area, improving the economic, social or environmental well-being of the area. That is considered to be the case in relation to the Flint Town Centre Masterplan.
- 3.08 In particular the acquisition of the Order is essential to facilitate:-
- (a) the comprehensive redevelopment and improvement of Flint Town Centre
 - (b) the delivery of a range of new house types, providing a mixed tenure scheme for the Town Centre
 - (c) bringing forward a more diversified housing provision and the re-invigoration of the local housing market supporting the wider regeneration and sustainability of Flint Town Centre
- 3.09 If approval is given to the making of a CPO, it is intended to instigate the process as soon as possible. However, this does not mean that the Council will have to rely on the CPO, but it does allow for the flexibility to do so, should it become necessary.
- 3.10 Whilst the CPO would be made primarily to deal with parcels of land owned by third parties who are unwilling to sell (for whatever reason)

it would cover all the land to be the subject of the scheme, including land owned by the Council. By doing so, any issues or restrictions relating to the title(s) of the land can be overcome.

3.11 Leaseholder negotiations

The Council continues to negotiate with the 5 remaining leaseholders within the Maisonette blocks. Following valuations from the District Valuer (DV) and further valuation by an independent local estate agent, each leaseholder has received an offer. The offers reflect prices for equivalent sized accommodation within the Flint area, and show the Council has been reasonable, taking into account a balance of factors including the value of the homes, costs of security and council tax while blocks remain standing.

3.12 Currently 3 offers have been accepted and this will influence the phasing plan. The remaining 2 leaseholders have rejected the offers made. Officers do not believe there is scope to increase the offer; however, they continue to engage with the owners to offer other non financial support with re-housing in an attempt to reach agreement.

3.13 Clwyd Alyn properties

Clwyd Alyn Housing Association own 5 Maisonettes. Clwyd Alyn are very interested in being a partner with the council for the delivery of this current regeneration scheme and have been doing some work with tenants of the maisonettes to develop interest in forming a housing co-operative as part of the new development.

3.14 The council has a number of options to deal with the Clwyd Alyn interest on the site. These include:

1. Purchasing the properties Clwyd Alyn own.

This would provide clear title but would be challenging for the council alongside other competing priorities for the housing capital programme.

2. Asking a developer to purchase the units from Clwyd Alyn.

This could cause delays in getting blocks demolished and could provide title issues for the new development as there would be mixed land ownership

3. Agree a “deal in the round”

The aim of this approach is that there would be no financial outlay for the council in cash terms. This arrangement would involve the council providing land for future developments to an agreed value, based on the value of the maisonettes.

3.15 Option 3 is the recommended option and cabinet approval is sought for delegated authority to be granted to the Cabinet Member for Housing along with the Head of Housing and Head of Assets and Transportation to develop and implement a mutually agreed land

transfer at no detriment to the Council.

3.16 **The New Development**

The current tenure mix in Flint Town Centre is shown below.

	Social rented	Owner occupied	Private rented
Flint Town Centre	49%	45%	5%
Wider Flint	20%	75%	5%
County as a whole	12%	77%	11%

- 3.17 The regeneration proposals have, as part of delivering a more vibrant sustainable town, had ambition to enhance the housing offer, providing a number of homes for social rent (between 20-40), and with the remaining (c120- 140) homes for let at affordable and (a small number) market rents with a small number potentially also for sale.

The broad tenure mix being planned is for 40 homes for social rent developed by a RSL and/or the council, 15 homes for Rent to Buy, 105 homes at affordable (LHA) rents and 20 homes at market rents.

- 3.18 The mix of units has been designed to meet emerging needs for small houses and apartments to help address the impacts of Welfare Reform. Housing for sale will work on the site in later years, (but probably not in the early stages), as the housing development progresses and confidence in the housing market increases, therefore rent to buy is being considered as a tenure that can support owner occupation long term. Also a large for sale development is taking pace at Croes Atti and this will meet a significant amount of the need for home ownership in the local area.

- 3.19 Affordable rents, although higher than social rents, can allow properties to be developed without public subsidy in the form of Social Housing Grant, and the rents are still fully eligible for housing benefit for those who have limited incomes.

- 3.20 The development site covers the footprint of the existing maisonette site and could take in other sites in the town centre should these become available.

3.21 **Clwyd Alyn interest**

Officers are considering options for land to be transferred to Clwyd Alyn for c20 homes to be built for social rent on the site. These would be managed on a co-operative model subject to resident support

3.22 **Financial model for delivery**

Council officers have been exploring a range of options for meeting the housing requirements in the Local housing strategy and investigating a range of options for delivering homes for affordable

rent. A paper was presented to Scrutiny Committee and Cabinet in July 13 describing the work to date and the various models. Independent legal advice has been sought which confirms that each of the models can be delivered from a legal perspective and each will need to be evaluated scheme by scheme to decide which would be the preferred model. Once a decision on preferred funding model has been made, then tendering to appoint a developer/funder will almost certainly be necessary.

- 3.23 This paper sets out the options for Flint. Following recent input from Cabinet and Housing scrutiny committee on key principles to be followed for the scheme, final evaluation of options is underway and firm proposals for developing the new homes will be presented to the November cabinet for approval.
- 3.24 It is important to note that all options are self financing as in all cases the council will receive new rental income to service any costs in delivering and managing any homes built.
- 3.25 Appendix C provides a summary of each of the options for ease of consideration. This will be applied to arrive at final proposals.
- 3.26 Key questions considered to date to determine final decision making
- 3.27 **Ownership of the homes developed**
- The Council is interested in managing new homes built in Flint (with the exception of the Clwyd Alyn scheme), to ensure that its interest as a key stakeholder in delivery of the town centre master plan can be maintained. Ownership of all or some of the homes would also be desirable.
- 3.28 **Affordability**
- The council wants to be certain that rent increases and rents themselves will be affordable for the life of the scheme for local people.
 - The council also wants some options for local people to access affordable home ownership
- 3.29 **Space standards and design features**
- The council wants homes built to good standards for the whole development with no visible differences for homes of different tenures
 - The council wants the new homes to meet the aspirations of the design brief
- 3.30 **Risks**
- The council recognises that in any long term financial modelling, assumptions must be made, but it wants to minimise risk as it builds its capacity and experience in developing and procuring new homes
 - The council is happy to develop the homes itself as long as it

brings in the right expertise to lead this.

3.31 Length of arrangement with partner

The council is happy to enter into long term arrangements for the funding and delivery of new homes as Housing Assets themselves have a life in excess of 60 years.

4.00 RECOMMENDATIONS

Cabinet are asked to:

- 4.01
- Approve the development brief so it can be adopted as supplementary planning guidance
 - Agree to the use of Compulsory Purchase Order (CPO) powers if necessary.
 - Provide delegated authority to the Cabinet Member for Housing along with the Head of Housing and Head of Assets and Transportation to develop and implement a mutually agreed land transfer at no detriment to the Council to resolve Clwyd Alyn Housing Association's interest in 5 maisonettes
 - Note that final proposals for developing the c180 new homes in Flint will be brought to a future cabinet for approval.

5.00 FINANCIAL IMPLICATIONS

5.01 A substantial piece of work to evaluate the financial affordability of each model from a revenue budget perspective has been undertaken, with emphasis being placed on all models needing to prove that they are self financing. This work will now be revisited and refined to take account of guidance provided by Cabinet Members and Housing Scrutiny Members.

5.02 Independent advice is being commissioned to assist Officers in building sensitivity analysis into the financial affordability calculations and to provide guidance on specialist areas including tax, financial reporting and governance which affect each model. This cost will be met from existing budgets.

6.00 ANTI POVERTY IMPACT

6.01 Each of the models will provide additional affordable housing and would therefore have a positive anti poverty impact.

7.00 ENVIRONMENTAL IMPACT

7.01 All new affordable housing arising out of these financial models will be built to high standards which would provide a positive environmental impact.

8.00 EQUALITIES IMPACT

8.01 There are no equality implications arising out of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications arising out of this report.

10.00 CONSULTATION REQUIRED

10.01 Further consultation will be required with local residents, key stakeholders and local members as the scheme progresses.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior Members and Member stakeholders have received a presentation on each of the financial models with an opportunity to evaluate the risks and benefits of each.

11.02 Housing Scrutiny Committee fully supports the content of this report and its recommendations.

11.02 Regular tenant and resident meeting have been held over the last 3 years and these have included meetings to inform the regeneration plan.

12.00 APPENDICES

12.01 Appendix A – Design Brief
Appendix B – Flint Plans
Appendix C – Evaluation of Funding Options

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

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FLINT TOWN CENTRE

DEVELOPMENT BRIEF - NEW HOMES - DRAFT APRIL 2013

CONTENTS

1. Introduction
2. Flint Town Centre Spatial Framework
3. Development Brief Area 1. Earl Street
4. Development Brief Area 2. Duke Street
5. Built form and materials
6. Next steps.



Present day aerial view of Flint

1.0 INTRODUCTION

In 2011, Flintshire County Council commissioned a DTZ led consortium to develop a regeneration led master plan for the development of Flint Town Centre. The Final Draft Flint Strategy and Master Plan 2021 (Flintshire County Council, February 2012) proposed a range of detailed Action Plans that:

- Strengthen the identity and image of the Town
- Link together the town's key assets into an overall meaningful framework
- Improve gateways and sense of arrival

Page 319

Central to the master plan for change is the demolition of the town's 200 plus maisonettes which since their construction in the early part of the 1970's, have dominated the town. Now failing and no longer fit for purpose the demolition is a once in a generation opportunity to re-imagine, plan and deliver a new town centre for the 21st century.

That chance for change is the subject of this Development Brief, which focuses directly on the residential led regeneration of the town.

Flint started life as a 'planned town', originally built to serve the castle built by Edward I in 1277 as part of his 'Ring of Iron'. The town was set out to the south of the castle in a grid, based around a central cruciform of streets linking to the castle gates and the coastal routes from Chester (a days march away) along the north Wales coast. The town did not have a wall, but a protective earthen and wooden palisade ditch. The outline of this remains visible in the pattern of streets, Duke, Chapel, Earl and Castle Dyke Street which can be traced directly back to the pattern seen in John Speed's 17th century map of the town. Later maps show a growing, changing town, still shaped by the original grid until the development of the railway in the 1840s severed the town from the castle. Then in the 1970's the development of the maisonette blocks and towers with their self-referential orientation, removed most of the original historic fabric.

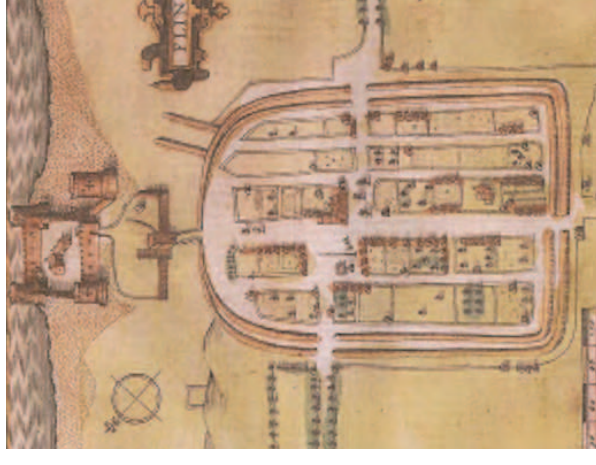
In contrast to the earlier rebuilding of Flint, this opportunity will be based on ideas that are tried and tested. This new plan for change will be less one of experimentation, but rather one in favour of ideas that promote a real sense of place, history and community. Back into Flint will go proper streets, homes and spaces that make sense and have a clear feeling of purpose and intention. This will be a place that will feel and encourage a sense of belonging and neighbourhood. Both the original town centre master plan and the detailed layouts illustrated in this Brief have been subject to detailed and positive local consultation. The master plan process from initial analysis to on the ground proposals are the result of an ambitious and ground breaking council led process, in collaboration with the residents and businesses of the town.

The Purpose of the Development Briefs.

This brief sets out the design requirements and objectives for the new Flint. The aspirations are clear. To design and deliver new residential neighbourhoods in the heart of the town which meet the highest urban design quality.

There are three development areas, which together represent almost a quarter of the original fortified town. Each site has been master planned and 'coded' so that it is clear what the key design parameters are, defined through a series of simple clear diagrams to assist future designers and their clients.

There is also guidance on form, materials and detail, which point towards the right design approach in details for Flint. There are also illustrations, which provide a 'Look and Feel' of what is needed. This development brief sets out what needs to be done. Solutions which fail to meet the design quality objectives will not be acceptable. Emphasis is on what can be done rather than what can't be done. Solutions that exceed expectations and delight in Flint's urban story are required.



John Speed's original town map

2.0 MASTERPLAN OBJECTIVES

The core objectives of the Spatial Framework and Indicative Master Plan are set out in the Final Draft Flint Strategy and Master Plan 2021 (Flintshire County Council). It describes many of the key urban design and place making tactics that underpin this brief.

The Spatial Framework identifies the physical and spatial priorities for change across Flint. It highlights the sites with the potential to attract investment, set within a framework of improved connections and linkages. The central opportunity sites are the residential sites described in this brief and these, more than any other sites, have the greatest potential to transform the town.

Underpinning the Spatial Framework are a series of town building and place making tactics inspired and influenced by Flint's original historic structure prior to the development of maisonnettes. These are:

- 1. The original urban grid.**
Flint town centre is set out on a grid using a method little changed since the Romans. The Castle standing guard over the water is the marker from which the town was planned around two central streets set out as a cruciform. The central street is now Castle/Church Street aligned with the castle. The cross route (dividing the town into quarters),



is Chester Road, which marked the original road from Chester in the east. The quarters were then subdivided into smaller linear plots running in parallel with Church and Castle Street. This can still be seen traced out in Feather and Sydney Street.

- 2. Gateways in the town.**
The cruciform centred grid layout defined 3 main entrances into the town, with the fourth one linking directly to the outer gates of the castle.

- 3. The original line of fortification.**
John Speed's map clearly shows the line of defence around the town comprising two lines of earthworks and ditching. Whilst the exact location of these fortifications can no longer be seen, their original line can be traced through the location of Castle Dyke, Duke, Earl and Chapel Streets.

The development Areas.

These development briefs focus on three key areas of the town centre. The first two currently contain maisonette blocks which are being decanted and demolished. The first blocks on Earl Street have already been demolished, and so this will be the first phase of redevelopment.

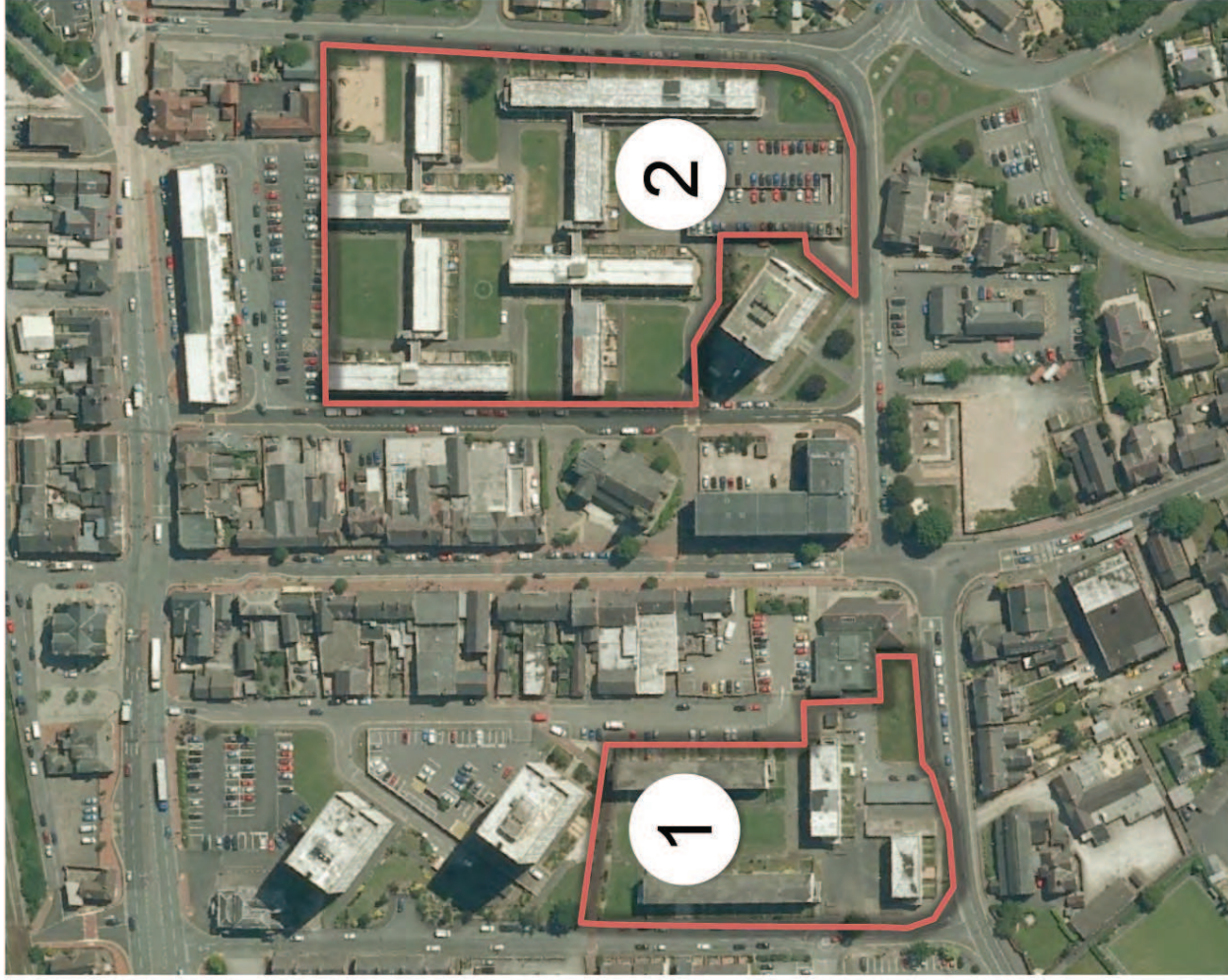
1. Earl Street (phase 1)
2. Duke Street



Area 1 (decanting now well underway)



Area 2



Town centre development areas

3.0 EARL STREET

Overall Intention.

The Earl Street development area is defined by Colehills Street to the west, Earl Street to the north, Church Street to the south and Feather Street to the east.

Masterplan Key:

1. Town Library
2. Improved pedestrian walk
3. Possible development site
4. Allocated parking for residents only.
5. Existing green space retained
6. Improved pavement access on Coleshill Street
7. Residents only internal parking court
8. Proposed Apartment block
9. New roadway from Earl Street
10. Feather Street closed to through traffic
11. Proposed homes
12. Existing pedestrian link extended and improved
13. New green boundary edge

Demolition of the existing maisonettes is already underway, meaning Earl Street will be the first phase of the town centre redevelopment. There are a number of neighbouring opportunities that will need to be taken into account during detailed design. These are:

Town Library.

The master plan incorporates the fenced off green space located between the library and Colehills Street and the small car parking area to the rear of the library.

Parking

There are two car parking areas fronting onto Church Street. Both have been incorporated into the wider master plan but are not subject to these Development Briefs. However, the Brief proposes maintaining and enhancing the key pedestrian route linking Church Street with Earl Street, the Pavilion and Retail Park beyond. Importantly, Feather Street is extended to link with Earl Street for pedestrians and cyclists but no through traffic. This proposal reconnects the original historic town centre grid in a manner similar to Sydney Street.

Residential Uses.

The Earl Street master plan proposes 28 houses and 14 flats providing 42 homes.

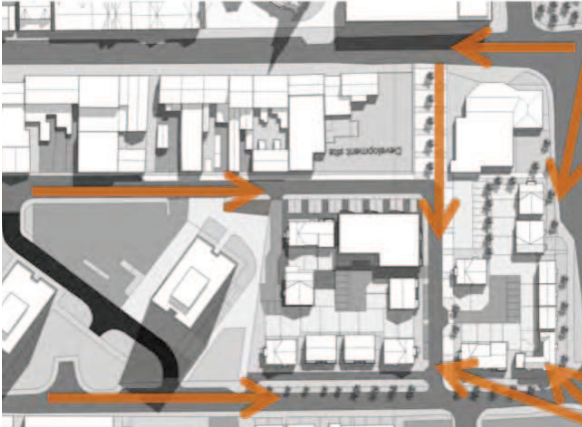
All houses will be linked, semidetached, or limited to short terrace runs of three, to ensure efficient layouts. Each house requires a separate access route from back garden to street. Housing facing onto Chapel Street is double fronted to take advantage of the narrow plot width needed to maintain the pedestrian route to the Pavilion and Retail Park.

Non-residential uses

There are no non-residential uses proposed as part of the new build. However, attention needs to be paid to the setting and function of the library and the opportunity sites provided by the Church Street car parking and garden.



Earl Street Proposed Layout



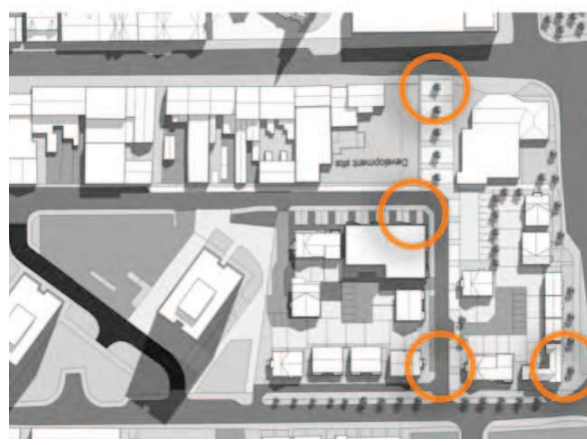
Important Views



Frontage and enclosure



Grid and structure



Key events

Grid and structure

The master plan envisages two distinct development parcels shaped by the re-connection of Feather Street and the pedestrian route. The intention is to bring to Flint proper houses, which overlook the street with careful planned boundaries, defensible space and a clear definition between public and public worlds. This grid, is deliberately urban and civic in character.

Movements and connections.

All roads will need to be designed to local adoptable standards, with a possibility of a 20mph speed limit. Street trees are required to close off views, and provide shelter and green amenity.

parking courts, on-plot drives and street parking. At present town centre parking is free and unrestricted. Consideration needs to be given to the wider town parking strategy (SK Transport) and whether parking in the new streets needs to be controlled and restricted to residents and visitors.

Green amenity.

As with Earl Street the outward facing development is situated behind a green linear area designed to reference the line of original town fortifications. An access lane is located behind the green edge on Earl Street. The current fenced off green area on Chapel Street is partially incorporated into the master plan leaving a smaller area adjacent to the library.

Important views.

There are a number of key views, which the master plan must respond to.

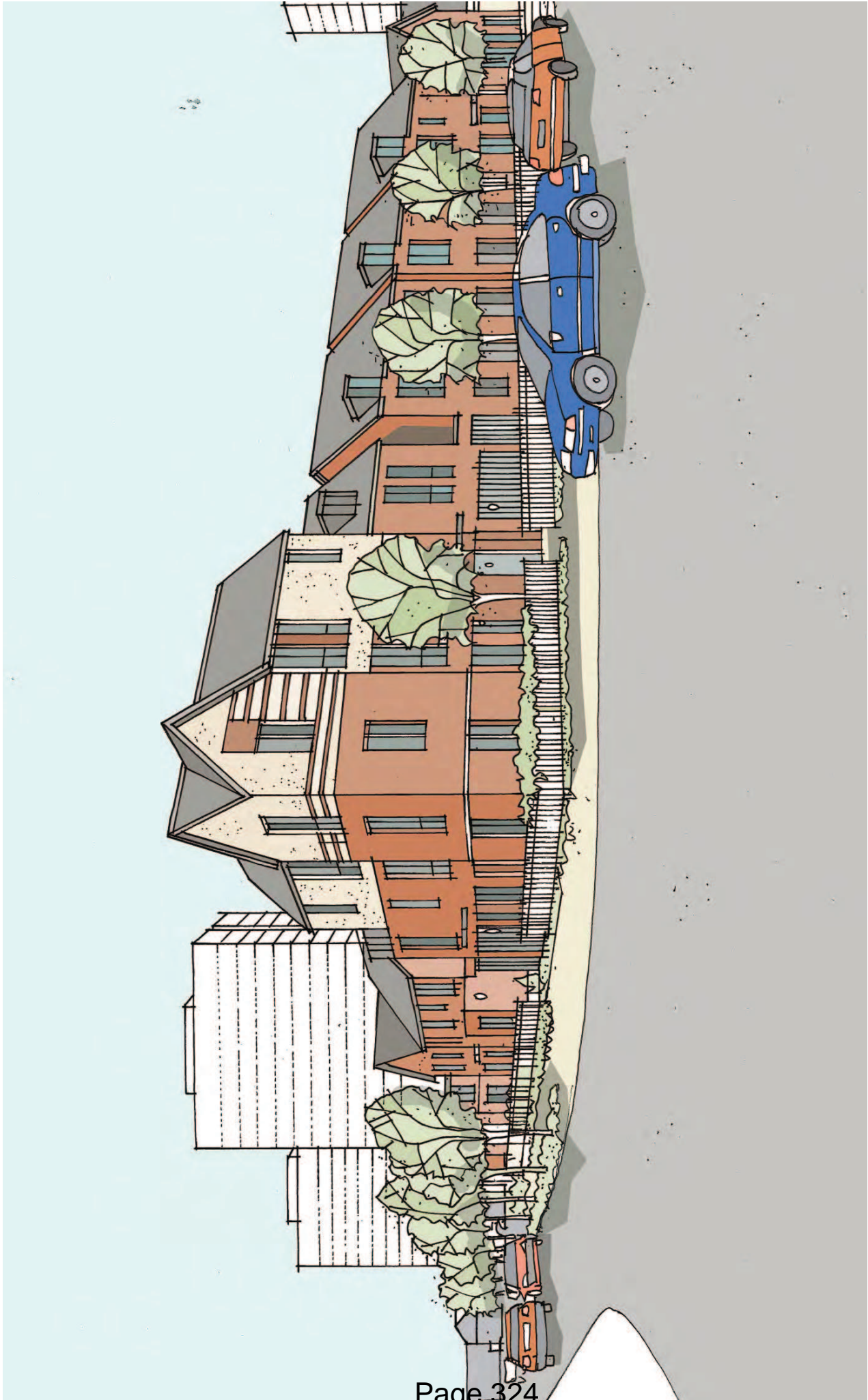
1. From Aber Street on arriving into Flint looking towards the junction of Colehills and Earl Streets.
2. Arriving into Flint from Northrop Road looking south along Colehills Street.
3. Looking west along Earl Street where new frontage needs to define the original fortified boundary of the town.
4. View from Church Street towards the Pavilion and Retail Park.

Parking.

Parking is allocated on a plot-by-plot basis. With no net increase in parking. All parking is at grade, divided between small internal

Waste collection.

A detailed strategy will be required to ensure refuse vehicles are accommodated across the new master plan. Every new home will require a secure access route between the rear garden and the street to enable bins and other equipment to be moved without passing through the interior of the home.



Indicative view of new housing on the junction of Earl and Coleshill Street



Indicative view of new homes on Earl Street showing new access lane and green (town wall) edge

4.0 DUKE STREET

Overall Intention.

The Duke Street development area is defined by Sydney Street to the north, Chapel Street to the west, and Duke Street to the south and the existing town car park to the west located behind the existing shops on Chester Street.

The intention is to clear the entire site including the decked car park at the Chapel and Duke Street junction. Castle Heights is retained, and subject to possible refurbishment.

The wider Flint Town Centre Master Plan envisages dividing the development area into 4 large plots. A new central street is planned, 'New Swan Lane' named after the original street that once ran across this area, while a new cross street is envisaged connecting Duke Street to the new Market Square, Sydney and Church Street. This 'cruciform' street pattern is important as it brings to Flint something new and fit for purpose but also a link to its original historic street pattern.

Masterplan Key:

1. Church Gate. New lane with pedestrian and cycle link to Sydney Street
2. New Swan Street. New lane linking from Chapel Street
3. New green frontage
4. Castle Heights
5. Proposed new homes.
6. Proposed new apartment block
7. No vehicle access. Pedestrian and cycle access only.
8. Raised highway table at the crossing.
9. New secure play space approximately 500 sqm.
10. Residents only internal parking court
11. Existing town centre parking retained.
12. Shared parking for Castle Heights



Duke Street Proposed Layout

Residential uses.

For the Duke Street area the current master plan proposes 84 houses and 15 apartments providing 99 homes. All houses will be linked semidetached, or limited to short terrace runs of three, to ensure efficient layouts. Each house requires a separate access route from back garden to street.

Non-residential uses.

It is envisaged that a community meeting space and café is provided at the junction of Sydney Street and New Church Gate. This needs to overlook the new market square and be visible from Church Street. Other related projects include the refurbishment and adaptation of Castle Heights into an Extra Care Facility. This is likely to include external transformation of the tower and the introduction of community facilities at ground level with a new entrance on Chapel Street.

Grid and structure

The master plan envisages 4 distinct development plots resulting in a legible, simple street layout lined with homes. The intention is to bring to Flint proper houses, which overlook the street with careful planned boundaries, defensible space and a clear definition between public and public worlds.

Movements and connections.

There are two primary streets planned with limited vehicle access, New Swan Street and Church Gate, which form a 'cross' in the heart of the new community. There is

a secondary lane planned to serve a new terrace at the eastern end of the layout. The intention is to develop a series of people oriented residential streets, limited to 20mph. A 'raised speed table' is to be provided at the cross. The junctions will also need to be designed to deter through routes and speed. The existing route to the east of Castle Heights is to be retained but subject to redesign to down grade its use to link in with the proposed Castle Heights remodeling. All roads will need to be designed to local adoptable standards. Street trees are required to close off views, and provide shelter and green amenity.

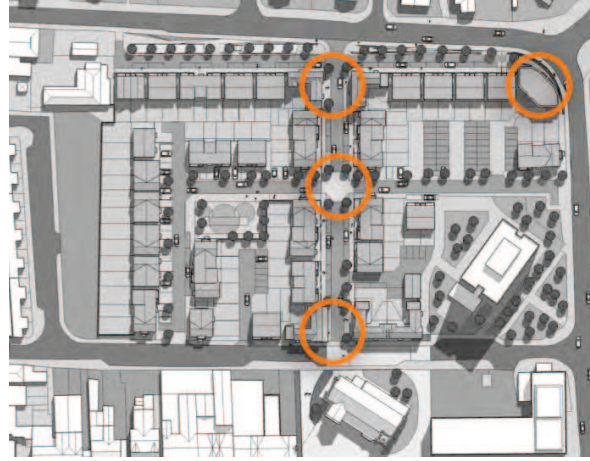
Important views.

There are a number of key views, which the master plan must respond to.

1. Church Gate, which is planned to provide an important cross route but also a view from Duke Street to the east façade of St Mary Flint.
2. The view along Duke Street where new development is designed to mark the edge of the historic town and provide a gateway into the town centre.
3. The junction of Chapel and Duke Streets where a new three storey residential apartment building is proposed to help mark the edge of the original fortified town.
4. From Church Street across the



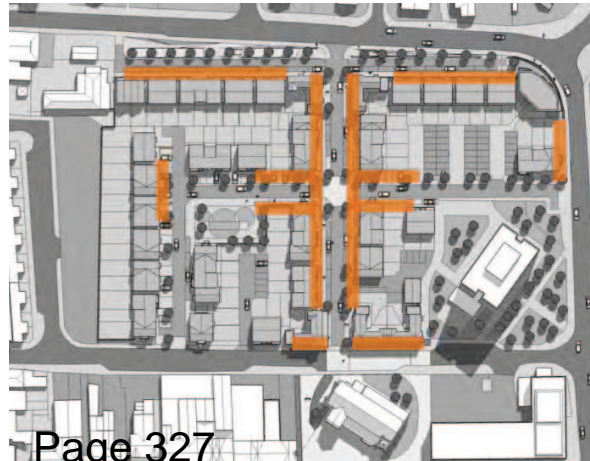
Grid and structure



Key events



Important Views



Frontage and enclosure

square towards Sydney Street where new three storey residential blocks help define and enclose the southern side of a refurbished market square.

Parking.

Parking is allocated on a plot-by-plot basis. With no net increase on parking. All parking is at grade, divided between small internal parking courts, on-plot drives and street parking. At present town centre parking is free and unrestricted. Consideration needs to be given to the wider town parking strategy (SK Transport) and whether parking in the new street needs to be controlled and restricted to residents and visitors.

Green amenity.

A new linear green landscape element is planned along Duke Street behind which a new access lane is proposed to serve homes fronting onto the existing street. This green landscape element is designed to reference the original line of the town's fortification. It is envisaged that both New Church Gate and New Swan Street will be tree lined where possible. Every house will have a private secure garden.

Waste collection.

A detailed strategy will be required to ensure refuse vehicles are accommodated across the new master plan. Every new home will require a secure access route between the rear garden and the street to enable bins and other equipment to be moved without passing through the interior of the home.

A purpose designed play area is envisaged at the North – western end of New Swan Street. This space, approximately 500sqm needs to be provided in line with the town’s wider play space needs and policies, and as part of a wider strategy, which includes improvements to Swinchaired Walk green space. The new play area will be a ‘LEAP’ (a local equipped area for play). A secure wall of appropriate height and construction will be required where gardens abutt the play space.

‘Natural policing’ via overlooking will be required from New Swan Street, and surrounding homes. The play space design and content is to be developed in collaboration with Flintshire Leisure Services



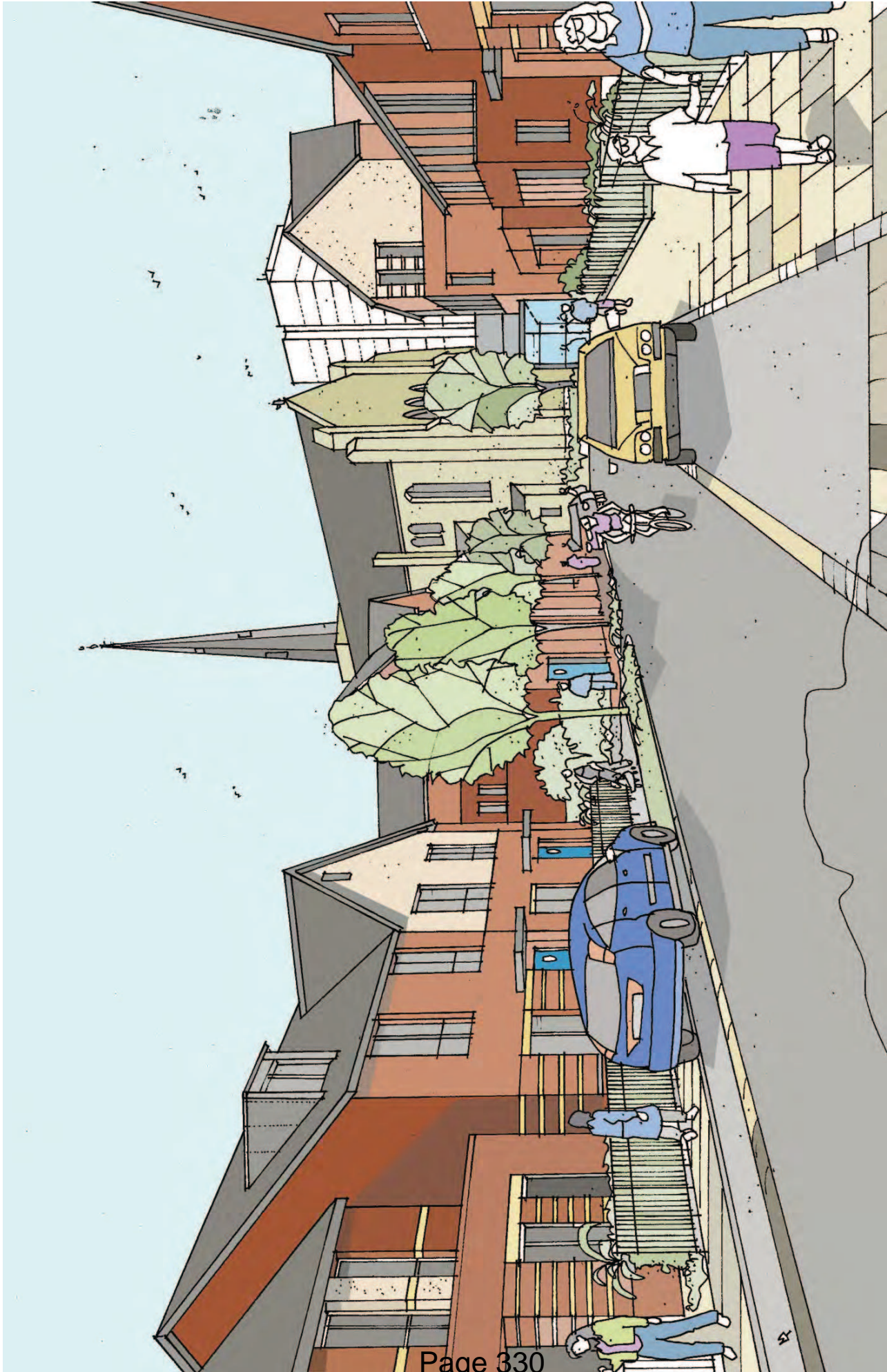
Indicative view of new housing on Duke Street showing entrance to the new Church Gate Street, linking to Market Square



Inspiration images for the new town wall green edge



Indicative view of new apartment building on the corner of Chapel and Duke Street





Indicative view of market square, showing new cafe and entrance into Church Gate



Indicative view of new play space (secure railings removed)

5.0 BUILT FORM AND MATERIALS

Flint House Typologies.

Having established the spatial and physical requirements this section looks at house design in terms of form and materials. It is important that all new homes look, feel and acknowledge Flint and its history. As with the master plan layout, emphasis here is on simplicity, clarity, material quality and attention to detail.

The proposed master plan envisages a number of distinct house forms required to meet key urban design and place making criteria. It is important that the these typologies are followed.

Old Town Boundary

These homes need to be designed to establish the line of the original old town boundary. This is an important part of the new Flint, which through new development establishes its original identity as an ancient fortified town. These homes are semi-detached (seen as villas) which visually connect together through an arched side alley route, giving secure access to the rear gardens and bin stores.

The ground floor has a projecting bay (which could become an external terrace) and together these form a repetitive pattern and

strong frontage to the old town boundary. Ridge Lines are continuous. Houses can project forward or back from each other but not to an excessive extent and as long as the side gateways still connect.

2. Gate House.

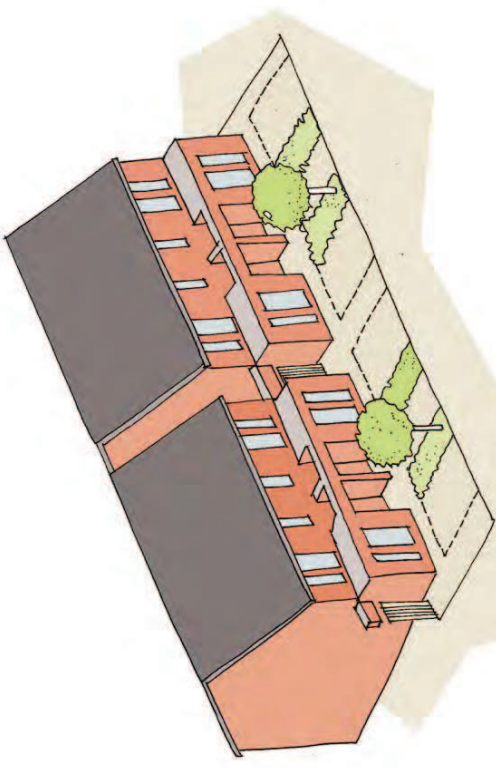
These larger three storey homes are located only at key entrances and gateways to help establish a sense of threshold into the new quarter. Ideally each corner should comprise two houses linked, again to form a semi-detached unit. These homes contain garages so that they can be positioned closer to the pavements and not set behind a private driveway.

3. Cross Roads.

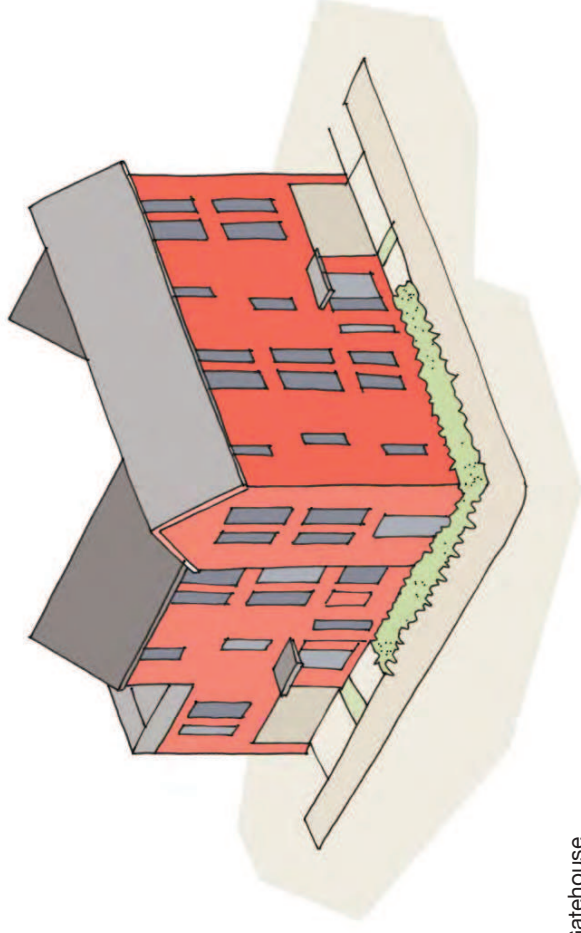
These house are designed to reinforce the character where key streets cross. Importantly the entrances to these houses are located on the return side so that they face onto the crossroads. Blank facades that face onto public streets will not be acceptable.

4. Terrace ends.

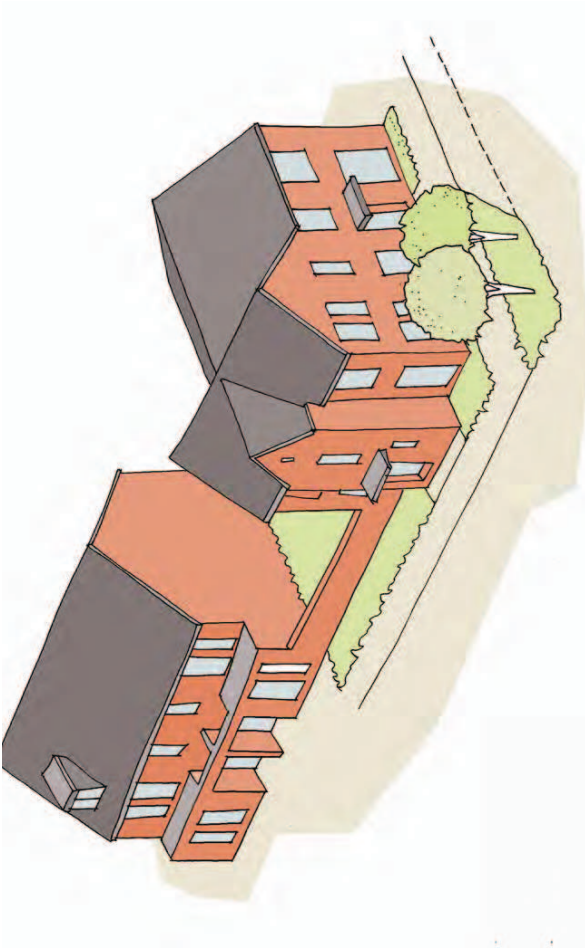
These houses place a strong gable front towards the street. They are specifically required to add emphasis to secondary entrances, some linear views and in particular to end a run of continuous terrace.



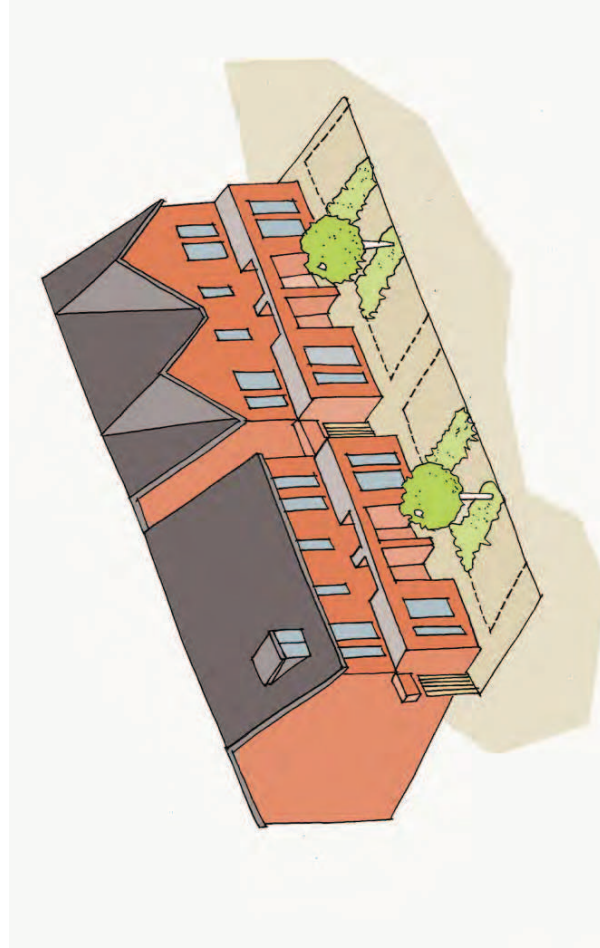
Boundary houses



Gatehouse



Cross Roads



Terrace ends

Form and materials.

From the Mid 19th Century Welsh vernacular housing design was heavily influenced by English house styles, as the railway extended into North Wales. These houses featured simple forms with contrasting brick banding some featuring polychromatic brickwork. The overall brick colour of these houses is a deep orange/ red with yellow brick features. Other materials include render panels and exposed lintels. It is 19th century Flintshire that provides the basis of the design palette for the new domestic architecture.





In summary new homes should reference the following:

1. Houses are rectangular in form with simple gabled roofs with ridges running parallel to the road
2. Return gables to the frontage have a purpose, either to emphasise the important rooms, end a terrace or bring a sense of importance to a junction or street corner
3. Vertical emphasis is created by rectangular window shape and vertical alignment of windows.
4. Single storey bays are used to address the street and bring repetition and rhythm to key frontages.

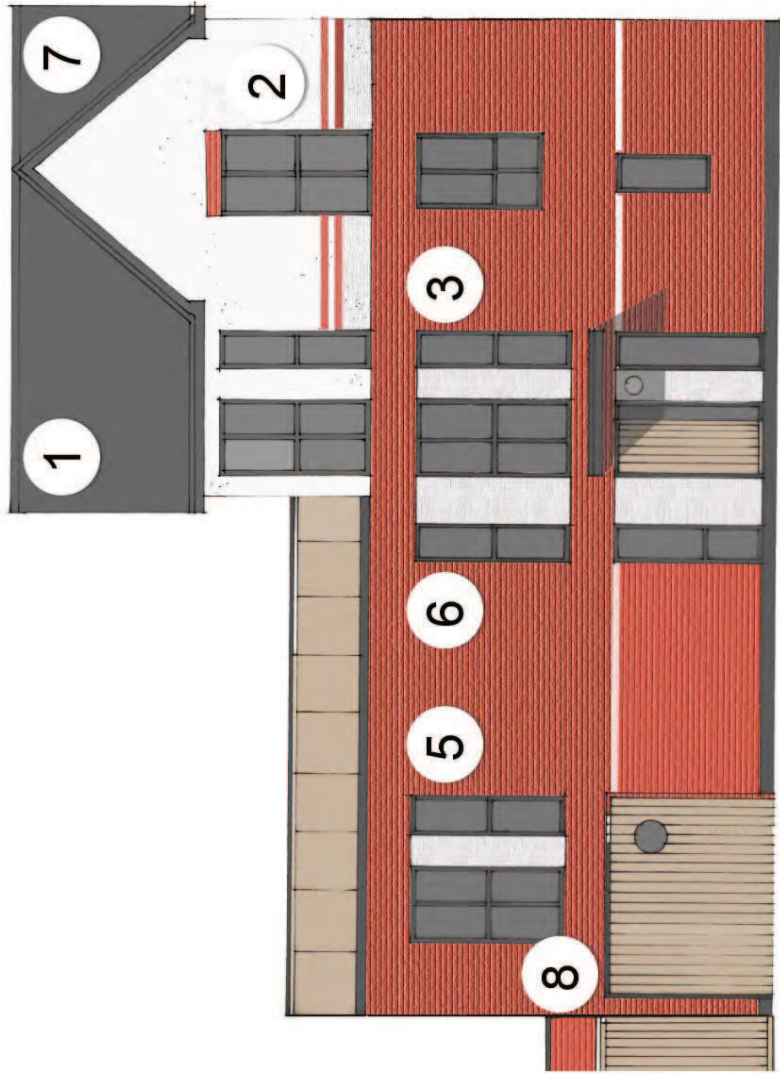
5. The primary material is brick, and is generally an orange red terracotta colour with contrasting buff-yellow detail. (see palette opposite)
6. Fender is used for contrasting infill panels and sometimes for the upper floor elevations.
7. Roofs are steeply pitched and generally clad in slate or darker tile.
8. Houses are set into semi-detached villas allowing private side access.
9. Window heads/lintels are expressed with contrasting material
10. Where the opportunity exists, extra space in the roof is to be encouraged with simple dormer projections









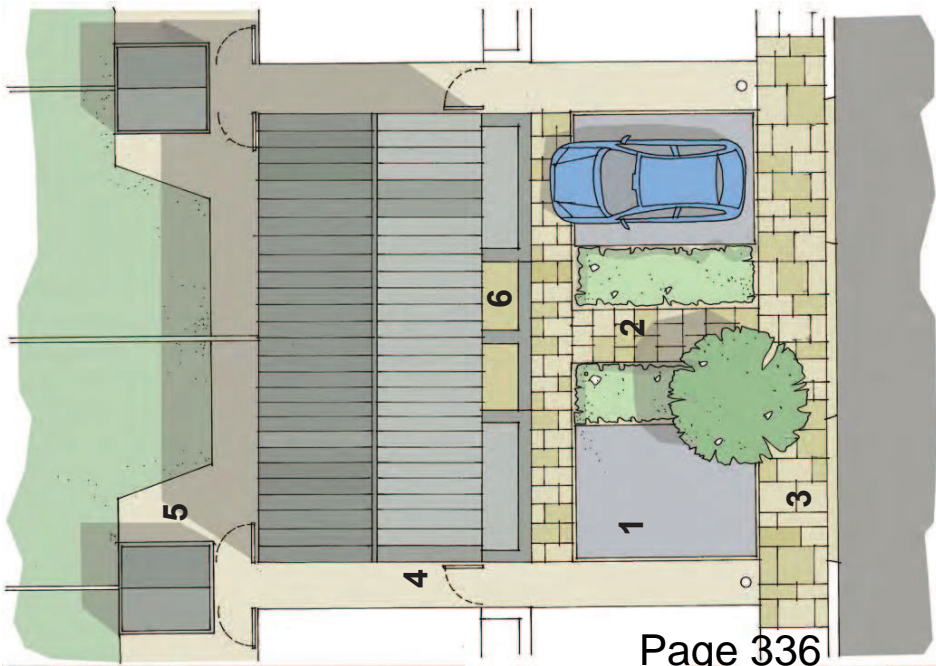


Brickwork will be the principal material, supplemented with render panels contrasting brick banding, and where appropriate polychromatic brickwork particularly on gables. Flintshire is historically the home of Buckley bricks which range from deep purples and reds to warm yellow facings, very similar to London stock.

To create variety across the town, the basic material palette featured here can be swapped and recomposed. So for example, render and brick panels can alternate on the same house type, and with the right polychromatic details and banding, new character can be created based on the same strong overall theme..



-  Buckley Flintshire Castle Red
-  Buckley Jacobean Purple mix
-  Offwhite render framed in panels
-  Buckley Flintshire White
-  Dark grey aluminium PVF coated windows
-  Dark slate roof or similar



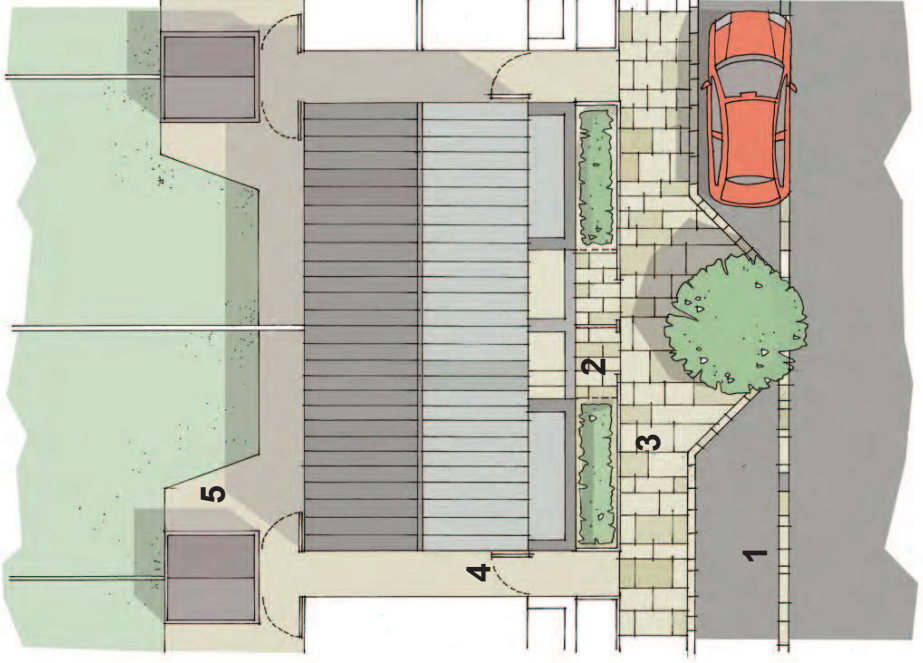
Street Frontages

Different types of house frontages are envisaged. The intention is to provide secure parking either on dedicated drives, small parking courts or on street. Discussion is underway regarding residents parking permits for the streets inside each development area.

Homes facing directly onto the street will have a 1m buffer zone defined by a 1.2m railings.

Street Frontage 1

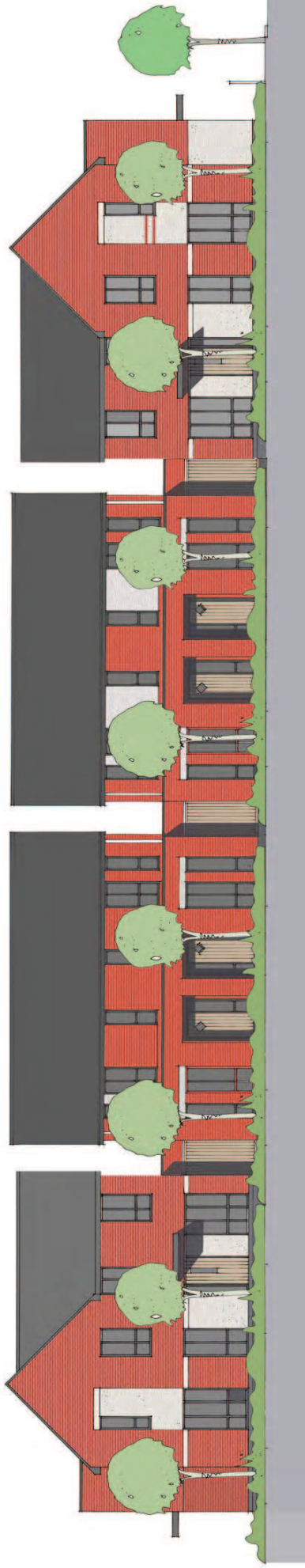
1. Dedicated parking drive
2. Pedestrian entrance and planting
3. Pedestrian pavement
4. Shared private alleyway to gardens
5. Bin store and private gardens



Street Frontage 2.

1. On-street parking area
2. Entrance to houses and 1m secure buffer
3. Pedestrian pavement
4. Shared private alleyway to gardens
5. Bin store and private gardens

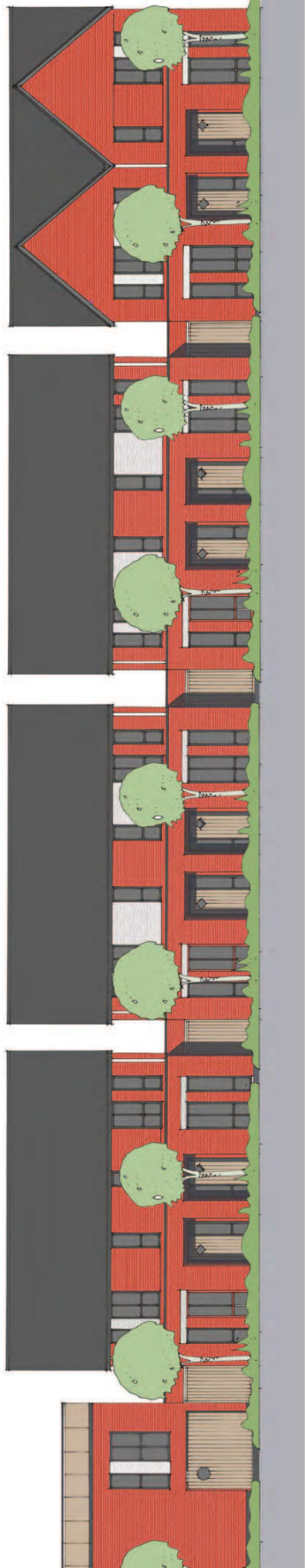


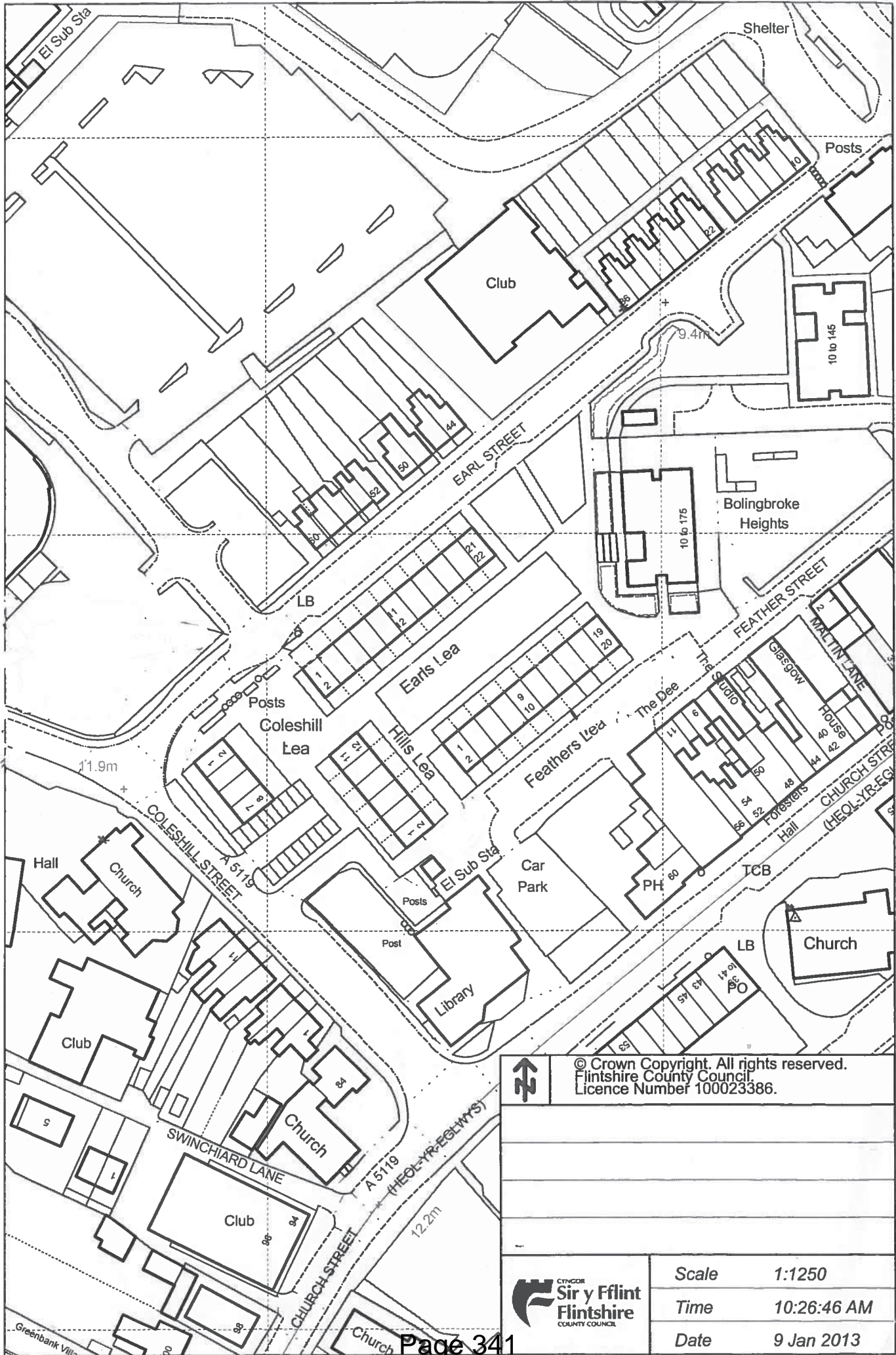


Indicative Street Frontage - Duke Street




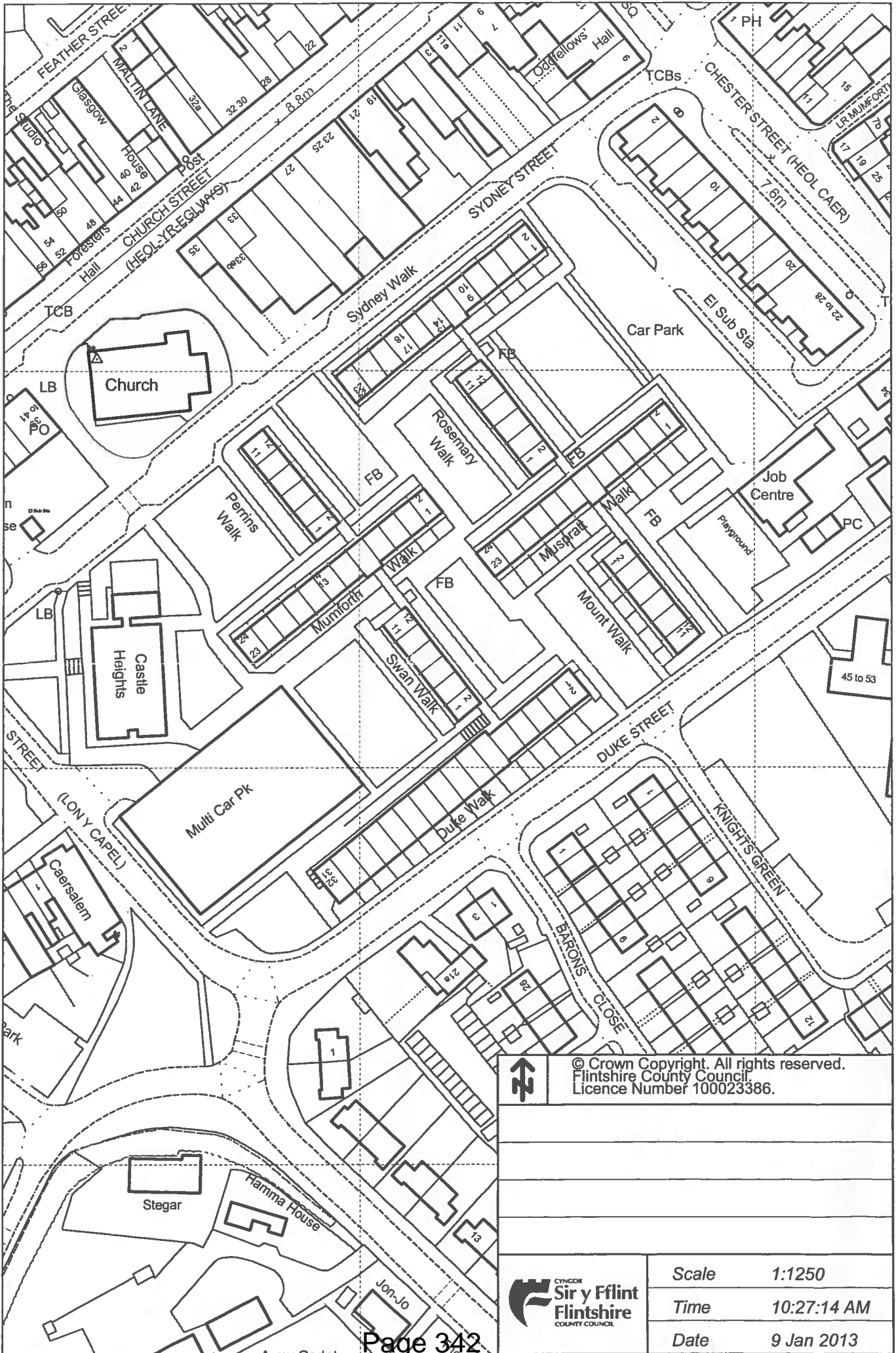
Indicative Street Frontage - Earl Street






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	Date	9 Jan 2013



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Date	9 Jan 2013

Model	Affordability	Risks	Simplicity/limits of model	Certainty of ownership	Contributes to master plan outcomes
HRA borrows and builds	HRA is seeking borrowing ability from WG. This will be capped	Council manages the development and financing of it. Development delays could lead to cost increases. Do we have the skills to manage this?	HRA borrowing capacity is limited Can only develop social rented units so this would limit the ability to change the tenure mix in the town, but it could form a part of the development say 20 units	Council owns at outset	HRA can only be used to build social housing and there is a goal to provide a broader tenure mix in the town centre
Council fund borrows and builds	Council fund has no limits on its ability to borrow s long as it is prudent, sustainable and affordable.	Council manages the development and financing of it. Development delays could lead to cost increases. Council would need to buy in development expertise to deliver the scheme and manage the key risks of development	Scheme is self financing	Council owns at outset	Housing of a range of tenures can be developed in the council fund
Long term lease	Scheme costs more overall as it is being paid for for 45 years	Development risk is not the councils Scheme costs are all agreed up front.	None	Council owns at end of lease	Affordable and market trent can be provided which can support some tenure diversification but

Model	Affordability	Risks	Simplicity/limits of model	Certainty of ownership	Contributes to master plan outcomes
	However rental income more than covers management costs and lease costs	The margin of affordability could come under pressure from changes in RPI/CPI rates that could not have been foreseen due to the length of the scheme			cannot provide social rent or affordable home ownership
Deferred purchase	Council needs to be in a position to buy the property developed in tranches from years 3 to 5	If the council cannot fund at that time the funder reserves the right to sell on to another purchaser but Flintshire continues to manage for up to 20 years.	Price for purchase is fixed at development stage. Overall costs are lower than leasing	It is not certain but possible	Provides affordable home ownership but not and affordable rent units
Joint venture model	Council needs to be able to purchase the property at any time from year 3 onwards	Council is only a small shareholder in the joint venture and the main partner has sufficient share to decide to sell their interest at a time which might not be appropriate for the council to purchase. There is no control over price of properties agreed at the outset.	The model is very complex and involves entering at least 4 different leases. This will add cost and time for the council in managing this relationship.	The council is not guaranteed ownership	

Model	Affordability	Risks	Simplicity/limits of model	Certainty of ownership	Contributes to master plan outcomes
Council sells site to private developer	<p>Capital receipt received by the council for all or part of the site</p> <p>No future investment funds achieved through new rental income (as after borrowing costs paid rents outweigh management costs)</p>	<p>Value of land low due to brown field nature</p> <p>Developer takes full risk on site success</p> <p>No developer interest at current time</p> <p>Development delayed considerably until housing market recovers</p> <p>Development finance could be difficult to access leading to delays</p> <p>Section 106 provision does not meet tenure mix requirements</p> <p>Could lead to loss of community confidence if development delayed</p>	Helps achieve tenure re-balance	The council would have no ownership apart from possibly some gifted units as part of S106 arrangements	Section 106 would be used to deliver affordable housing at up to 30% units. The tenure mix needed requires higher levels of affordable housing for rent and purchase

Some key facts/assumptions

- The scheme would be self funding
- Total development costs for 130 homes circa £12m
- Rents could increase by RPI plus or CPI plus. This can have an impact on affordability for the tenant.
- Quality standards and space standards can vary and would need to be set buy the council at the outset.
- In all models the council would have as a minimum a long term management role

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15TH OCTOBER 2013**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **LEARNING DISABILITY COMMISSIONING PLAN**

1.00 PURPOSE OF REPORT

1.01 The Learning Disabilities Commissioning Strategy and Summary documents appended to this report describe our plans for the provision of accommodation and support to persons with a learning disability in Flintshire over the next 5 years.

2.00 BACKGROUND

2.01 Adult Social Care's TSSA programme which started in 2011 reinforced the need for fundamental changes to deliver on people's expectations, respond to changing needs and improve efficiency in relation to accommodation and support for people with Learning Disabilities.

2.02 People told us that they wanted to be more independent with more choice and control over their lives and access to a range of housing options, which includes ordinary community living.

2.03 This Strategy aims to provide the basis upon which accommodation and services will be developed over the coming 5 years to deliver these aims.

3.00 CONSIDERATIONS

3.01 The vision described in these documents is that people with a learning disability will have a range of different types of accommodation available to them, and that through individualised support planning, they will be enabled to be as independent as possible with 'just enough support' to promote their wellbeing and ensure they are safe.

3.02 We intend to retain a viable but reduced in-house service to ensure we retain experience within this service and continue to be well placed to provide support to Independent sector providers as necessary.

3.03 We will achieve this vision by:-

- Adopting an ethos of promoting independence.
- Review and refocus our in-house Supported Living Service and configure it as the 'first stop' on the 'move on' pathway for young people with disabilities coming through transition from children's services.
- Increase the use of Direct Payments and Citizen Directed Support Packages.
- Work with partners to ensure that housing options are available that respond to the needs of persons with a learning disability.

4.00 RECOMMENDATIONS

4.01 That Cabinet support the implementation of the Learning Disabilities Commissioning Strategy.

5.00 FINANCIAL IMPLICATIONS

5.01 The Learning Disabilities Strategy aims to ensure that future provision can be met within current budgets and over time delivers further efficiencies to support the councils overall Medium Term Financial Plan.

6.00 ANTI POVERTY IMPACT

6.01 Not Applicable.

7.00 ENVIRONMENTAL IMPACT

7.01 Not Applicable.

8.00 EQUALITIES IMPACT

8.01 An Equalities Impact Assessment of this Strategy and its development has been completed.

9.00 PERSONNEL IMPLICATIONS

9.01 Not Applicable.

10.00 CONSULTATION REQUIRED

10.01 Standard 2 of Fulfilled Lives Supportive Communities Commissioning Framework states that '*Representatives of service providers need to be engaged at each stage of the analysis process as they can make valuable contributions towards identifying changes in need and with regard to the existing capacity to deliver services and options for future developments*'.

Taking into consideration the proposed actions noted below and those carried out to date we are of the view that we have fully met this requirement.

- 10.02 Future consultation and involvement includes
- Updates/ feed back to LD planning group – Easy read version of the final strategy being produced
 - Involvement in monitoring of the effectiveness of the strategy (details needed from contract monitoring team)
 - A market position statement that will follow this strategy will be shared with provider forums

11.00 CONSULTATION UNDERTAKEN

11.01 On the 19 September 2013 the Health and Social Care Scrutiny Committee discussed and approved the strategy.

11.02 The views stakeholders have informed the 'analysis of need' stage of the development of this commissioning strategy.

11.03 This consultation involved the following events

- People with learning disabilities and their families were provided with the opportunity to tell commissioners 'what makes a good home' and 'what makes a good break' in a workshop on the 8th March 2012 facilitated by the Learning Disabilities Partnership and Planning Group.
- Findings from a Transition event, which was held for 48 young people with learning disabilities on 6th Feb 2012 were also considered and fed into the strategy.
- A SLOT (strengths, limitations, opportunities and threats) tool was used to structure 1:1 interviews with a random selection of existing providers and was also completed by other stakeholder teams, included Social Workers, Commissioners and Contract monitoring.
- The equality impact assessment and strategy was shared with the Quality Checks Group, a corporate led group with representatives from the protected groups.

12.00 APPENDICES

Appendix 1 - Learning Disability Commissioning Strategy
2013- 2018

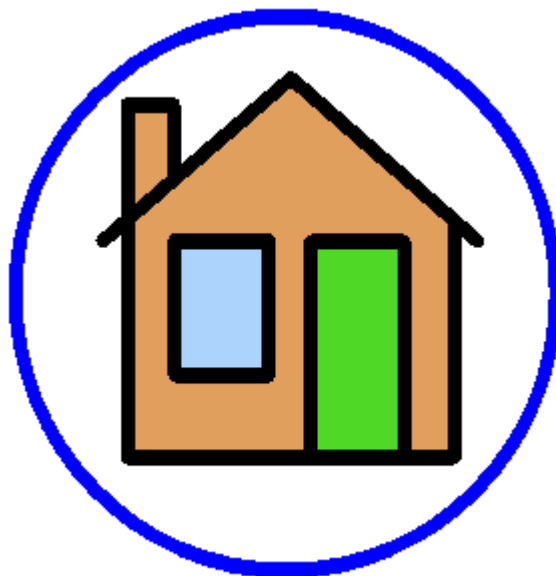
Appendix 2 - Learning Disability Commissioning Strategy 2013- 2018
Summary

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

None.

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Learning Disability Commissioning Strategy 2013- 2018



September 2013

This report is produced in two versions. The full report and an easy read version.

Project team and contributors in alphabetical order:

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Contents:

- **Introduction**
- **Section 1 - Purpose, legislation and National Guidance**
- **Section 2- What do we know?**
 - 2.1 -The types of places where people live now
 - 2.2 -How much do we spend
 - 2.3 -What do we know about the choice and quality of where people live now
- **Section 3 - What we know now about the current and future population**
 - 3.1 – People living with relatives
 - 3.2 – Young Adults with Learning Disabilities
 - 3.3 – Older people with Learning Disabilities
 - 3.4 – People living outside Flintshire
 - 3.5 – Autistic Spectrum Disorders
 - 3.6 – Black and Minority Ethnic communities
 - 3.7 – Welsh Language
- **Section 4 – Views of Stakeholders**
- **Section 5 - The Issues**
 - 5.1 – Plan better with people and families
 - 5.2 – Ensure accessible and appropriate information is available and is timely.
 - 5.3 – Have a range of accommodation options that are outcome focussed and promote ‘move on’ to independence.
 - 5.4 – Promote a choice of break.
 - 5.5 – Increase the range of support options available.
- **Section 6 - What we will do differently / or more of**
 - 6.1 – Plan better with people and families
 - 6.2 – Ensure accessible and appropriate information is available and is timely.
 - 6.3 – Have a range of accommodation options that are outcome focussed and promote ‘move on’ to independence.
 - 6.4 – Promote a choice of break.
 - 6.5 – Increase the range of support options available.
- **Section 7 – How we will work**
- **Section 8 - Putting the Strategy into practice**
- **Section 9 - Conclusion**

- **Appendix**
 - 1 – Statutory Drivers & Guidance
 - 2 – Costings
 - 3 – Views of Stakeholders
 - 4 – Supported Living Quality Check July 2011
 - 5- Transition 2013- 2015 - Projected Savings - CDS v In house Supported Living solution

Introduction

This document is about the services that we provide to people with a learning disability in Flintshire and sets out how we want to see them developed for the future.

Our Strategy to Transform Social Services for Adults in Flintshire which started in 2011 reinforces the need for fundamental changes if we are to deliver on people's expectations, respond to changing needs and improve efficiency in relation to accommodation and support for people with Learning Disabilities. People have told us that they want to be more independent, wanting more choice and control over their lives with access to a range of housing options, which includes ordinary community living.

Our vision is primarily based on the views of people with a learning disability, their families and service providers who currently support people in Flintshire.

Our vision is that people with a Learning Disability have a range of different types of accommodation available to them and that through individualised support planning, people are enabled to be as independent as possible with 'just enough support' to promote their wellbeing and ensure they are safe.

To achieve this vision we will:

- 1. Plan better with people and their families.**
- 2. Ensure accessible and appropriate information is available and is timely.**
- 3. Have a range of accommodation options that are outcome focused and promote 'move on' to independence.**
- 4. Promote a choice of short breaks**
- 5. Increase the range of support options available.**

This strategy provides our plan on how we intend to work with people, their families and other partners over the next 5 years to meet those aspirations, and changes with improved efficiency.

Section 1 – Purpose, legislation and National Guidance

1.1. There is a raft of statutory drivers, legislation and policy that has been taken into account during the development of this strategy and its future implementation, as listed in Appendix 1.

However, the key Welsh Government policy documents that have shaped this strategy include (for details see appendix 1):

- Welsh Mental Handicap Strategy (1983) revised 1994
- Statement on Policy and Practice for Adults with a Learning Disability (2007)
- Practice guidance on developing a commissioning strategy for people with a Learning Disability (2011).
- More general practice guidance Fulfilled Lives, Supportive Communities Commissioning Framework Guidance and Good Practice 2010
- Autistic Spectrum Disorders Strategic Action Plan for Wales (2008)

The key messages from these documents and reinforced by what people have told us locally is that this strategy should give people more independence, choice and control over their lives, with access to a range of personalised services.

Section 2. What do we know?

2.1 The type of places where people live now

Some Headlines as at the end of February 2012:

- People with Learning Disabilities who meet the eligibility criteria for services make up approximately 0.32% (483) of the population in Flintshire
- 48% (214) of people are aged 40 or over
- 45% (202) of people live with their relatives (a parent or sibling)
- 38% (123) of people are living with someone else (excludes hospital and relatives)
- There is a range of different provision from Adult placement, Single Occupancy, Shared supported housing etc, with the majority (40%) living in some form of shared provision.
- For 2012/2013 the total annual spend on in- house supported living for **54** people will be **£4,452,091** and we will spend **£2,847,679** on contracts with the independent sector for **52** people. Choosing to commission supported living services from our in- house provider is costing us more.

The diagram below shows you the different places people live in Flintshire

Where People live:

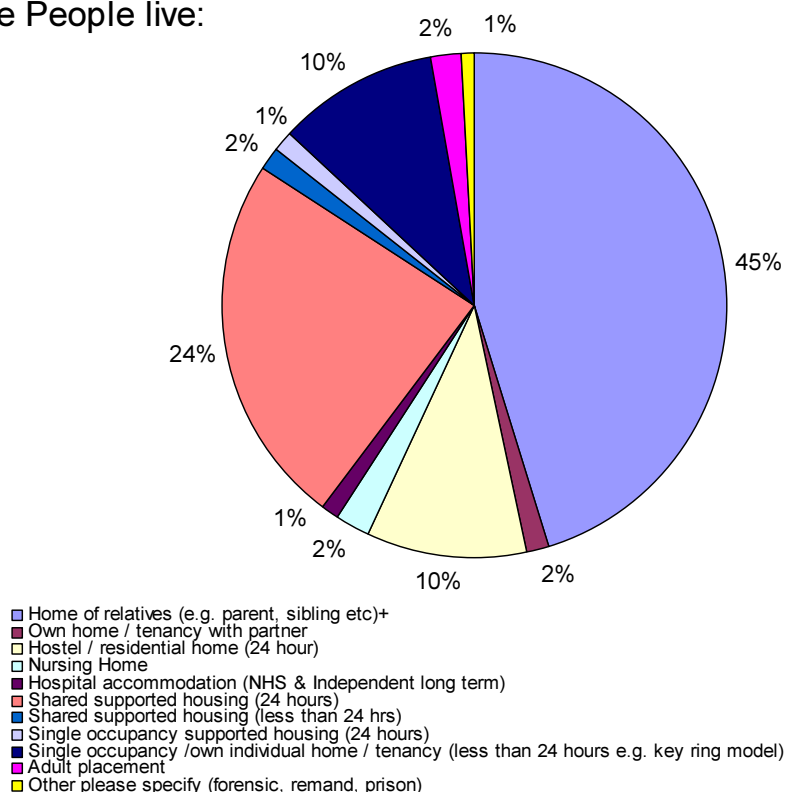


Table: Where People Live (Source: PARIS Records and Finance Team as of 30 January 2012 (does not include people undergoing contact overview assessment or where closed))

Where People live	How many?	% of total
Total	447	100%
Home of relatives (e.g. parent, sibling etc)	202	45.2%
Own home / tenancy with partner	7	1.6%
Hostel / residential home (24 hour)	46	10.3%
Nursing Home	9	2%
Hospital accommodation (NHS & Independent long term)	5	1.1%
Shared supported housing (24 hours)	107	23.9%
Shared supported housing (less than 24 hrs)	7	1.6%
Single occupancy supported housing (24 hours)	6	1.3%
Single occupancy /own individual home / tenancy (less than 24 hours e.g. key ring model)	45	10.1%
Adult placement	9	2%
Other please specify (forensic, remand, prison)	4 (based on remainder non allocated)	

Table: The profile of our key providers of accommodation and support.
(Source: Independent and Supported Living Spreadsheet 7/08/2012)

Provider	Number of Addresses	Number of people	Voids
Health	5	15	
Independent	19	52	3
In-House (Supported Living)	23	54	5
Citizen Directed Support Model	1	3	
TOTAL		122	8

The provider profile table shows that there is roughly an equal split between In-house and the independent sector in the provision of supported living.

Table: The number of people in Residential/ nursing care (Source: PARIS)

	Number receiving residential care during the year	Number receiving nursing care during the year	Total number of people receiving nursing/ residential care services during the year
2009/10	42	4	45
2010/11	43	3	44
2011/12	41	2	43

Table: Care home placements in relation to other North Wales Local Authorities (Source: All Wales 2011/2012 and Data submitted to Hub August 2012)

Local Authority	Number	Approx number of people known to services	% of LD living in a care home
Anglesey	90	275	33%
Gwynedd	36	520	7%
Conwy	90	442	20%
Denbighshire	60	359	17%
Flintshire	43	483	9%
Wrexham	49	520	9%

We compare favourably with the rest of North Wales Local Authorities on numbers of people with Learning Disabilities in Care Homes, sharing the lowest percentage with Wrexham. There are a number of people with specialist needs who currently reside outside of Flintshire due to the complexity of their needs. It is anticipated that as a result of the Regional approach to commissioning specialist services some of these individuals may be supported to “ move on “ in the future and step down into less complex care settings closer to home

2.2 How much do we spend?

2.2.1 According to records from our Financial Assessment and Charging Team as of February 2013, there were **47** people with a Learning Disability living in a residential or nursing home, at a total cost per week of £64,085, which is approximately **£3,332,441** per annum. Only 13 people are living in Flintshire residential homes.

2.2.2 For 2012/2013 the total annual spend on in- house supported living for **54** people will be **£4,452,091** and we will spend **£2,847,679** on contracts with the independent sector for **52** people.

2.2.3 Choosing to commission supported living services from our in – house provider is costing us more and this is apparent from further interrogation of costs for all types of services (for methodology see Appendix 2).

The table below shows the equivalent cost of all services at the current highest external rate (note this does not factor in level of need).

It is challenging to support a unit cost for in-house supported living services supporting people with varying levels of need (low to High) which exceeds the regional norm unit cost for those people with complex/ challenging needs, which we define as high cost low volume.

Additionally it is important to reflect current voids within in-house services and associated cost implications for the service which reached £60,331.92 for the year 2011 – 2012 This is a significant increase on the position for the previous 2 years (for details see section 6.3) and in the context of the current economic climate that Local Authorities face.

Type of Provider/ Support	Rate per hour
Independent (Supported Living)	£13.50
In- house (Supported Living)	£21.31/£22.38
CDS Scheme	£11.50
Direct Payment	£10.22
Adult Placement	If £60 max a day/ 12 = £5
Key Ring	If £12.26 a day / 12 hours = £1.02
Regional Norm Residential / Nursing agreed for High Cost Low Volume	£18

In the light of this information it is our view which is reflected in our vision that we retain a viable but gradually reducing in house service in the future. We aim to shift the balance of provision by 30% in the next 5 years

The future role and model for in-house services is described in section 8.

2.3 What do we know about the choice and quality of where people live now?

The majority of people live in or around the 5 main population centres, Buckley, Holywell, Mold, Flint and Deeside.

2.3.1 Hostel, Residential and Nursing Homes

43 people with Learning Disabilities live in a Residential or Nursing home. Currently, we contract with 3 small residential homes located in Flintshire. Both Flintshire Social Services for Adults Contract Monitoring team and CSSIW have indicated that those providers who exist in Flintshire are of a good standard, demonstrating creativity in the way that they meet the needs of the people who live there.

2.3.2 Supported Living

We commission supported living, which provides comprehensive support services based on the person's assessed needs. This ranges from "24 hour support" where support workers are based in the person's own home, to 'floating support' (less than 24 hours) in which support workers provide peripatetic support as agreed in the individual's service delivery plan. People supported are almost without exception tenants of their own home/ or bedroom in a multi- tenanted property.

Our own Supported Living service can support 59 people across 23 properties owned by a number of housing providers. Annually as part of Quality Check the Supported Living Service finds out what people think about the service they get. See Appendix 3 for the Easy Read findings Report. We also contract with 7 independent sector providers who are able to support 68 people across 25 properties provided by a number of housing providers.

2.3.3 Adult Placement

Adult Placement Schemes provide a family placement for people who wish to live in a family environment. Adult Placement Carers receive an allowance from us to help them care for the person who lives with them in their family home. Our Adult Placements / Shared Lives Schemes currently stand at **9**, with 4 placements being managed by PSS (with a management cost of £100 per person per week) and a further 5 being independent.

2.3.4 Short Breaks

Our Short Term Care Service provides respite care to over **75** adults with learning disabilities who live with their family carers in Flintshire. There are three small registered homes (each can accommodate 3 people over night) that people can book pre-planned visits to. These are Hafod, Orchard Way and Woodlee. Most people stay overnight with visits lengths varying from one to 14 nights. A small number of people visit during the day during their residential college holidays.

Additionally we have access to an adapted static caravan on the North Wales coast that people can book to stay in with their friends or families.

A Quality Network Review was undertaken on our short break services in 2008 where people gave their views. The main requests reflections were the need for :

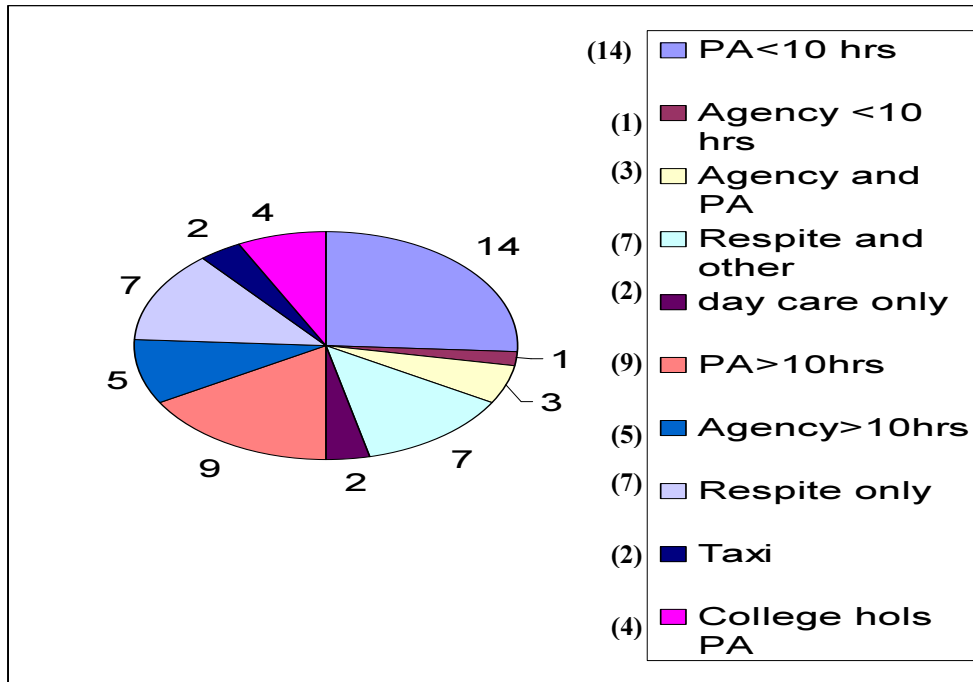
- Short term care in an emergency.
- More choices and options for planned short term care.
- Everyone who uses short term care to have an accessible person - centred plan that is outcome focused.

2.3.5 Personalisation

2.3.5.1 Direct Payments

Direct payments enable people to have access to cash to procure their own services instead of the local authority providing or commissioning services to meet their assessed needs. This can be as part of or instead of their overall package of support. Direct payments provide people with the flexibility to find 'off the peg' solutions and to have greater control over their lives. A financial benefit to the service is the visibility of resources with people only spending what they need and any remainder returning to the service

As of August 2012 there were **55** people with a learning disability accessing a direct payment. For the majority of service users however a direct payment featured as only part of their whole package of support. Only 14 people were buying in excess of 10 hours support a week either by directly employing a Personal Assistant or from an agency. The pie chart below shows how direct payments are currently used (in a week). Where PA means Personal Assistant, > means more than and < means less than.



Our target for the next 5 years will be a 50% increase in the number of people accessing a direct payment /CDS as a substantial part of their care package (10 hours or more)

2.3.5.2 Citizen Directed Support (CDS)

Frequently in Flintshire our approach to new developments is to use pilot projects, and CDS was one such project. Our definition of Citizen Directed Support is “social care support which service users choose, organise and control to meet their assessed and agreed needs in a way that suits them, using resources available to them to achieve what is important to them”. In essence it is an approach to support provision that begins with the person and not the service, providing people with the opportunity to exercise more choice and control over their lives. The aim of the pilot which ran from July 2008 to the end of March 2011 was to identify key learning points which would support our future development of CDS at a local level¹. On a national level there is to be consultation on the Citizen Directed Support and Control Paper (CDSC) with primary legislation and subsequent regulation being in place. It is envisaged that for 2015 /2016 there will be the introduction of a new CDSC arrangement. Currently **16** people with Learning Disabilities use CDS and 3 are in progress. See Box 1

Increasing take up of direct payments / CDS features in the Social Services and Wellbeing (Wales) Bill. We want to see Direct Payments/ CDS as the default position and featuring as the main part of a person’s care packages. We will be targeting our Transition Team, which has identified the

¹ FCC Citizen Directed Support Pilot Evaluation Report Summary Jan 2012

personalization agenda as a priority. Our plan is to ensure that CDS is considered as an option for all young people who are assessed as needing day time support. From the accommodation list there are 4 young people in 2013 requiring this level of support. If all 4 received CDS in conjunction with telecare as opposed to accessing in-house Supported Living the projected savings over 3 years could be around £734,025.24. Looking ahead the total savings for the 10 young people coming through transition over the next 3 years assessed as needing 'shared accommodation with some daytime support' could be £1,284,546 if the solution was CDS as opposed to In-house Supported Living. See appendix 4 for workings.

Box 1- Supported Living – CDS Model

Three gentlemen choose to share a property owned by First Choice Housing Association.

With support each undertook a Self Assessment of their care needs. The results of these assessments have been used to determine their indicative budgets and to develop their own Support Plans detailing how the budget will be used to meet their assessed care needs as part of Flintshire's Citizen Directed Support Scheme (CDS).

This is a collaborative approach to the provision of social care support involving the person at the centre of the process and the involvement of other key people.

Each person is the budget holder and commissioner of their own care package. This enables them to manage their decisions and their services in a far more creative way and shifts the balance of power away from the professionals or providers into the hands of the individual.

The individuals have been helped by their parents and grandparents in the Support Planning and support provider commissioning process.

We provided guidance and mentoring in the selection of a suitable service provider. It was the responsibility of the Clients and Agents to select a suitable service provider to provide the "Core" support for the bungalow.

The Housing Association stipulated that a service level agreement between themselves and the selected service provider be put in place to cover the housing management function. The model is new to Flintshire and it is expected that the selected Service Provider be a flexible partner alongside the Clients, Agents and Flintshire County Council in the development, implementation and monitoring of the CDS scheme.

We have a statutory responsibility to monitor the arranged package of care. The involved Social Worker chaired an initial service review after 6 weeks for each client. This moves to an annual review dependant on the stability of the service provided. The Client, Agents or Service Provider is able to request a review meeting at any time if problems arise.

Individual CDS budgets including Individual Service Fund, time sheets and non person support will be monitored by the families, in conjunction with Social Services, and will be reviewed at the service review meeting. The individual, Agents and a Social Worker will be present at the meeting.

The monitoring of the Service Provider will be measured by whether or not the individuals have achieved the outcomes they have been working towards as identified in their support plans.

2.3.6 Independent Living Fund

The Independent Living Fund (ILF) is a discretionary scheme, financed by the Government, to help fund care packages for people with severe disabilities living in the community, rather than residential care. ILF funding has always been a top up to Local Authority funding and is now closed to new applicants. People already getting ILF funding will continue to get it until 2015. The Government has not committed to funding the ILF in its current form after that date. The Government plans to consult on how people who currently get ILF funding should be supported in future. Any subsequent changes to ILF will have a significant impact on future Council budgets.

Currently there are **61** people with a Learning Disability receiving ILF funding amounting to £1,369,000 per year (includes client contributions). Funding is used primarily to promote peoples independence within their local communities and is used to purchase support for personal care, daily living activities, social support, respite care, and support to attend daytime activities etc.

2.3.7 Key Ring Model

Key Ring is a network of people with their own tenancies over a defined geographical area, usually supported via Supporting People funding. A support worker lives in the centre of the network in their own tenancy which is rent free and based on the individual's assessed needs provides a level of support to each tenant either on a one to one or on a group basis to promote community links and inclusion. Currently **36** people with Learning Disabilities known to our services are supported in this way.

2.3.8 Transition Team

During 2012 our new transition team became operational. The Transition team is a joint team between Children and Adult Services, situated in one place with common line management. This means that a person's journey from children's to adult services will be smoother with the introduction of a young persons' single transition plan which includes 'where they live' as a key focus. A priority for the team is to progress the personalisation agenda promoting both Direct Payments and Citizen Directed Support.

2.3.9 Telecare

Telecare equipment is a range of sensors and detectors which supports independence. In 2011/2012 there were **44** people with Learning Disabilities using telecare as part of their package of support. Most people have at least

three pieces of telecare equipment installed. In the main the type of equipment installed is care sensors on doors (internal and external) and epilepsy bed sensors. Telecare can promote independence and can help to reduce the worry for individuals, carers and families. See Box 4. As a support option that promotes independence it is in our view currently under utilised. A robust approach is needed to introduce telecare across supported living and support realising the impressive savings that can be made which have been evidenced in other councils. In Lincolnshire switching waking nights to sleep-ins across 15 houses (accommodating 59 people) delivered £243,000 savings over a 19 month period.

All new supported living placements will have a comprehensive telecare assessment and it is our aim to increase the use of telecare equipment generally within Learning Disability services by 10% year on year

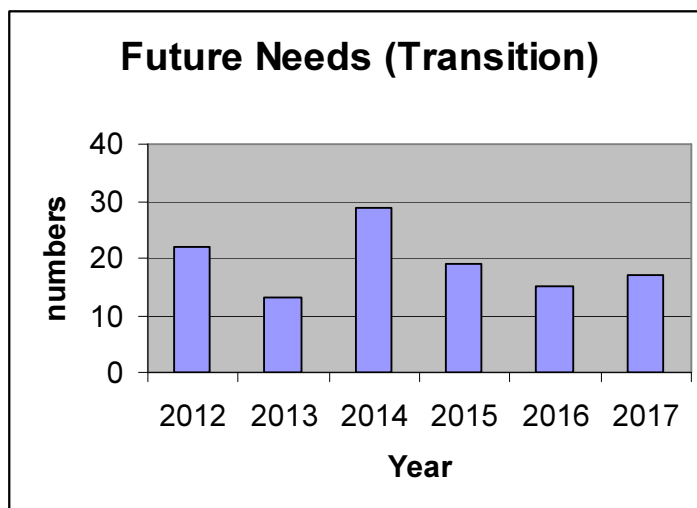
Section 3: What we know now about the current and future population

3.1 People living with relatives

Of the **202** who live with their families, over **60** peoples carers are older people (aged 55 and more). We are also aware that some carers are caring for more than one person. Supporting these families to plan for the future will be essential to ensure the best outcomes for people with learning disabilities and their families.

3.2 Young Adults with Learning Disabilities

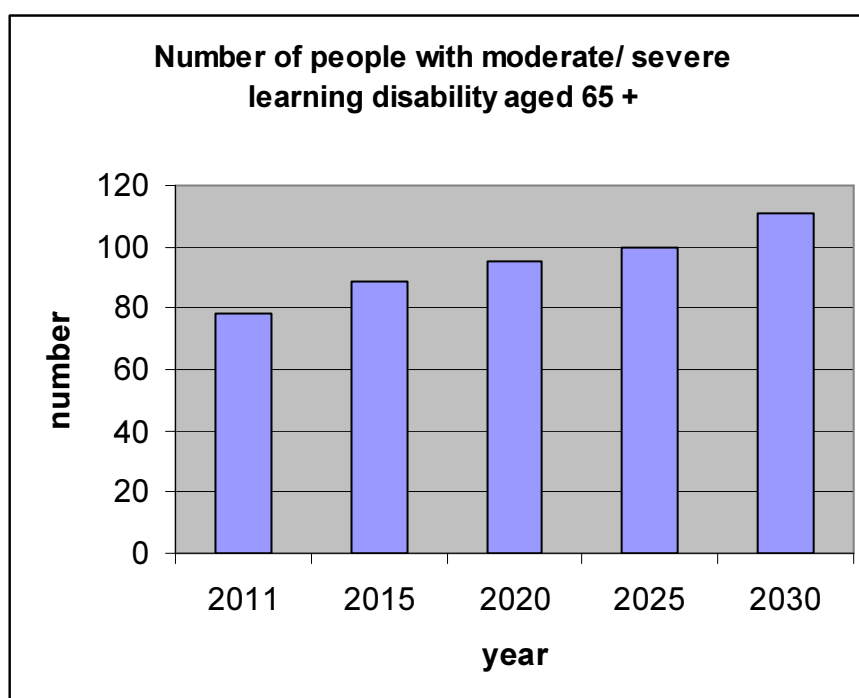
More young people with profound multiple needs are surviving into adulthood; this is shown in the increasing numbers coming through transition from children to adult services. There are approximately **150** young people with learning disabilities coming through transition over the next 5 years. We know that as of April 2012 there were **115** young people who met Fair Access to Care criteria for our services amongst this group. The remaining young people have a range of needs that may or may not require our services in the future. Within this cohort there are substantial numbers of young people with complex health needs, which will have an impact on the type of care they will need such as PEG feeding (percutaneous endoscopic gastrostomy).



3.3 Older People with Learning Disabilities

Advances in medical and social care have increased life expectancy for people with learning disabilities and as a result we are expecting that the future number who will develop age related frailties and illnesses such as dementia will increase.

The number of people in Flintshire with a moderate to severe learning disability aged 65 and over is predicted to increase by 14 % from 2011 to 2015 and by 42% from 2011 to 2030.² We know that currently there are 12 people with a diagnosis of dementia and a further 12 people being assessed for dementia. There are 24 people aged 50 or over still at home with their family. We also know that there are 70 people known to our service with Downs Syndrome and with this diagnosis comes a higher incidence of early onset dementia.



² Daffodil Cymru website projecting future social care needs.

3.4 People living outside Flintshire

There are currently 16 people in high cost out of county placements as we cannot meet their needs within our current community living model. Our aim is to give these people the opportunity to move closer to Flintshire so that they can be closer to family and friends should that be their wish. This will require thorough planning with people, their families and services to create a range of accommodation and support that would meet their needs locally.

3.5 Autistic Spectrum Disorders

We know that there are over 70 people on the autistic spectrum. Recent research has found that there is no quality of care, or lifestyle outcome advantages of group living for this client group apart from within smaller settings³.

Over the next three years we have 4 young people coming through transition assessed as needing a specialist ASD accommodation solution.

3.6 Black and Minority Ethnic Communities (BME)

From the number of people with Learning disabilities known to our services and recorded on our PARIS business system we know that almost all are from a mainly white background which is in line with the Flintshire Profile.

3.7 Welsh Language

We know from the Census 2011 that 13% of the Flintshire population speak welsh. We also know that currently no one known to our services with a Learning disability receive a service in welsh. The More Than Just Words Strategic Framework which outlines the Welsh Governments intention to prioritise welsh language services for people who are vulnerable is clear that services should be 'actively offered' in Welsh.

Section 4: The views of stakeholders

The views of the following stakeholders have shaped our strategy (see appendix 3 for their views)

- Learning Disability Planning Group
- Young People in transition
- Accommodation and Support providers
- Social Workers
- Commissioners and the Contract Monitoring Team

Section 5: The Issues

We know from what people have told us that if we are to achieve our vision of having a range of different types of accommodation available and that through

³ Diagnostic grouping among adults with intellectual disabilities and autistic spectrum disorders in staffed housing – Journal of Applied Research in Intellectual Disabilities Nov 2011.

individualised support planning, people are enabled to be as independent as possible with 'just enough support', we need to:

- 1. Plan better with people and their families.**
- 2. Ensure accessible and appropriate information is available and is timely.**
- 3. Have a range of accommodation options that are outcome focused and promote 'move on' to independence.**
- 4. Promote a choice of short breaks**
- 5. Increase the range of support options available.**

The issues and challenges that we need to deal with in relation to each of the 5 things we need to do are discussed in sections 5.1 to 5.5.

5.1 Plan better with people and their families.

- Person centred planning has to be robust so that we can with confidence aggregate data from plans. This will help us develop a picture of outcomes people want and the type of accommodation, breaks and support that would help them to achieve these. We recognise that this is dependent on having good advocacy in place and have recently identified a new Advocacy provider to support this goal.
- Focussing on 'move on' pathways is important to people and we need to get better at this. It requires careful and robust pre-planning which is particularly vital for people with dementia. Move on pathways will need to be in place before the point at which a persons illness means that they will struggle to settle in new accommodation.
- There are **60** people who are living with older carers aged over 55. We need to work with families to forward plan and identify accommodation options and support needs for their future. We need to capitalise on new Flintshire developments such as Extra Care schemes which can be a real option for people and their families.

5.2 Ensure accessible and appropriate information is available and is timely.

- Our range of accessible information about available services has to be offered regularly so that people are fully aware of all the choices they have. This should also include people having access to their individual care plan which is in a format that is most accessible to them.

5.3 Have a range of accommodation options that are outcome focused and promote 'move on' to independence.

- We need to roll out to all providers our new outcome – focused approach to contracting and monitoring. This work should 'dovetail' with

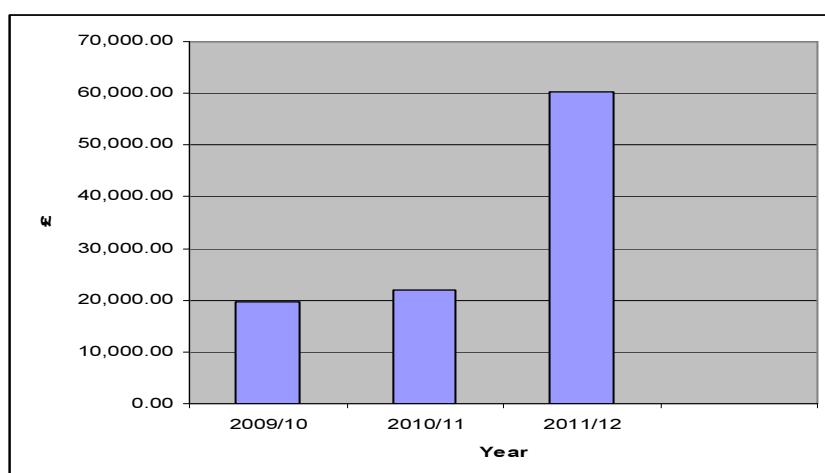
regional work while and ensure that the positive progress we are making in Flintshire is maintained.

- A Service Setting Review was undertaken on a sample of Shared Supported Living Homes (low, medium and high level need). The key message coming from the review is that we need to 'right size' all Shared Living Homes, a term that means we need to ensure that every individual is getting the right level of support that promotes independence and 'move on'. It seems from our initial review that some people are getting too much support; this is not only a barrier to independence but a needless cost. If the right sizing exercise is undertaken on all our in-house supported living schemes there could be a projected saving of between £110k and £156k per year on direct care costs.

Our Target for the next 5 years is for 10 % of people currently in supported living settings to "move on" to greater independence and have less dependency on formal care providers

- Person centred planning for a person with challenging behaviour is difficult. There are **47** people known to our services with a challenging behaviour profile with 16 living outside of Flintshire because we can't meet their needs. There are active plans in place to bring these people back to Flintshire.
- We have 12 vacant tenant places across the 127 tenant rooms available (9.5%), spread between in house and independent sector provider properties. Some of these vacancies have existed for over a year owing to difficulties in matching new tenants to the existing tenants, and during the last year the vacancies reached 16 at one point. The cost implications to our service reached £60,331.92 for the year 2011 – 2012, which is a large increase on the previous 2 years (see graph below). This model of service is clearly not meeting people's accommodation and support needs in all cases, and we need to ensure that future provision better meets needs and overcomes these problems.

Graph to show cost of Voids to the Service 2009/2010 – 2011/12



Source: Accountancy August 2012

- Whilst many people experience good outcomes, there are some fundamental inequalities for some people with Learning Disabilities. Most people with learning disabilities who live in residential care or supported accommodation do not have choice over where and with whom they live and this is most likely to be the case for people with more complex needs and challenging behaviour. A number of people have also expressed a wish to move, for a snapshot of some of the reasons given see Box 1 below (taken from a fortnightly spreadsheet (August 2012) presented to the Accommodation panel)

Box 2 – ‘Reasons for Moving’

Note the table below excludes the 8 people in transition. The total number on the list in need of accommodation was 24 (excludes the 8). The age range was 20 to 61 years with an average age of 42.

Number	Reason
2	Wanting to live alone
1	Incompatibility with co-tenants
4	Carers/ Families expressed a wish for person to ‘move on’
1	A house move with family
6	In need of suitable property e.g. adaptations, from warden to supported living, extra care
1	Homeless when off section
3	Carer Breakdown (in one case individual has also expressed wish to move)
1	repatriation
4	Want to move e.g. to live with named individuals, lonely on own and live with people of own age
1	Reason not given

- Although we compare favourably with the rest of North Wales Local Authorities on numbers of people with Learning Disabilities in Care Homes 43 people do live in a residential/ nursing home setting. We need to work with these individuals to make community living a real option.
- Young people in transition have told us that they want to live as independently as possible. We recognise that we need to focus on 'move on' pathways and therefore need to develop options, which seek to maximise independence with 'just enough' support and are value for money such as Adult Placement Schemes and local area coordination.
- We need to develop services that can respond to our changing population namely the young people coming through transition with complex needs, older people with dementia and people with ASD.
- The development of Adult placement schemes in Flintshire has been static. It is a cost effective model that can support people of varying needs and has been successful in many parts of England. If we were able to increase the scheme provision to accommodate just 3 more people our projected saving could be as much as £545,000 over 3 years compared to our own in-house service. Regional delivery and fee levels are currently being considered. We aim to double our current Adult Placement provision over the next 5 years as a means of extending the range of options for individuals to develop independent living skills, and as a move on to being supported in their own homes
- There are extra care developments in Flintshire but currently they are not accessed by people with Learning Disabilities. We need to ensure that future schemes are open to people with Learning Disabilities and their carers.

5.4 Promote a choice of short breaks

- The issues are still the same as identified as part of a Quality Network Review of our Short Break service in 2008. People are still identifying the need for more choice and flexibility. We know that in our Short Break Service there is no waiting list and there are voids. We need to understand why as we may need to remodel our break provision service. Like other Local Authorities such as Bradford we want to be in position to offer service users a menu of short breaks from Adult placement to community placement and social and leisure breaks with emergency provision within and outside the home.

5.5 Increase the range of support options available.

- We need a better support process so that people with Learning Disabilities can benefit from the option of direct payments and CDS and to achieve more packages of support where a direct payment is a main component of care. Currently there are only 14 people buying in over 10 hours of support a week .
- The evaluation of our CDS pilot flagged our current social work/ care management processes as a barrier to its spread. The teams have identified capacity as a concern because CDS as a support option requires a longer period of input. The transition team made reference to the fact that there is no longer a CDS officer to support their work. Work continues in developing and testing the Resource Allocation System through ongoing data collection and evaluation.
- We know that people who choose to use Direct Payments to purchase their care through a domiciliary care agency are generally being charged more than the agreed direct payment rate. We need to consider how this is overcome in future so that there is greater consistency across rates.
- We need to manage the end of the Independent Living Fund in 2015 as 61 people with Learning Disabilities access the fund which equates to a significant £1,369,000 per year (including their contributions). Our plan will hinge on how the Welsh Government intends to proceed and to date there is no indication although there is the promise of a formal consultation process.

Section 6: What we will do differently / or more of

6.1 Plan better with people and their families.

- Care Management team will undertake more robust person- centred planning that creatively explores solutions, drawing up options for appraisal for accommodation, breaks and support. More shared responsibility and understanding between people, their families and the service. An approach that reaches beyond the boundaries of what Learning Disability services can offer, looking to other service areas and out to voluntary sector and wider community provision. Our mission is that people get 'just enough' support, where they neither have too much or too little (both of which can be equally bad).
- Better contingency planning between in house provider and Social Work teams so as a service we are more responsive to provide breaks in times of emergencies. Linking with development work underway to have a generic model of break provision in Flintshire that can be responsive in an emergency

- Work with people and their families to develop a shared understanding of independence. At reviews we will look for ways to ensure ‘just enough support’ and also ask the question ‘is there another way of doing this’. We will promote and capitalise on our commissioned Advocacy service.

6.2 Ensure accessible and appropriate information is available and is timely.

- Social Workers will ensure that all Information about all available services will be timely provided. People will have access to their individual care plan which is in a format which is most accessible to them, for example easy read etc.
- We will ensure that people understand the information offered and will provide/ or facilitate via advocacy or family members assistance to help them to make informed decisions and choices.

6.3 Have a range of accommodation options that are outcome focused and promote ‘move on’ to independence.

- A paper on developing alternatives to just paid support “All together Now”⁴ made the bold statement that over-support is a barrier to community participation and can be harmful to the quality of people’s lives. We want more accommodation and support options that help people reach their goal of living independence. Options that are robustly planned, with clear pathways and coordinated with all involved e.g. people, their families, care managers and providers. Options that focus on ‘moving people on’ to independence where support can be ‘stepped up and stepped down’ when the need arises, this flexibility in support means that ‘moving on’ becomes a viable option for those people with high level needs such as our 47 people with a challenging behaviour profile. ‘Moving on’ could mean living in the same place with reducing support or moving somewhere else with reducing support as was the case for M in Box 2.

To explain what we mean by ‘move on’ with ‘just enough’ support and what we want to see happening for more people in Flintshire see Box 2.

Box 3 – ‘Moving on to independence’

- M a 52 yr old man with Learning Disabilities has lived at home with his elderly parents all his life.
- M, his parents and Care Manager agreed that the best outcome for M would be to move out, in recognition that his parents will not always be

⁴ Cooper O and Warren S (2011) All Together Now. Birkenhead: Paradigm.

in a position to support him.

- A project was identified that offered the needed 24hr supported living.
- M moves into the project in **September 2008**.
- A discussion was held with M, his Social Worker and his parents. A full assessment of M's skills and abilities was carried out over a few weeks
- As a result of the assessment 1to1 hours of support were allocated to help M develop skills of independent living.
- The Skills development plans put into place had clear guidelines and profiles on how M was to be helped to achieve his goals.
- The work began in **October 2008**. The approach taken, once M carried out the identified task independently such as using the microwave or cooker, he would then move on and focus on the next. The allocated 1:1 support hours to help him are then transferred to this next skill and so on.

M was also supported to join local community based groups to build up social skills and a network of friends.

- M's achievement in mastering tasks independently means that he is ready to move on to a semi- independent living.
- In **April 2009** M moves onto semi independence, he longer needs 24 hour support and people to stay with him throughout the night.
- M continued to have support around skills development and maintaining skills learnt.
- M was supported to register with a housing association and received support with how to budget for which an appointee was identified.
- In **July 2011** M achieved his goal and moved into his own flat with support workers popping in to maintain support around his health and well being.

It took M with the support of his parents, Social Worker and Support Workers 2 years and 10 months to move on from being completely dependent on his parents to living on his own with minimal support.

- The local area coordination model aims to create a community based support option for people living residential or supported living placements'. Sometimes this will be along side individual additional support packages.

It aims to enables people to remain in their own homes for longer and avoid inappropriate residential placements'.

The local area coordination model uses some of the following strategies to achieve the desired outcome in the following way:

- By identifying and planning for current 1:1 support to be reduced over time through reablement strategies.
- By developing peoples skills and confidence, reducing the need for paid support

- By facilitating communication and the understanding of risks and planning strategies.
- Review people currently living in accommodation with high support packages to see if they are getting 'just enough' support. This is called 'right sizing' this activity will have resource implications but we know from our Sample Service Review Setting exercise that this will be worthwhile and will save money. This could potentially mean a move to more independent living at a lower cost if care packages comprised of floating support services and utilised a range of assistive technology (telecare). We need to develop and expand the range of choice ensuring that people receive 'just enough' support at an economic cost.
- We will regularly check what over-night support does and achieves – asking whether the money could be better spent when people are awake.
- We want to explore the model of Extra Care as a more independent option for people with Learning Disabilities. A model that combines housing, care and support services in a modern purpose built environment and offers a solution to retirement and for people with dementia. We know we have a number of older carers currently caring for a family member with a Learning Disability. Extra Care could be a joint housing and support solution for carer and the person with a Learning Disability.
- Establish whether existing accommodation is failing to meet the needs of tenants, as could be concluded from the number of voids. Explore what capacity there is to raise finance for re-investment so that we can get the most for our money.
- We want to continue to work with our Housing partners to ensure that people's accommodation needs are met.
- Develop the option of Adult Placement / Shared Lives schemes, a service that gives people greater choice and control and fits with our direction of travel in relation to providing more outcome focused community based services (as was shared in the Learning Disability Partnership meeting early this year). A versatile model of service that is useful for 'move on pathway', offering a break and responsive in times of emergency.

6.4 Promote a choice of short breaks

- To be in a position to offer people more choice and options to short breaks. To revisit and learn from the pilot project (now ceased) which gave people the option to vary the places they took a break. To explore

further what Adult Placement schemes could offer to increase choice and responsiveness.

6.5 Increase the range of support options available.

- To address the issue of agencies charging more than the agreed direct payment rate the Council is seeking an agreement with agencies on what would be a fair and reasonable rate. We anticipate that this will be lower than our standard agreed rate as direct payments are more planned, regular and generally for longer visits. Agencies will be invited to quote a rate for direct payments and the Council will set a ceiling at the mid-point of received rates.
- We want to increase the number of people benefiting from Telecare. We believe that Telecare can play a key part in our mission to provide 'just enough support' and can reduce intrusion into people's private lives of always having staff around. This is captured in our chosen case study where a small pendent played a key role in maintaining a personal relationship. See Box 4. Our aim would be to make the consideration of Telecare a default position at the point of transition.

Box 4: 'A little pendent that helped a couple stay independent'

A husband with diabetes cares for his wife who has a moderate learning disability. The couple lead an ordinary life thanks to a pendent. If the husband becomes unwell owing to his diabetes he can press the panic button for help. If he is unable to manage the button his wife can press it. This offers peace of mind to him as his wife is unable to operate the telephone. The pendent has enabled the husband to look after his wife, which is very important to him as this means there is minimal intrusion from paid carers in their home and relationship.

Section 7: How we will work differently.

To achieve what we want to do differently we need to work differently.

We intend to work more collaboratively with our providers to meet the needs of our changing population, the young people with complex needs, people with dementia, people with ASD, and people currently out of county and our current service users who have told us that they want to move. We know that there is a willingness amongst providers to work with us as they have told us.

We will commission services differently based around agreed outcomes and payment by results.

The 'outcomes' which we developed with Flintshire stakeholders are in line with those produced by the British Institute of Learning disabilities and the National Development Team. The BILD outcomes are increasingly becoming embedded in everything we do in Learning Disability Services. See Box 1 below.

Box 5 – 'Payment by Outcomes'

Outcome Area 1. To be able to make everyday choices about my life

Outcome Area 2. People feel respected

Outcome Area 3. People have relationships with family and friends

Outcome Area 4. People make a contribution as an active citizen

Outcome Area 5. People are Involved with the local community

Outcome Area 6. People can make themselves heard

Outcome Area 7. People feel Safe

Outcome Area 8. People feel well and know about how to stay healthy.

We will be smarter business people and look to capitalise on the recession we find ourselves in. We know there is a glut of property to rent which can only mean that developers and private landlords are more open to suggestions.

There is a strong directive for Local Authorities to work together to plan and deliver social care services. In response we have committed £30,000 to a Regional Commissioning Hub. The Hub responds to growing financial pressures facing public sector organisations for increased collaboration in commissioning and procurement activity. We will be utilising the Hub to find high quality and cost effective accommodation and support solutions for the small number of people with high level needs. The projected savings that will be made by regional commissioning is £112k per year (this excludes cost avoidance in relation to new placements).

Alongside the Hub we will continue to work collaboratively with the Health Board in relation to high cost low volume placements. The Health Board has a plan to reduce their Continuing Health Care spend and bring people back who are out of region. As we jointly fund some of these people we will be working closely with Health to ensure that together we find the 'best way' to achieve the 'best outcomes' for these people.

Section 8 - Putting the Strategy into practice.

This Strategy sets out how we want to see services develop over the next 5 years.

Our vision is that people with a learning disability have a range of different types of accommodation available to them and that through individualised support planning, people are enabled to be as independent as possible with

'just enough support' to promote their wellbeing and ensure they are safe. To deliver on this vision we have identified the actions we need to take if we are to deliver on **'what we will do differently/ or more of'** (section 7). We believe our actions are innovative and sustainable.

Actions:

- We will ensure that social workers and other professionals adopt the ethos of promoting independence and positive risk taking. We will develop a 'move on' culture with all new service users, based on an initial assessment of the persons current abilities and strengths and working towards maximising their potential to be as independent as possible and live a fulfilled life.
- We will review and refocus our in-house Supported Living Service and configure it as the 'first stop' on the 'move on' pathway for young people with disabilities coming through transition from children's services. This 'first stop' assessment provided by the in-house Supported Living Team will establish an accurate baseline of need and skills which in turn will lead to a 'right size' package to enable the individual to move on to a more individualised type of accommodation and support .This approach is consistent with the rehabilitation and recovery model in other services provided by the Authority ie Older People and Mental Health services
- Direct payments/CDS will be the default method used to enable individuals to have control and choice about how their support services are organised.
- For those existing tenants already supported within in-house Supported Living Services the 'active support' approach will be introduced in order to maximise skills for independent living and offered opportunities for 'move on' to alternative accommodation as appropriate.
- We will work in partnership with independent providers to shape and develop the external market to provide supported living options, therefore over time our reliance on in-house provision will become less. *(See Ty Ni outcomes section to box 3 in LD Strategy).*
- We will seek to promote and nurture existing social enterprises as a future viable consideration for commissioning as in accordance with Council priority.
- As part of this refocus we will review the use of Telecare and seek to use it effectively to support people to be independent and safe overnight.
- Extra care is a joint housing and support solution for carer and the person with a disability; we will ensure that the two planned schemes

include tenancies for people with disabilities. We will capitalise on the skills in the dementia part of the service.

- We want to work with housing partners to ensure tenancy agreements are flexible enough to respond to the changing needs of people with learning disabilities.
- We believe very strongly that local area co-ordination must be part of our 'move on' approach. We want people with a learning disability to be active citizens within their local community and not solely reliant upon paid workers for social contacts. Therefore we intend to commission a community development and integration service and extend this across Flintshire.
- We will also review current short break provision and explore opportunities to collaborate with neighbouring authorities on developing different models such as adult placement.

What Next?

We will be producing a Market Position Statement based on this strategy which will clearly state that our direction of travel is and will be our 'calling card' to providers which includes established social enterprises to work with us.

We will develop a Contractual Agreement with our in-house Supported Living Service to ensure that they deliver the outcomes we expect and drive forward our new 'move on' service model. This strategy will go through a robust accountability gateway which includes equality and Welsh language.

Section 9 - Conclusion

This Strategy has provided a strong rationale based on the best information we have that we need to act and do things differently if we are to:

- Give people what they want, which is more independence, choice and control over their lives with access to a range of housing options.
- Respond to our changing needs and trends
- Deal with the challenging costs of in-house Supported Living Services.
- Embrace the personalisation agenda.
- Have a Supported Living Service that is placed on a 'level playing field' with other providers (via a Service Level Agreement)

Our Council like others is facing unprecedented financial challenges and raising expectations as such we have to do 'better with less'. Our ultimate goal is therefore to provide the best possible services in terms of accommodation and support options with the money we have available.

Appendix 1 **Statutory Drivers**

Care Standards Act 2000
Carers (Recognition and Services) Act 1995
Carers Strategies (Wales) Measure 2010
Carers and Disabled Children Act 2000
Children Act 1989
Children's Act 1980
Chronically Sick and Disabled Persons Act 1970
Community Care (Direct Payments) Act 1996
Community Care (Residential Accommodation) Act 1998
Disabled Persons (Services, Consultation and Representation) Act 1986
Health Act 1999
Health and Social Care Act 2001
Health and Social Services and Social Security Adjudications Act 1983
Health Services and Public Health Act 1968
Homelessness Act 2002
Housing Act 1996
Housing Grants, Constructions and Regeneration Act 1996
Human Rights Act 1998
Local Authority and Social Services Act 1970
Mental Health (patients in the Community) Act 1995
Mental Health Act 1983
Mental Health Bill 2004
Mental Health (Wales) Measure 2010
National Health Service and Community Care Act 1990
National Health Services Act 1977
Police and Criminal Evidence Act 1984
Welsh Language Act 1993
Welsh Language (Wales) Measure 2011

Summary of Duties required

• National Assistance Act 1948

- Power to make arrangements for the provision of accommodation for persons who are aged 18 or over and who require care and attention otherwise unavailable to them.
- Power to charge for such provision
- Duty to arrange welfare services for disabled people who have been assessed as needing them.
- These will include practical assistance in the home, meals, provision or assistance in obtaining certain equipment, holidays, and transport to and from services, recreational activities.
- Power to take steps to remove to suitable premises, people who are in need of care and attention.
- Duty to protect the property of people who are in hospital or residential care.

Disabled Persons (Employment) Act 1958

- Power to make arrangements for the provision of facilities for enabling disabled persons to be employed or work under special conditions

Mental Health Act 1959

- Power to prosecute for offence under that Act with the consent of the DPP (Section still in force).

Health Services & Public Health Act 1968

- Power to arrange services to promote the welfare of older people, with the approval of the National Assembly for Wales
- Power to make grants and/or loans and/or assist voluntary organisations in respect of relevant services

Chronically Sick & Disabled Persons Act 1970

- Duty to gather information on how many disabled people live in the local authority area and plan to meet their needs.
- Duty to publish information about its services
- Duty to assess people for provision of services and to ensure that those needs are met
- Duty to make provision for the needs of disabled persons when providing public sanitary conveniences
- Duty to consider co option of chronically sick or disabled persons to local authority committees concerned with matters in which such persons have special needs
- Duty to provide information to the National Assembly for Wales as to accommodation of younger with older persons

National Health Service Act 1977

- Powers to make arrangements for the care of nursing and expectant mothers and the prevention, care and after care of people who have been ill.
- Duty to co operate with NHS bodies

Health & Social Services & Social Security Adjudications Act 1983

- Power to charge for certain services and to take steps to recover such sums

Mental Health Act 1983

- A local social services authority shall appoint sufficient approved mental health professionals (AMHP) for the purposes of discharging mental health functions.
- The functions of AMHP's include assessment for compulsory admission to hospital for assessment, or assessment and treatment, or assessment and removal to a place of safety.
- Local social services authorities may make a guardianship application in respect of a patient of over 16 years suffering from a mental disorder where it is in the interests of the patient's welfare or for the protection of others that the patient is received into guardianship. The authority granted a guardianship order can require the patient to reside at a specified place, require the patient to attend medical treatment, education, occupation or training and require access to the patient to be given to a medical practitioner or approved social worker.
- When a young person in the authority's care or a person subject to the guardianship of the authority is admitted to a hospital or nursing home the authority shall arrange for visits to be made to the patient.
- It is the duty of the Local Authority and Health to provide, in co-operation with voluntary organisations, after-care for certain categories of discharged mentally disordered patients.

Mental Health (Wales) Measure 2010

Disabled Persons (Services, Consultation and Representation) Act 1986

- Duty to assess people for the provision of certain welfare services. Right of representative to act on behalf of a disabled person in dealings with local authority.
- Duty to assess a disabled young person about to leave full time education

NHS & Community Care Act 1990

- Each authority shall prepare plans for community care services having consulted with relevant bodies
- Duty to carry out assessments of need for community care services and duty to consider whether services should be provided, with special action in the case of disabled persons and where there are health or housing needs

Carers (Recognition & Services) Act 1995

- Whilst carrying out an assessment of a person, there is a duty to assess the needs of carers if so requested.

Carers & Disabled Children Act 2000

- Rights of carers to assessment of their needs and powers to provide support direct to carers in their caring role.

Carers Strategies (Wales) Measure 2010

- Local Health Boards and Local Authorities must work together to prepare and publish an Information and Consultation Strategy.
- It will set out how they will work together to provide information to carers and include carers in the arrangements made for those they care for.

Community Care (Direct Payments) Act 1996

- Functions in connection with the making of payments to persons in respect of their securing the provision of community care services themselves

Housing Act 1996

- Duty of Social Services authority to co operate in relation to homeless people and persons threatened with homelessness

Care Standards Act 2000

- This has the effect of bringing local authority settings within the regulatory scheme. Local authorities have to meet the same standards as independent sector providers.
- The Act also imposes a duty to refer people to the Secretary of State who are considered unsuitable to work with adults. The list should be checked before an offer of employment is made.

Children's Act 1989

- To fulfil the duties to give information about and services to Children in Need (or of need of protection) as defined in the Children Act 1989 and their families as set out in "Working Together" and "Framework for Assessment of Children and Families.

Police and Criminal Evidence Act 1984

- Specific codes of practice must be adhered to when dealing with vulnerable people.
- The Local Authority has a duty to provide an appropriate adult.

Mental Health Bill (2004)

- New Mental Health legislation and a final bill produced in September 2004 will bring a range of new statutory requirements and place new duties on statutory health and social care authorities. It will increase the duties/powers of treatment and care in the community.

Section 7 Service Principles and Service Responses Guidance 2004

Statement on Policy and Practice for Adults with a Learning Disability. 2007

Welsh Language Act 1993

Equalities Act

Human Rights Act 1998

The Health, Social Care and Well Being Strategies (Wales) Regulations 2003

Codes of Practice/Nationally Agreed Standards; or Specific Codes of practice and Nationally Agreed Standards include:

Social Care Institute of Excellence guidelines

National Institute Clinical Excellence (NICE) guidelines (Health)

Care Management and Assessment HMSO fifth impression 1994

Fairer Charging policies for Home Care and Other Non-Residential Social Services 2001

Continuing Care: NHS and Local Council Responsibilities, Department of Health 2001

Guidance on Free Nursing Care in nursing Homes, 2001

Fair Access to Care Services – Guidance on Eligibility Criteria for Adult Social Care

National Minimum Standards for Adult Placement

National Minimum Standards for Care Homes for Younger Adults

Domiciliary Care Agencies (Wales) Regulation

National Minimum Standards – Domiciliary Care Standards

National Minimum Standards for Care Homes for Older People

Dual Diagnosis Good Practice Guide 2002

All Wales Strategy for the Development of Services for Mentally Handicapped People 1983

Fulfilling the Promises 1999

Learning Disability Strategy Service Principles and service Responses, Section 7 (August 2004)

Practice Guidance on developing a commissioning strategy for people with a learning disability. 2011.

ASD Strategic Action Plan for Wales 2008 and associated Guides to Housing Management 2010 & 2011

However, the key Welsh Government policy documents that have shaped this strategy include:

- Welsh Mental Handicap Strategy (1983) of which the 1994 revised guidance set a clear objective to see the *'provision of a range of accommodation so that people with learning disabilities have as much*

freedom as anyone else to choose where they live and with whom they live and a level of support which enables them to continue to live in the community’.

- Statement on Policy and Practice for Adults with a Learning Disability (2007) which included the following statement *‘All people with a Learning Disability are full citizens, equal in status and value to other citizens of the same age’*
- Practice guidance on developing a commissioning strategy for people with a Learning Disability (2011). Guidance that communicates clear messages to us as commissioners which includes taking into account the Human Rights Act 1998 and Equality Act 2010, the need for us to model future support provision around personalisation e.g. increasing use of direct payments, to work with all providers and always keep the focus of everything we do on outcomes for people.
- More general practice guidance Fulfilled Lives, Supportive Communities Commissioning Framework Guidance and Good Practice 2010 sets out our approach to develop future services e.g. the role of social enterprises, co-production, an outcomes based approach to commissioning and commissioning on a regional level.
- Autistic Spectrum Disorders Strategic Action Plan for Wales (2008), our Flintshire Local Action Plan and associated/salient guides⁵ that will influence how we will work with providers to develop more responsive services.
- ‘All Together NOW’ Cooper and Warren (2011) which has re-affirmed our thinking set out in the concept the authors have coined ‘Just enough’ support. The concept of ‘just enough’ support aims to provide the optimum level of support which will increase the chances of people making connections with other people in their communities, and ultimately their independence.

⁵ ASD – Information for practitioners who have an interest in Developing Property or Services for Housing and/ or Day Opportunities.
ASD – A Guide to Housing Management for Practitioners and People in Rented Housing.

Appendix 2 – Costings

However, we needed to investigate further to work out the unit cost for our In-house service. Owing to the complexity of the investigation we worked closely with an Accountant to devise a method that would provide us with the best idea we could get. It was agreed a triangulation approach was needed, whereby three different methods would be used to calculate estimates of the unit cost and compare results to identify if and why there are significant differences.

Approach 1)

Rota Sheets for 3 months of 2011 / 2012, review and extract more accurate estimates of Direct Care inclusive of agency input for cover.

Extract total direct costs per scheme from ledger 2011/2012

The overall average gross unit cost is **£21.31**

Approach 2)

Identify actual inputs to schemes for one month in 2012 from direct in-house scheme workers.

Identify cover agency input through review of invoices for same month for all schemes.

Annualise and cost total input by reference to 2011/12 full year data

Allocate management, admin and other direct cost relating to schemes and apportion to schemes based on activity

The overall average gross unit cost is **£22.38**

Approach 3) A benchmark with work undertaken within Older People Domiciliary Care.

Our approximate costings are as follows:

Source: Independent and Supported Living Spreadsheet 7/08/2012

Provider	Number of Addresses	Number of people	Voids	Cost of service 2012/2013	Approx per person per year
Betsi	5	15			
Independent	19	52	5	£2,847,679	£54,763
In House (SL)	23	54	5/6	£4,452,091	£82,446
CDS Model	1	16			Average £13,032.23
Key Ring	4 networks	36		£161,137 for 2012	£4,476
Direct Payments		55⁶ in the main a part package (only 14 buying in over 10 hours a week)		2011/ 12 £420,392.40	£7,643.49
Adult placement		9		Calculations based on Max cost £420 per week (if £60 per day) plus additional £70 per week Total spend: £126,274	£21,840
Short Breaks				Devolved annual budget	
	Woodlee	3 beds	yes	£164,142	
	Orchard Way	3 beds		£205,508	
	Hafod	3 beds		£168,980	

⁶ For 54 people on Direct Payments
 Costing Number of people
 Under £200 37
 £200- £500 14
 £500- £1,000 1
 £1,000- £5,000 2
 £5,000 0

	Cost 2011/2012
Residential Long Term	£3,121,778
Residential Short Term	£129,357
Nursing	£119,803

2.3.2 North Wales Commissioning Hub for High Cost Low Volume placements:

Cost - £30k

The projected savings made by regional commissioning are £112k per year (this excludes cost avoidance in relation to new placements)

Appendix 3 – The Views of Stakeholders

People with Learning Disabilities and their Families

People have repeatedly told us what they think makes a good home and a good break and this was reconfirmed with the 4 members of the Learning Disability Planning Group at a meeting on the 8th March 2012. As follows:

What makes a good home?

- Getting on with the people you live with
- Being part of a community
- Contact with family and friends
- Being independent
- Space and time alone
- Choice of where to live, what you do and when you do it, who supports you, the décor,
- Being given the chance to move
- Proper planning and time to find the right home

What makes a good break?

- Having planned and unplanned breaks
- Choice / online booking facility
- Breaks that are reliable and good value
- breaks with friends and getting on with people
- Breaks that serve as a stepping stone to independence
- Creative short breaks e.g. camping, use of individual budgets, B&B, breaks around events such as the clothes show or Rugby
- Different types of breaks – Adult Placement, staying at home, across North Wales etc.

Young People in transition

Young people have told us that they want to live independently once they are an adult which is a view echoed by their families.

At the Transition team event on 6th February 2012, an event set up to involve young people in the shaping of the transition service. In total 48 young people attended. Young people said it was important to include in their transition plan about where they will live in the future

- Young people said they need to think about
 - ✓ Who I will live with e.g. family, friends, on my own.
 - ✓ Where I will live e.g. close to family and friends.
 - ✓ Being safe at home
- The plan should say if young people need adaptations, help and support to live independently and to pay the bills.

- They thought it was important that the people who support them get on well with them.

Accommodation and support providers.

The key themes for our strategy from a random selection of Flintshire providers:

- Choice and range of accommodation and support solutions, sitting along a 'move on' pathway with a 'step up/step down' support facility.
- Providers collaborating.
- Meet the needs of people with dementia and those with challenging behaviour
- Work with private landlords and housing associations.
- Proper planning with people and families with better transitions and shared risk taking between all stakeholders.
- Ensure quality provision e.g. roll out the 'real tenancy test' and involve people with learning disabilities in checking out if people with learning disabilities are happy with where they currently live.
- Enhanced Key ring scheme for people with higher level needs.
- Increase short break provision, explore volunteer families.

Care Managers (the purchasers)

The key themes for our strategy from the purchasers:

- Effective 'step up/ step down' facilities
- Retirement provision
- Meet the needs of people with complex needs and people with autism.
- Enhanced keyring model of support.
- Extra Care Facilities and warden type accommodation
- Flexibilities in tenancy duration.
- Home ownership
- A new lease option scheme with Housing Association.
- Direct payments and Citizen Directed Support.
- Address issues of compatibility

Commissioners and Contract Monitoring Team.

The key themes for our strategy from the Commissioning team:

- Alternative Day service provision
- Outcome-focussed Day Support with flexible opening such as model in South Manchester⁷
- Explore Social enterprise model and the co production of services

⁷ hub approach with services users engaged in community based person centred activities outside of the hub but having the facility to fall back on, multi user group service, activities based on preference rather than disability.

- Work in partnership with organisations who want to develop alternative planned break models giving a broader range of choice⁸
- Adult placement services as seen in Gwynedd
- Better partnership working on a regional level, with the Market and across the Council e.g. Housing

⁸ registered for LD planned breaks in a grade 2 former guest house in the centre of LLanberis, the idea was to focus on peoples abilities and use a combination of group participation and learning, a week would try to focus on achievements ie, from learning to cook to walking up Snowdon and anything in-between depending on preference, a strong person centred focus with the management qualification in both support and outdoor pursuits, I think the idea was for people to have a planed break and achieve something measurable.

Appendix 4

Supported Living Quality Check – Easy Read

July 2011

Every year the Supported Living Service has to find out what people think about the service they get at home.

There were 2 meetings. Pictures and symbols were used to help people say what they thought.

Steve Williams the Registered Manager was at the meetings so that he could answer any questions from service users.

Joan French and Mike Farrelly were at the meetings to ask what people thought about their service. Joan and Mike work for Flintshire County Council. They do not work for the Supported Living Service.

People were asked

- What is important to you about the support you get at home?
- What is good about the support you get at home?
- What could be better about the support you get at home?

What is most important to you about the support you get at home?

People said

- Doing things for myself – support to be independent
- Having my own space – my room and privacy and respect for my space and my home
- Being able to get about – to do things that are important to me like swimming, theatre, bingo and my own shopping
- Contact with other people – having visitors to my home, keeping in contact with friends and family
- Keeping healthy – support to help me do this

What is good about the support you get at home?

People said these things were good

- Support to meet people and keep in contact with people, having visitors
- Support to do things for myself – food shopping, household jobs, being as independent as possible in washing and dressing, keys to my home
- Choice about important things in life like home cooked food, what's on TV, doing my hobbies, my garden
- Most of my staff

What could be better about the support you get at home?

People said these things could be better

- Being able to change things on my plan
- To do more cooking for myself, go on a cookery course
- Living somewhere on my own, somewhere bigger
- People in my house being too loud

What the Supported Living Service will do to make things better.

- Tell everyone who works for Supported Living about the important things people said
- Check the things that are in everyone's Service Delivery Plan and Active Support Plan are what they want and need to do to be as independent as they can
- Use symbols and pictures to help communicate with people
- Remind people about the Pink Forms and how to use them to say what they think about their service
- Think about how Supported Living can support people to keep speaking out

Appendix 5 – Transition 2013- 2015 - Projected Savings - CDS v In house Supported Living solution

Note CDS average cost per annum is approx £13,032.23

In house Supported Living (based on no voids) per annum is approx £74,201

Accommodation Need	number	Projected savings per annum if CDS solution instead of In house SL For those requiring some day time support
Year 2013		£244,675
Fully adapted shared property / 24 hr	2	
General housing/ 24hr	1	
Shared/ some day time support	3	
Shared/ 24 hr	1	
Fully adapted / some daytime	1	
Year 2014		
Fully adapted shared property / 24 hr/ complex health needs	1	£183,507
Shared/ some day time support	3	
Shared/ 24 hr	10	
Shared/ 24hr/ specialist ASD	2	
Year 2015		
Shared/ some day time support	3	£183,507
Shared/ 24 hr	4	
Fully adapted shared property / 24 hr	1	
Shared/ 24hr/ specialist ASD	2	
		Total savings over 3 years = £1,284,546 if those 10 young people coming through transition (2013, 2014, 2015) assessed as needing Shared/ some daytime solution was CDS instead of inhouse SL.

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Learning Disability Commissioning Strategy 2013- 2018

Accommodation and Support

SUMMARY

1. Why do we need a Commissioning Strategy?

This document is about the services that we provide to people with a learning disability in Flintshire and sets out how we want to see them developed for the next 5 years.

Our vision is based primarily on what people with a learning disability told us they wanted and the views of their families as well as the providers who currently support people in Flintshire.

2. Who currently uses our services and how much do we spend on them?

- People with learning disabilities who meet the eligibility criteria for services make up approximately 0.32% (483) of the population in Flintshire.
- 48% (214) of people are aged 40 or over.
- 45% (202) of people live with their relatives (a parent or sibling).
- 38% (123) of people are living with someone else (excludes hospital and relatives).
- There is a range of different provision from Adult placement, single occupancy, shared supported housing etc. with the majority (40%) living in some form of shared provision.
- For 2012-2013 the annual spend on in-house supported living for **54** people will be **£4,452,091.00** and we will spend **£2,847,679.00** on contracts with the independent sector for **52** people. Choosing to commission supported living services from our in-house provider is clearly costing us a lot more.

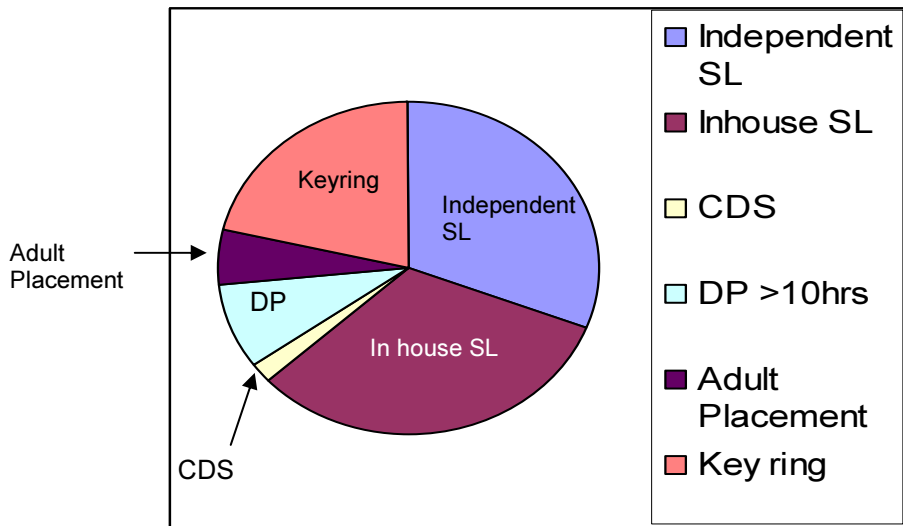
3. Our vision for the future

- Our vision is that people with a learning disability have a range of different types of accommodation available to them and that through individualised support planning, people are enabled to be as independent as possible with 'just enough support' to promote their wellbeing and ensure they are safe.
- Our vision is that we retain a viable but reduced in-house service to ensure we retain experience within this service and continue to be well placed to provide support to Independent sector providers as necessary .

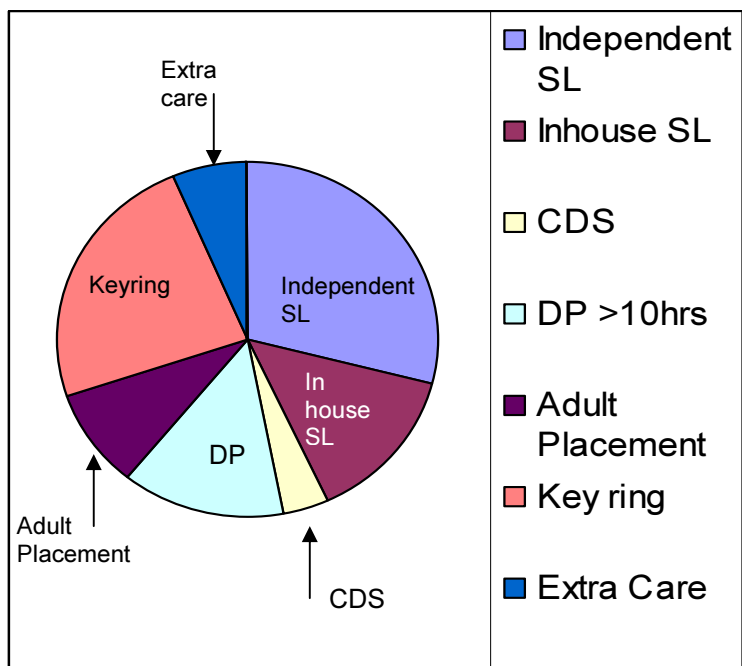
4 Where are we now and where do we want to be in 5 years time

Broad graphic illustrations of how we see services in 5 years time in terms of volume and model.

Now



In 5 Years Time



5 How we will achieve this vision

5.1 We will ensure that social workers and other professionals adopt the ethos of promoting independence and positive risk taking. We will develop a 'move on' culture with all new service users, based on an initial assessment of the persons current abilities and strengths and working towards maximising their potential to be as independent as possible and live a fulfilled life.

5.2 We will review and refocus our in-house Supported Living Service and configure it as the 'first stop' on the 'move on' pathway for young people with disabilities coming through transition from children's services. This 'first stop' assessment provided by the in-house Supported Living Team will establish an accurate baseline of need and skills which in turn will lead to a 'right size' package to enable the individual to move on to a more individualised type of accommodation and support arrangement. It is logical that we refocus our in-house Supported Living Service in this way as it is consistent with our directorate's ethos around providing services that focus on reablement and recovery.

5.3 For those existing tenants already supported within in-house Supported Living Services the 'active support' approach will be introduced in order to maximise skills for independent living and offer opportunities for a 'move on' to alternative accommodation as appropriate. **Our target for the next 5 years is for 10% of people currently in our Supported Living Service to move on.** We will also start on a gradual path to reduce our in house Supported Living Service in recognition of it's high comparable costs and move towards increasing the range of independent living options available in the independent sector. **Our target for the next 5 years will be that 30% of in-house Supported Living Service will be redesigned.** The decision as to which of our 23 properties will be externalised will be based on an agreed criteria which will include existence of voids, cost of running the property, stability of staff team, and proximity of properties to other properties to capitalise on economies of staffing. We will seek to decommission some properties where there are voids and only 1 tenant as these are not economically sustainable.

5.4 Direct payments/ Citizen Directed Support will be the default method used to enable individuals to have control and choice about how their support services are organised. **Our target for the next 5 years will be a 50% increase in the number of people accessing a direct payment/ CDS as a substantial part of the care package** ('Substantial' for this purpose is defined as 'over 10 hours of personal assistant support per week')

5.5 We will work in partnership with independent providers to shape and develop the external market to provide supported living options, therefore over time our reliance on in-house provision will become less. (*See Ty Neath outcomes section to box 3 in LD Strategy*).

5.6 We will seek to promote and nurture existing social enterprises as a future viable consideration for commissioning as in accordance with Council priority.

5.7 As part of this refocus we will review the use of Telecare and seek to use it effectively to support people to be independent and safe overnight. **All new Supported Living arrangements will have a telecare assessment and we aim are aiming for a 10% increase year on year in the use of telecare equipment.**

5.8 Extra care is a joint housing and support solution for carer and the person with a disability; we will ensure that the two planned schemes include tenancies for people with disabilities. We will capitalise on the skills in the dementia part of the service.

5.9 We want to work with housing partners to ensure tenancy agreements are flexible enough to respond to the changing needs of people with learning disabilities.

5.10 We believe very strongly that local area co-ordination must be part of our 'move on' approach. We want people with a learning disability to be active citizens within their local community and not solely reliant upon paid workers for social contacts. Therefore we intend to commission a community development and integration service and extend this across Flintshire. **The first network will be in 2014/2015 based in the South Locality, with a roll out on a locality basis within 5 years.**

5.11 We will also review current short break provision and explore opportunities to collaborate with neighbouring authorities on developing different models such as adult placement. **We will double our adult placement provision within the next 5 years.**

6. What Next?

6.1 We will be producing a Market Position Statement based on this strategy which will clearly state that our direction of travel is and will be our 'calling card' to providers which includes established social enterprises to work with us.

6.2 We will develop a Contractual Agreement with our in-house Supported Living Service to ensure that they deliver the outcomes we expect and drive forward our new 'move on' service model. This strategy will go through a robust accountability gateway which includes equality and Welsh language.

7. Conclusion

This strategy has provided a strong rationale based on the best information we have that we need to act and do things differently if we are to:-

- Give people what they want, which is more independence, choice and control over their lives, with access to a range of housing options.
- Respond to our changing needs and trends.
- Deal with the challenging costs of in-house Supported Living Services.
- Embrace the personalisation agenda.
- Have a Supported living service placed on a 'level playing field' with other providers (via a Service Level Agreement.)

Our Council, like others, is facing unprecedented financial challenges and rising expectations, as such we have to do 'better with less'. Our ultimate goal is therefore to provide the best possible services in terms of accommodation and support options with the money we have available.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15TH OCTOBER 2013**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **ADULTS SAFEGUARDING REGIONAL PROPOSAL**

1.00 PURPOSE OF REPORT

1.01 To provide Cabinet with information regarding future proposed Regional Safeguarding structures

2.00 BACKGROUND

2.01 The Social Services and Well-Being (Wales) Bill and Sustainable Social Services: A Framework for Action collectively bring a different context to adult safeguarding.

2.02 The current arrangements in place across North Wales are network arrangements for sharing information and peer support. The emerging view is that there is a need to move the adult safeguarding agenda into a robust regional framework

3.00 CONSIDERATIONS

3.01 The Social Services and Well-Being (Wales) Bill and Sustainable Social Services: A Framework for Action places a requirement upon partners to develop the current adult protection arrangements into an adult safeguarding agenda both locally, regionally and nationally.

3.02 Part 7 of the Bill relating to safeguarding clearly states the requirements for Safeguarding Adult Boards to be developed.

3.03 Part 7 of the Bill clearly sets out the objective of the Safeguarding Adults Board as to protect adults within its area who:

- Have needs for care and support (whether or not a local authority is meeting any of those needs), and
- Are experiencing, or are at risk of, abuse or neglect, and
- To prevent those adults within its area from becoming at risk of abuse and neglect.

3.04 Statutory regulation on Adult Safeguarding Boards will set out the areas in Wales for safeguarding boards (to be referred to as safeguarding board areas). Discussions during consultation have led to the understanding that North Wales will remain one region.

3.05 Preferred Future Option
Four options have been considered for North Wales. Following initial consideration partners preferred option is Option 4 a Two tier – North Wales Adult Safeguarding Board. (See Appendix 1)

The other options considered were

- 1 Maintain the status quo – 4 North Wales Adult Safeguarding Board and 1 Sub-regional Adult Safeguarding Board (Gwynedd and Anglesey)
- 2 Three North Wales Adult Safeguarding Boards
- 3 Single North Wales Adult Safeguarding Board
- 4 Two-tier North Wales Adult Safeguarding Board

3.06 Description of Preferred Option
Within this model there will be a North Wales Regional Adult Safeguarding Board which will consider functions that can be carried out on a regional basis including training, performance and audit, policy and serious case reviews.

In addition this option recommends 3 sub regional partnerships of neighbouring Local Authorities working together to develop Adult Safeguarding Boards. This builds on the learning from the current Gwynedd and Ynys Mon model. These sub regional boards will focus on local issues and practice and will be based on already well established local links.

3.07 This structure provides a balance between regional working and being able to work effectively across boundaries, whilst continuing to maintain local links within sub-regional boards.

3.08 This two-tiered option is favoured as:

- This model allows for structures to be developed in ways which strike an acceptable and well-managed balance between local and regional agendas
- Maintains the ability to be responsive to local issues and practice
- Positive Regional adult safeguarding working can contribute to a higher profile and increased regional and national influence.
- This model would be more manageable for the pan-North Wales organisations
- Its strengthens the collaborative agenda in North Wales

- Having the same model for adults and children safeguarding boards will bring about equity for both adult and children safeguarding
- Over time, this model will allow for the opportunity to merge some common areas of safeguarding practice across children and adult services
- This model can also bring an opportunity for integrated business support to underpin children and adult safeguarding across North Wales.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet endorses this proposed regional model to change the current arrangements for adult safeguarding across North Wales implementing the preferred option a Two-tiered North Wales Adult Safeguarding Board.

5.00 FINANCIAL IMPLICATIONS

- 5.01 This model will initially be developed using existing regional capacity.
- 5.02 A bid has been made to the Regional Collaboration Fund which includes a project management post to support this development. If successful, this funding will be available for 3 years. However, the preferred model does provide the opportunity to merge some common areas of safeguarding practice across children and adult which has the potential to lead to an integrated business support function to underpin adult and children safeguarding across North Wales and may potentially lead to efficiencies.

6.00 ANTI POVERTY IMPACT

- 6.01 Not Applicable

7.00 ENVIRONMENTAL IMPACT

- 7.01 Not Applicable

8.00 EQUALITIES IMPACT

- 8.01 An Equalities Impact Assessment of this proposal has been completed by Denbighshire County Council on behalf of partners

9.00 PERSONNEL IMPLICATIONS

- 9.01 None at present

10.00 CONSULTATION REQUIRED

10.01 The report was discussed at the Social Services and Health Overview and Scrutiny Committee on the 19th September 2013 and the proposal was supported.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior Social Care officers have been fully involved in agreeing the preferred option

11.02 This report was supported by Health & Social Care Scrutiny Committee on the 19 September, 2013

12.00 APPENDICES

12.01 Appendix 1 - North Wales Adult Safeguarding Integration and/or Collaboration: The way forward

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

None.

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Telephone: 01352 702502
Email: alwyn.jones@flintshire.gov.uk



North
Wales
Social
Services
Improvement
Collaborative

Cydweithredfa
Gwella
Gwasanaethau
Cymdeithasol
Gogledd
Cymru

North Wales Adult Safeguarding Integration and/or Collaboration: The way forward

Context

The Social Services and Well-Being (Wales) Bill and Sustainable Social Services: A Framework for Action brings a different context to adult safeguarding. The current arrangements is a network arrangement for sharing information and peer support. The emerging view is that there is a need to move the adult safeguarding agenda into a robust regional framework.

Purpose of the report

This report

- 1) Presents the options
- 2) Is a vehicle for decision making
- 3) Explores the appetite for seeking closer synergy across adult and children safeguarding

These were initial discussions in December which paved the way to a regional North Wales Workshop which was held on 25th January 2013 with a range of stakeholders from statutory organisations. The discussions at that workshop have influenced the formulation of the options within this report.

Background

The Social Services and Well-Being (Wales) Bill and Sustainable Social Services: A Framework for Action places a requirement upon partners to develop the current adult protection arrangements into an adult safeguarding agenda both locally, regionally and nationally. A statement letter from Gwenda Thomas, Deputy Minister for Children and Social Services

dated 19th October 2012 communicated some clear messages around Welsh Government's direction of travel in light of its recent consultation on the Bill. Furthermore, part 7 of the Bill relating to safeguarding clearly states the requirements for Safeguarding Adults Boards and clearly sets out the objectives of the Safeguarding Adults Board as:

(a) To protect adults within its area who:

- Have needs for care and support (whether or not a local authority is meeting any of those needs, and
- Are experiencing, or are at risk of, abuse or neglect, and
- To prevent those adults within its area from becoming at risk of abuse and neglect

The Bill also prescribes that Safeguarding Boards must produce an 'annual plan' at the beginning of each financial year setting out its proposals for achieving its objectives within that year and a report must be published by 31st July of each year on how it has exercised its functions in the preceding financial year, and the extent to which it implemented the proposals in its annual plan for the preceding financial year.

The WG agenda therefore, is firmly set around the requirement to develop Adult Safeguarding Boards as a means of strengthening adult safeguarding across Wales.

Statutory regulation on Adult Safeguarding Boards will set out the areas in Wales for safeguarding boards (to be referred to as safeguarding board areas). In reflecting upon discussions during consultation it is anticipated that the North Wales footprint will remain one region.

Joint working with Children Safeguarding Board

Notwithstanding the fact that it is fully acknowledged that the complexities and possible risks and practice concerns associated with integrating safeguarding frameworks across both children and adult services need to be carefully considered, this is however, something that should be pursued. This would place North Wales as a region in a position of strength as the national direction of travel evolves and is clarified.

Engagement of Elected Members in Adult Safeguarding

Consideration needs to be given to the active engagement of elected members within adult safeguarding. There is acknowledgement that this has been in need of some strengthening and is inconsistent. This will provide a framework of ensuring political accountability for safeguarding.

Current Landscape – Adult Safeguarding

Currently the Local Authorities of Wrexham, Flintshire, Denbighshire and Conwy undertake adult safeguarding activities on an individual basis. Gwynedd and Anglesey Council's however are working collaboratively to develop a joint Safeguarding Adults Board. Although this development is currently in its infancy a shadow joint board has now been established and has met once.

The 3 sub-regional Local Safeguarding Children's Board (LSCB) in North Wales has already taken steps ahead of recent communications from Welsh Government to develop a shadow LSCB.

Summary of Options to be considered

- 1 Maintain the status quo – 4 North Wales Adult Safeguarding Board and 1 Sub-regional Adult Safeguarding Board (Gwynedd and Anglesey)
- 2 Three North Wales Adult Safeguarding Boards
- 3 Single North Wales Adult Safeguarding Board
- 4 Two-tier North Wales Adult Safeguarding Board

The feedback from the workshop held on 25th January 2013 can be found in Appendix 1.

Options

1 Maintain the status quo – 4 North Wales Safeguarding Boards and 1 Sub-regional Adult Safeguarding Board (Gwynedd and Anglesey)

Given the clear direction provided within the Social Services and Well-being (Wales) Bill, the option of maintaining the status quo in 4 of the North Wales Local Authority areas is unlikely to be commended by the Welsh Government. A North Wales Adult Protection forum exists

in North Wales however, this is a network arrangement for information sharing and peer support.

This option is least favourable as:

- It is not in line with the requirements of the Deputy Minister
- It is resource intensive
- It does not bring about efficiency
- The current arrangement is a network and not a decision making forum

2 Three Sub-regional North Wales Adult Safeguarding Boards (Wrexham and Flintshire, Denbighshire and Conwy, Gwynedd and Ynys Mon).

There are a number of strengths and weaknesses to this option; the most significant weakness is the requirement for appropriate resources and duplication of work in particular for the regionally structured organisations such as North Wales Police and Betsi Cadwaladr University Health Board. This model is already being progressed by Gwynedd and Anglesey and therefore, there will be shared-learning available to develop this model. Local Authority members and officers may find a three board structure may initially be more palatable and more acceptable from a governance point of view.

This model would also mirror the established LSCB structure and again learning from this development would be shared.

This option is not favourable as:

- It is not within the spirit of the Welsh Government's footprint underpinning collaboration across boundaries.
- It does not bring about efficiency and sufficiently reduce duplication
- It continues to be resource intensive
- It is not conducive to innovative collaboration and forward thinking around governance and accountability frameworks across agency boundaries
- May be deemed as being overly cautious.

3 Single North Wales Adult Safeguarding Board

Given that 4 Local Authorities currently have individual safeguarding arrangements and Gwynedd and Anglesey sub-regional arrangements, it would be challenging to comfortably move from the current structure to a single board. Governance and accountability

arrangements would need to be considered carefully and there would be potential dilution of links with local services and remoteness from practice. This model would also run the risk of becoming detached from frontline staff and the public. Given that safeguarding currently lies within individual or sub-regional arrangements Local Authority members and officers would need to be assured that this model would provide transparent and robust governance and accountability for adult safeguarding as the statutory duty for safeguarding lies with the Director of Social Services as clearly stated in the Roles and Responsibilities of that post.

The strengths of this option include the potential for greater efficiency, reduced duplication and effective shared learning. A single safeguarding board also brings the potential to bring a broader range of skills, knowledge and experience to the safeguarding agenda. This option would no doubt, be preferred by Welsh Government and organisations that work across North Wales.

This option is less favourable as:

- Whilst the aspiration of the Deputy Minister is to have regional adult safeguarding board, to move from a local arrangement straight to a regional arrangement would require great confidence in the new model and the North Wales footprint covers a very large geographical area
- It would be too remote from practice
- It would prove hard to hold a large number of representative agencies to account
- The agenda could become unmanageable which would impact on the effectiveness of the Board
- Governance issues and accountability would become remote and impact on statutory duty of the Director of Social Services.

4 Two tier- North Wales Adult Safeguarding Board

This option would enable 3 x 2 Local Authorities to work together to develop a Safeguarding Board and to develop using the learning from the current Gwynedd and Anglesey model. However, there are elements of adult safeguarding that could conceivably be carried out on a regional basis for example, training, performance and audit, policy, and serious case reviews.

This structure would provide a balance between regional working and being able to work effectively across boundaries whilst continuing to maintain local links.

With regard to weaknesses this option would present the most potential for confusion around accountability, securing representation at the right level for both sub-regional and regional elements and would require strong leadership at each level. This could impact on the capacity of senior managers of all agencies; some members would find that they have more meetings to attend than previously, for example however, this would have less capacity implications on pan North Wales organisations.

The most notable strengths for this options include the fact that this model is now being piloted in children safeguarding via the LSCB's and early indications would suggest its potential as a future model that could be fully integrated. Duplication would be lessened, and it allows for innovation, evolution and offers the potential to reduce demand on resources, both people and financial. The general broad direction of travel as outlined in the Bill is a National Board for Children and Adults. There is lots to learn from children safeguarding boards and this structure would allow us to achieve equity.

This is the favoured option as:

- This model is currently being piloted in children's safeguarding through the LSCB model and early indications are encouraging and positive
- Gwynedd and Anglesey have started on the journey of establishing a joint board and the learning from this is available
- It allows for the structures to be developed in ways which strike an acceptable and well-managed balance between local and regional agendas
- It maintains the ability to be responsive to local issues and practice
- The regional adult safeguarding elements could create a higher profile and increase the North Wales Board's influence regionally and nationally
- This model would be more manageable for the pan-North Wales organisations
- It strengthens the collaborative agenda in North Wales
- Having the same model for adults and children safeguarding boards will bring about equity for both adult and children safeguarding in readiness for any direction from Welsh Government

- Over time, this model will bring about the opportunity to merge some common areas of safeguarding practice across children and adults e.g. training, policies and procedures, performance and audit, serious case reviews.
- This model will also bring a real opportunity for integrated business support to underpin children and adult safeguarding across North Wales.

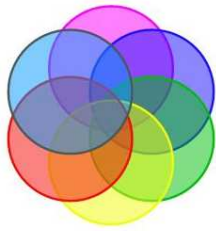
5 The favoured option – a two tier Adult Safeguarding Board

The potential structure for this option consists of:

- One Regional Adult Safeguarding Board
- Three Sub-regional Adult Safeguarding Boards (Gwynedd/Anglesey; Conwy/Denbighshire; Flintshire/Wrexham)
- To underpin the above, four regional sub-groups:
 - Training
 - Policies and procedures (linking to National work)
 - Performance and Audit
 - Serious case reviews

Next Steps:

- 1) The collaborative of NWSSIC, NWASH and safeguarding leads for the Betsi Cadwaladr University Health Board, North Wales Police and North Wales Ambulance Service are invited to form a view around the preferred option.
- 2) Provide a clear steer to the current adult protection forum in relation to their existence and any forward work programme
- 3) Consider the resources needed to take forward



North
Wales
Social
Services
Improvement
Collaborative

Cydweithredfa
Gwella
Gwasanaethau
Cymdeithasol
Gogledd
Cymru

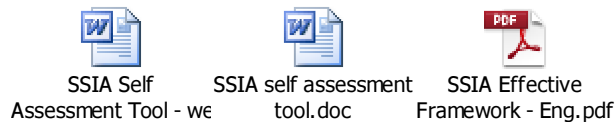
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APPENDIX 1

Regional Adult Safeguarding Workshop Friday 25th January 2013 Optic, St Asaph Business Park

A North Wales Adult Safeguarding Workshop was arranged via NWSSIC, led by Jenny Williams, Director of Social Services, CCBC who is the North Wales lead Director for Safeguarding. The event was attended by an excellent mix of colleagues from Local Authorities, BCUHB, North Wales Police and the North Wales Ambulance Service.

The following attached documents were available to attendees either through prior circulation or on the day:



The workshop was opened by Jenny Williams and introductions were made. The opening presentation is attached:

[attach Jenny's presentation]

A presentation was then given by Anwen Davies, Head of Adult Services, Anglesey Council and Ann Lloyd Jones, Senior Manager, Adult Services, Gwynedd as they have already started on a journey to transform their individual POVA forums into a joint Safeguarding Board.



During both these presentations there was recognition that in Gwent a number of Authorities are working together to develop a joint Safeguarding Board and attached is a presentation “Improving Adults Safeguarding: Establishing the Gwent wide Adult Safeguarding Board” prepared by Stephen Gillingham of Blaenau Gwent Council. This will provide some insight into the work undertaken thus far in Gwent.



GWASB ADSS
Presentation November

Workshop Session 1

Attendees were asked to think about Adult Safeguarding in the context of local, sub-regional and regional. The feedback from this session included:

General

Robust accountability is key

Moving from local straight into regional is a huge step

Need to have clear direction whichever model is agreed

Statutory responsibility for safeguarding sits at different levels within partner organisations e.g.

Director of Social Services in some

Opportunity to develop an equal structure to that of Children's.

Local

Local Authority members may prefer and feel more confident in a local approach

Vast variation in the resources available per Local Authority area

Sub-regional

Sub-regional is more suitable for pan North Wales organisations

Already established joint working i.e. 3 x 2 LA's

May be more acceptable to members

Would mirror the current LSCB arrangements

Current capacity in children's sub-groups could be utilised

Prudent to move to a sub-regional model initially to replicate the Gwynedd/Anglesey work

Sub-regional children's model seems 'manageable' at present

Regional

Challenging without a sub-regional framework

Pan North Wales organisations would benefit more than Local Authorities

Provides opportunity to pool resources and use more efficiently

Geography and demographics challenging

Difficult to 'sell' to members

Some elements need to become regional as quickly as possible e.g. data collection

Corporate agenda

Systems approach could be used from the start

Variation in the resources per Local Authority area

Initially introduce a shadow regional board

The afternoon workshop sessions provided the opportunity to consider 5 specific areas in more depth based on the areas within the SSIA toolkit:

- 1) Establishing the Board's Strategic direction and Improving Outcomes
- 2) Establishing effective governance
- 3) Building capacity
- 4) Operational Delivery
- 5) Commissioning, QA Performance and resource management

Feedback from this session included:

Establishing the Board's Strategic Direction and Improvement Outcomes

The Board needs to have a clear vision of the outcomes it wants to achieve:

- Board to agree the outcomes
- Appropriate people to be around the table
- Links and cascading of information to bridge the knowledge gaps
- Clearly defined strategic objectives
- Consider already established 10 priorities
- Identify most appropriate Chair (?Independent)
- Co-chair – ?service user or Carer
- Communication strategy
- Baseline measures – performance framework
- Map progress
- Common vision – what is it?
- Strategic priorities

- Advise on plan
- Service user involvement
- Feedback from family early on
- Adult Proactive review?
- Best Practice guidance
- Mechanism for feedback
- Safeguarding issues – solution might not be a POVA investigation – priority is to put measures in place to protect
- Prevention needs to be considered – balance between prevention and protection
- Sub-groups – need to include DOLS, and MH legislation
- Support carers and support abusers in addressing their behaviours.

Establish Effective Governance

- Determine membership at the appropriate level to regional/sub-regional
- Independent Chair for regional level
- Mechanism to determine multi-agency representation and service users
- Robust Terms of Reference for both groups
- Probably membership at different levels to each Board
- Effective links between Boards
- Element of shared governance and accountability between regional and national level
- Clearly agreed agendas to avoid duplication i.e. terms of reference for each group crucial
- Locally based organisations need governance structures to enhance assurance
- Regional Board may ask a sub-regional Board to lead on a particular issue or work stream
- Regional Board should provide strategic direction and develop work plan (strategic) taking sub-regional issues
- Taking the political (local) dimensions into account how to take 6 LA's and get appropriate reps
- WAF
- Minute taking and dissemination responsibilities
- Reporting mechanism
- How to involve service users – consider this carefully
- Identify key priorities
- Develop website to share information
- Links between adult protection and other e.g. CP, DV

- Community safety partnerships – how does communication happen?
- Development of training strategy
- What is the role of the regulator?
- Financial implications

Building Capacity

- Adult processes should reflect existing children's processes and aligned where appropriate to eliminate and reduce duplication and increase capacity
- MAPPA – where does this sit?
- DA for a – how are they linked?
- Collective regional intelligence should release operational capacity
- Creates opportunity for early intervention work
- Creating standardised reporting frameworks, practice and referral thresholds at the outset should ensure common practice and less 'purposeless' work
- Clear Terms of Reference and reporting responsibilities for all groups again to avoid duplication
- Opportunity to review 'what works' in children's LSCB/Safeguarding on local, regional and national level
- Identify whether there is duplication or gaps e.g. policy groups
- Avoid bureaucracy and being SMART about key members, agenda and being outcome focussed.

Operational Delivery

- Serious care reviews – need national guidance that talks to all – none feed into each other. No read across departments which causes confusion and delay.
- Effective delivery – must begin strategically to feed down and guide practice – accountability at board level and independent member
- Reporting framework for each organisation - also for each independent/individual forum, must feed up/down and be accountable to the Board
- Information sharing
- Where will adult protection sit in hierarchy
- Remit and purpose – pre-requisite to delivery
- Standardisation of data collection/reporting
- Standardisation of POVA Co-ordinator role and the strategy meeting

- Training for DLM should be clarified/standardised
- Issues in relation to data protection, MC, DOLS
- Guidance regarding when to become involved when service user does not consent
- Different thresholds – police very different
- 2 referrals at present to children and adults – duplication for staff – need one point of contact also – same referral also for MARAC
- For people who work across Authorities – referral practice different in each area = not best quality referrals as a result
- Escalating concerns dealt with differently across local authorities – absence from joined up governance lead
- Clarity regarding what is POVA and what is practice
- Regional training group with steer/direction that feeds into each agency – needs clarity of role and responsibility
- Need to link into LSCB agenda for training.

Commissioning, QA Performance and resource Management

- Information should be available for self- funders to inform them where they can go for support – regional approach to this information/material
- Quality assurance and service standards to be explicit within contracts and specifications
- Contract monitoring needs to be robust in the areas of safeguarding and dignity
- Reviews should be centred on the individual but look at a whole range of aspects
- Standardised application of the POVA/Escalating concerns guidance
- Collate an overview of what is happening in terms of individual providers
- Contract monitoring co-ordination and intelligence can be regional but local delivery is required
- Standard contract monitoring practices/procedures/framework across partner organisations not just LA's

Next Steps/Way Forward

Drawing on the views captured, an options paper to be developed following this workshop. First draft will be shared with the current POVA forum and following any amendments will be circulated to colleagues within partner organisations. These options will need to be considered so that the next stage can be agreed.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **POLICY FOR THE PLACEMENT OF HIGHWAY STREET FURNITURE AND OTHER TEMPORARY OBSTRUCTIONS ON THE ADOPTED HIGHWAY**

1.00 PURPOSE OF REPORT

- 1.01 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

2.00 BACKGROUND

Street Furniture

- 2.01 Street furniture can be any item placed on the Adopted Highway for the benefit of the highway user and can include litter bins, seats, flower containers, advertisements, etc.
- 2.02 Whilst the majority of street furniture is owned and the responsibility of Flintshire County Council, other organisations may request items to be placed on the highway. In such cases the promoter must seek the Council's prior approval for the placement and unless a prior agreement for maintenance is made, the promoter will become responsible for the future maintenance of the item. This applies to Community Councils who may wish to place flower containers, seats or litter bins etc. within their community for the benefit of the residents there.
- 2.03 It is important that street furniture does not impact on the safety of the highway user and consideration for disabled and visually impaired highway users should be taken into account before approval is granted. There are however occasions when street furniture, such as safety guardrails, have to be erected to ensure the safety of all highway users, e.g. at school entrances or on extremely busy roads.

Obstructions on the Public Highway

- 2.04 Each year the Council receives numerous applications to place temporary obstructions on the public highway. This includes

requests to place skips, scaffolding, hoardings and building equipment/material on either the footway or carriageway.

- 2.05 In addition, many businesses place advertising signs on street furniture or directly onto the footpath in the form of 'A' boards. Without a formal approval process, these signs can often become a danger to the highway user by either creating a trip hazard, by restricting visibility or diverting the attention of drivers at busy junctions etc.
- 2.06 Each year the Council is required to remove unapproved obstructions from the public highway, e.g. advertisement boards. Without clear guidance and policy, this often creates uncertainty and confusion for staff and the owners of the obstructions.
- 2.07 The adoption of a clear policy for the placement of street furniture and temporary obstructions will ensure that Flintshire County Council complies with the statutory requirements of both the Highways Act 1980 and the Town and Country Planning (Control of Advertisement) Regulations 1994. This will maximise the operational efficiency and safety of the Highway Network and ensure a fair and consistent approach across the County for the provision of street furniture and for controlling and approving advertisements and all other materials placed on the Adopted Highway.

3.00 CONSIDERATIONS

- 3.01 The report was presented to the Environment Overview and Scrutiny Committee meeting on Wednesday 9th October 2013. Members were supportive of the Policy and resolved to recommend it to Cabinet for approval, subject to the following two comments which have been addressed in the report:

1. Changes to the notification prior to the removal of 'A' boards
2. Delegated powers for the Director of Environment to set criteria for the placement of temporary obstructions

Street Furniture

- 3.02 The Highway Network in Flintshire consists of 1,161 km of carriageway and approximately 938 km of footways. There are approx 6,000 signs and an unrecorded number of other items of street furniture i.e. seats and benches on the network.
- 3.03 As the network grows and maintenance budgets come under pressure, it is important that signage and street furniture are of a consistently high standard, requiring minimal maintenance. All signs must be bi-lingual and approved in accordance with the Council's Corporate Welsh Language Policy.

- 3.04 The maintenance of all Council owned street furniture is the responsibility of Streetscene within the Environment Directorate. The cost of replacing some items of bespoke street furniture installed and originally funded by external sources can be significant.
- 3.05 **Appendix 1** defines the approval process which should be followed before any item of street furniture can be installed on the Adopted Highway. It also defines the designated service area that will approve the addition to the Network
- 3.06 The Policy for the removal of any unauthorised Street Furniture is detailed in the Council's Environment Enforcement Policy (see separate agenda item)

Obstructions on the Public Highway

- 3.07 There are on average each year:-

Applications to place skips on the network.	250
Applications to place scaffolding on the network	60
Applications to place building material on the network	Not currently required to apply
Applications to place hoardings on the network.	2

- 3.08 The policy and approval/charging arrangement for all applications to place obstructions or advertisements on the Adopted Highway Network are shown in **Appendix 2**.
- 3.09 Authority to remove objects deemed to be causing an obstruction on the Highway is provided by the Highways Act 1980 and the Council's approach to removing the items is detailed in the Council's Environment Enforcement Policy and **Appendix 3**

4.00 RECOMMENDATIONS

- 4.01 That Cabinet approve the Policy for the Placement of street furniture on the Adopted Highway Network, as set out in the report.
- 4.02 To delegate authority to the Director of Environment to determine all requests and actions under the attached policies.
- 4.03 To delegate authority to the Director of Environment to produce defined criteria for the placement of temporary obstructions on the highway.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no financial implications from this report. The income from the existing licences is incorporated into the budget allocation within the Environment Directorate
- 5.02 Appendix 2 compares the Council's charges against neighbouring authorities, where available.

6.00 ANTI POVERTY IMPACT

- 6.01 Not Applicable

7.00 ENVIRONMENTAL IMPACT

- 7.01 The policy will reduce the quantity of unauthorised signs and ensure a consistent standard for street furniture on the Public Highway.

8.00 EQUALITIES IMPACT

- 8.01 A desk top equalities impact assessment has been completed and confirmed that the policy in general is designed to meet the needs of all groups. Further consultation is required for individual applications in respect of the specification for seats and benches and the location of 'A' frame advertisement boards.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Approval for the placement of street furniture and other obstructions on the Network will be undertaken by existing staff from the Streetscene service or the Assets Team within the Environment Directorate - as detailed in the Appendices

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 With Cabinet Member

12.00 APPENDICES

- 12.01 Appendix 1 - Policy for approving the placement of permanent street furniture on the Adopted Highway Network.
- 12.02 Appendix 2 - Policy for approving temporary obstruction of the Adopted Highway Network

- 12.03 Appendix 3 - Policy for removing unauthorised temporary obstruction of the Adopted Highway Network

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

None.

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Flintshire County Council

Policy for the approval of permanent street furniture on the public highway

Classification	Standard	Guidelines/minimum standard	Process for approving location	Guidelines to be followed	Final approval
Traffic Signs and road bollards	As per Department for Transport Statutory Instruments and Guidance	As per Department for Transport Statutory Instruments and Guidance	<ul style="list-style-type: none"> - Formal request to Traffic Section – Assets Dept - Need assessed against criteria - Rechargeable/provided by FCC - Site inspection - Design production/approval - Payment/Erection 	DFT/Welsh Govt.	Head of Assets/ designated officer
Road/Street Name Plates	The signs will be plastic faced on galvanised and plastic coated frame details as FCC standard details	A minimum of a single name plate at each end of roads with names noted on the councils inventory	<ul style="list-style-type: none"> - Formal request - Consult with Building Control - Site inspection - Risk Assessment to assess the location to minimise the impact on all the network users 	Streetscene standards	Streetscene Manager
Pedestrian Guardrails	Galvanised steel standard or other suitable rail in accordance with guidance notes	As required following Highway statutory and advisory and on site risk assessment	Following request and following site Risk Assessment	DFT	Streetscene Manager

Seats and Benches	To be approved by Streetscene Manager – High quality with low maintenance requirement	In keeping with local environment	<ul style="list-style-type: none"> - Formal request - Site inspection Risk Assessment - Formal approval - Maintenance regime agreed 	N/A	Streetscene Manager
Litter and Recycling bins	Galvanised Steel with FCC logo. Details to be approved by Streetscene Manager	Standard FCC manufacture unless situated in conservation area or development area	<ul style="list-style-type: none"> - Site identified - Need assessed - Site inspection Risk Assessment - Maintenance regime agreed 	N/A	Streetscene Manager
Dog waste Bins	Galvanised steel with FCC logo and Dog Waste only notice	Standard FCC manufacture unless situated in conservation area or development area	<ul style="list-style-type: none"> - Site identified - Need assessed - Site inspection Risk Assessment - Consultation by promoter (Local Member) - Maintenance regime agreed 	N/A	Streetscene Manager
Winter salt bins	Yellow plastic or in keeping with local environment- Hinged lid	At locations should meet the requirements of the Winter maintenance policy	Assessment by Area Supervisor for compliance. R.A. to determine location	WM Policy	Area Supervisor
Statutory Undertakers equipment including Telecom/Post	As proposed by scheme promoter	Not Applicable	<ul style="list-style-type: none"> - Formal request - Site inspection and Risk Assessment 	N/A	Streetworks

office equipments					
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Policy for approving the placement of temporary obstructions on the public highway

Classification	Application accepted	Charge 2013 – 2014*	Neighbouring Authorities Charges	Process for approving location	Final approval
Skips	Via Web site Call to Contact Centre Written request	£35 up to 7 days Additional £25 per subsequent week	Denbighshire - £10 per week or £30 for each month that the skip is on the road Wrexham - £31 for up to 7 days and £62 for 8 days or longer (up to a month)	Formal request Site inspection RA Charge Licence issued	Area Supervisor Streetscene
Scaffold	Via Web site Call to Contact Centre Written request	£35 per application	Denbighshire - £45 per month (need to reapply after 1 month)	Formal request Site inspection RA Charge Licence issued	Area Supervisor Streetscene
Building Site Hoardings	Via Web site Call to Contact Centre Written request	£35 per application		Formal request Site inspection RA Charge Licence issued	Area Supervisor Streetscene
Building Material	Via Web site Call to Contact Centre Written request	£35 per application		Formal request Site inspection RA Charge Licence issued	Area Supervisor Streetscene
'A' Boards for advertising purpose	Via Web site Call to Contact Centre Written request	FOC		Formal request Site inspection RA Provisional consent issued to enable applicant to submit formal application to Planning Service	Planning Service

				Full licence issued subject to advertisement consent or confirmation of exemption	
General Advertising Boards (Up to A0 size)	Via Web site Call to Contact Centre Written request	FOC – Max 1 month Above A0 Size (1189 x 841 mm) – formal Planning consent required		Formal request Site inspection RA Provisional consent issued to enable applicant to submit formal application to Planning Service Full licence issued subject to advertisement consent or confirmation of exemption	Planning Service
Seating and dining areas On Street sales	Via Web site Call to Contact Centre Written request	Subject to Planning Consent		Formal Application to Planning Service	Planning Service

* Subject to annual review taking into account the cost of issuing licence

Flintshire County Council

Policy for the removal of non-approved temporary obstructions on the public highway

Classification	Timescales	Responsible Officer	Comments
Skips, scaffolding, hoardings	As soon as can be arranged	Streetscene Supervisor	Arranged by promoter/owner
'A' Boards	The boards will be removed following discussions with the owner who will be given the opportunity to store	Streetscene Supervisor	Kept for collection in depot. No notification to promoter to be sent. Items kept for 7 days before disposal
Building Material	As soon as can be arranged	Streetscene Supervisor	Written notice to be served Material moved by Council and the costs recharged
Non approved advertising boards	Immediately	Streetscene Supervisor	Kept for collection in depot. No notification to promoter to be sent. Items kept for 7 days before disposal

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY 15TH OCTOBER 2013**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **ENVIRONMENTAL ENFORCEMENT POLICY**

1.00 PURPOSE OF REPORT

- 1.01 To seek approval and adoption of the Environmental Enforcement Policy – Managing the Local Environment Well for implementation within Flintshire.
- 1.02 To seek approval for the adoption of statutory powers to deal with abandoned shopping trolleys under Section 90 and Schedule 4 of the Environmental Protection Act 1990 as amended by the Clean Neighbourhood and Environment Act 2005.

2.00 BACKGROUND

- 2.01 During 2012, the Council's Internal Audit team carried out a review into cleanliness in the public realm.
- 2.02 A key recommendation of this audit was to set out a clear policy direction on enforcement within this area. This has resulted in a number of enforcement policies held within several areas of the Council being brought together to form this single enforcement policy.
- 2.03 The policy also seeks to introduce new powers within the County to address some common environmental enforcement issues such as abandoned supermarket trolleys.
- 2.04 In 2006, amendments made by the Clean Neighbourhoods and Environment Act 2005 have added powers to the Environmental Protection Act 1990 to assist local authorities in reclaiming charges associated with the removal, storage and disposal of trolleys.
- 2.05 The aim of this policy is to improve Flintshire's local environmental quality by reducing environmental crime across the County. This policy will assist in the achievement of *managing the environment well*, which is one of our Council objectives.
- 2.06 To successfully meet this aim, the policy seeks to achieve the following objectives;

- To raise awareness of good waste management, litter control, dog control, highway obstructions and other local environmental quality issues to everyone across the County
- To educate and work in partnership with residents, businesses and visitors around their role and responsibilities in terms of maintaining and improving environmental quality
- To undertake any enforcement action as necessary, in a reasonable, equitable and proportionate manner.

2.07 All of the issues highlighted in the policy are of great importance in creating and maintaining a clean and safe Flintshire. There are prevalent issues affecting Flintshire's local environments which we will seek to prioritise collectively with our key partners such as:-

- Domestic refuse bags dumped on streets outside of collection times
- Abandoned supermarket trolleys
- Fly posting in town centres
- Irresponsible dog ownership
- Litter in high street areas
- Fly tipping and illegal dumping of waste

2.08 All age groups will be approached through the work and corrective action of the policy, however Fixed Penalty Notices will only be issued to persons over the age of sixteen. Offenders below this age will have details logged, and parents/guardians will be contacted to tackle unacceptable actions within the community.

2.09 The policy also seeks to take a zero tolerance approach to environmental crime and to apply the maximum penalty appropriate in each case.

2.10 The whole of Flintshire is covered by a Designated Public Places Order which restricts anti-social drinking in public places. Flintshire County Council declared the Order in 2009, and signs relating to this are located in various areas of the County. This now enables North Wales police to tackle anti social behaviour as a result of alcohol consumption in a public place. This policy makes reference to Alcohol consumption in public places as we recognise that this can have an impact on the environment as well as community safety. It is intended that North Wales Police and the Council work together via the Local Service Board's 'People are Safe' priority to tackle inappropriate use of alcohol within our communities and this Order will be one mechanism to do so.

3.00 CONSIDERATIONS

3.01 The Environmental Enforcement Policy explains our approach towards key environmental / Council enforcement issues which our residents and staff face on a daily basis.

- 3.02 The policy is intended to be a reference point for residents, Members and Officers in this field instead of having to make contact with several departments or areas of the website to find out information,
- 3.03 The appendix attached to the report demonstrates who is responsible for what enforcement within the Council for this area of work.
- 3.04 Prior to adopting the abandoned supermarket trolley powers, the Council must consult with *the persons or representatives of persons who appear to the authority to be affected by the application of Schedule 4*. This should include retailers known to be providing a trolley service, local residents and community groups, Natural Resources Wales and North Wales Police.
- 3.05 The Council is required to store the trolley for a period of six weeks after seizing or removing it. If it is subsequently claimed, they are then required to deliver the trolley to the owner who will be subject to a charge for the service as the local authority may require. The owner's entitlement to the trolley is lost if he does not pay such a charge or if the trolley is not claimed; the Council is permitted to dispose of it once 'reasonable enquiries' have been made to ascertain who owns it.
- 3.06 The Council can set a standard charge within the legislation, based on the average cost of dealing with an abandoned trolley. The charge would include administrative costs, such as those arising from the notification requirements, staff time for collection and delivery as well as the cost for storage.
- 3.07 The Council may agree a trolley collection scheme with persons who own shopping or luggage trolleys in its area, and where such an agreement is made the Council may not charge costs under the Schedule for any trolleys within the scheme that are recovered. This arrangement would be subject to regular review and removed if the company failed to meet an acceptable standard.
- 3.08 The Public Protection Service structure includes six Enforcement Officers to address issues such as dog fouling, litter, fly tipping and irresponsible dog ownership. Three of these posts will be filled shortly and we will review the operational management arrangements for delivering the remaining enforcement services. The resources available should provide sufficient capacity to effectively carry out the enforcement contained within the report.

4.00 RECOMMENDATIONS

- 4.01 That Members approve the attached policy for implementation in Flintshire.
- 4.02 That Members adopt the statutory powers to deal with abandoned

trolleys under Section 99 and Schedule 4 of the Environmental Protection Act 1990.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Flintshire County Council would seek to recover the costs of collection, storage and disposal of abandoned trolleys from relevant trolley owners by charging £110 per trolley based on the following: collection/delivery; storage costs; administration.
- 5.02 Licence fees will be charged at a level to cover the administration costs to the Council for handling applications and monitoring their implication.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 There should be an improved environment within the County based on the interventions and work as per the proposed policy.

8.00 EQUALITIES IMPACT

- 8.01 None

9.00 PERSONNEL IMPLICATIONS

- 9.01 None

10.00 CONSULTATION REQUIRED

- 10.01 Section 99 of the Environmental Protection Act 1990 sets out the procedure for the adoption of Schedule 4 which includes the following:
- Consultation with the persons or representatives of persons who may be affected by the adoption of the Schedule.
 - Seek the views of other agencies to include retailers known to be providing a trolley service, local residents, community groups, Natural Resources Wales and North Wales Police
 - Make the resolution to adopt the Schedule
 - Advertise the Council's intention to adopt the Schedule in the local press.
 - Implement after a period of three months from the date of resolution

11.00 CONSULTATION UNDERTAKEN

11.01 Internal departments
External delivery partners – North Wales Police

12.00 APPENDICES

12.01 Appendix 1 - Environmental Enforcement Policy – Managing the Local Environment

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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Flintshire County Council

Environmental Enforcement Policy

Managing the local Environment Well

Background

Flintshire County Council and its Statutory Partners have a responsibility to keep our streets clean, to collect refuse, maintain and improve the quality of our public spaces and take action against those who act in a way to affect these.

Our environment influences our quality of life and also impacts on our experience whether living, visiting or working within the County.

Whilst Flintshire County Council has a responsibility for maintaining a clean environment for all, our community also has an integral role and this policy recognises the need for partnership working in order to achieve a safer, cleaner and greener County.

Enforcement plays a vital role in maintaining a clean and safe environment by providing information and advice to individuals regarding their rights and citizenship duties. Where individuals and/or businesses fail to recognise and change their negative behaviour, enforcement ensures that they are made accountable for their actions through legislative processes.

The Clean Neighbourhoods and Environment Act 2005 saw the introduction of new powers for Local Authorities to help tackle environmental crime. The Act introduced effective powers and tools to tackle poor environmental quality and antisocial behaviour such as litter, graffiti, waste and dog control. This policy sets out how we will use our powers alongside our current enforcement work to ensure an effective, clearer and consistent approach to environmental crime across Flintshire.

Aim and Objective

Our aim is to improve Flintshire's local environmental quality by reducing environmental crime across the County

To meet this aim, the policy will seek to achieve the following objectives:

- To raise awareness of good waste management, litter control, dog control, highway obstructions and other local environmental quality issues to everyone across the County
- To educate and work in partnership with residents, businesses and visitors around their role and responsibilities in terms of good waste management, litter control, dog control, highway obstructions and other local environmental quality issues
- To undertake any enforcement action as necessary, in a reasonable, equitable and proportionate manner.
- To take all enforcement decisions in a proportionate manner and strive for high standards of consistency.
- To take all enforcement action without education and advice only when the severity of the situation dictates.

These objectives reflect Flintshire County Council enforcement principles, based upon the Enforcement Concordat. The Concordat states that good enforcement practice should have clear standards, be carried out in an open, helpful manner, have a proportionate and consistent approach and deal effectively with any complaints about the service.

This approach will ensure that:

- Enforcement is carried out in a fair and equitable way;
- We assist business and others in meeting their legal obligations;
- We focus on prevention rather than just cure;
- We take firm action against those that flout the law;
- That all allegations of enforceable offences by delegated officers are properly recorded;

- That the policy underpins other National, Regional and Local strategies such as the Flintshire Green Space Framework Strategy.
- The proper investigation of all offences enforceable within the limits of the statutory requirements of the following statues that may have been amended from time to time including:-
 - (i) Environmental Protection Act 1990
 - (ii) Refuse Disposal (Amenity) Act 1978
 - (iii) Highways Act 1980
 - (iv) Town and Country Planning Act 1990
 - (v) Anti Social Behaviour Act 2003
 - (vi) Clean Neighbourhoods and Environment Act 2005
 - (vii) Damage by Pests Act 1949
 - (viii) Education Act 1996
 - (ix) Criminal Justice and Police Act 2001
 - (x) Various other Acts relating to Highways and the Environment

More information on our principles and approach to enforcement within Flintshire can be found in the Flintshire County Council Public Protection Enforcement Policy.

This can be found online www.flintshire.gov.uk/enforcement

SCOPE

This policy sets out the standard and guidance that will be applied by Flintshire Streetscene and Enforcement services acting in their role as regulator and enforcement agency across the range of relevant legal powers and duties.

This policy applies to all waste and local environmental quality issues experienced across Flintshire on both public and private land. These issues affect the environmental, social and economic well being of our County and have a major impact on the quality of life of those who live, work or visit.

All of the issues highlighted in this Policy are of great importance in creating and maintaining a clean and safe Flintshire. We seek, however, to prioritise work on certain issues to approach enforcement work in a structured way, targeting the most prevalent issues affecting Flintshire's environment.

The current priority areas for the Policy driven by the elements described are;

- Domestic refuse bags dumped on streets outside of collection times
- Commercial waste bags left on streets outside of collection times
- Fly tipping and illegal dumping of waste on public and private land
- Litter in high street areas and other highways
- Graffiti on public infrastructure and in footpath areas
- Irresponsible dog ownership
- Sites detrimental to the amenity of a neighbourhood
- Abandoned Vehicles
- Obstacles / Hazards in the highway and on Rights of Way
- Enforcement within public space addressing issues which reduce our living, working and environmental quality.

FOCUS AREAS

Litter

It is illegal to drop litter. The Environmental Protection Act 1990 (Section 87) states that litter is anything dropped, thrown, left or deposited that causes defacement, in any place open to the air, including litter thrown from the street into a private garden or watercourse. Litter mainly consists of synthetic materials often associated with smoking, eating and drinking, including cigarette butts and chewing gum.

Flintshire County Council provides litter bins at selected busy locations along high streets areas and open spaces across the County. In order to keep Flintshire a clean place, please use these bins for your litter or take it home with you.

We will aim to reduce the level of littering by undertaking general litter education and awareness raising across the County as well as issuing fines.

Where appropriate, authorised officers will use Fixed Penalty Notices (FPNs) to highlight that littering is regarded as unacceptable behaviour in Flintshire and along with other agencies such as North Wales Police, will take a zero tolerance approach.

The distribution of free literature can have a great impact on an area if the printed material is dropped, so creating litter, and by the distribution method leading to possible highway obstructions. Powers in the Clean Neighbourhoods and Environment Act 2005 (CNEA) enable us to introduce a consent system to permit businesses and individuals to distribute free literature in designated areas within the County.

Whilst traders cannot have control over their customers, the items they sell will often end up as litter, or their customers enjoyment of their premises will lead to litter such as cigarette butts at licensed pubs. We aim to work in partnership with business to minimise the impact of litter from shops. The introduction of Street Litter Control Notices will allow us to serve a legal notice on an establishment that contributes to an ongoing litter problem in an area. FPN powers may be used if the conditions of the Notice are breached.

Individuals using commercial premises and contributing to litter (such as smoking outside and discarding cigarette ends on the floor or fast food wrappers) will also be subject to FPN.

Should individuals be witnessed throwing litter from cars, including cigarette ends, officers will note the registration number of the vehicle and the registered keeper of the vehicle will be issued with a FPN for the offence.

A fixed penalty notice may be used as a means of disposing of the offence by means other than prosecution. It is the offender's opportunity to avoid a conviction if they pay in full a penalty instead. Non-payment or partial payment of a penalty notice is generally not an offence in its own right and should a recipient not pay in full the penalty offered within the timescale specified, prosecution may be necessary for the actual offence.

WASTE

Flintshire is a Waste Collection Authority and has a duty to provide a household waste collection service which it does through its Streetscene Service.

Residential Waste

Black rubbish bins will be emptied on the same day of the week every fortnight, alternating with the brown garden waste bin.

Food waste will be collected on the same day every week along with the recycling (blue box, blue bag and white sack).

The only change to collection dates will be around the Christmas period (other bank holidays do not affect collections).

Residents are asked to make sure that the wheeled bins are presented at the kerbside with the bin lid closed by 7am on their collection day, to ensure collection. If necessary and if it is safe to do so, bins can be placed out for collection the night before.

All wheeled bins, food containers and recycling boxes/bags must be placed:

1. At the boundary or curtilage of the property with the public highway, without causing obstruction
- or
2. At a designated collection point in the vicinity of the property which will be notified to the resident in advance.

Containers may be placed on the driveway or footpath leading to the property however they must be reachable by the collection teams without the need for them to enter on the property to collect the container. No containers should be presented behind closed gates.

The collection point for householders with long private drives will be the point where their drive meets the road/highway.

In order to ensure that Recycling Targets are achieved, excess or side waste should not be left on collection day. The crew will note the location of any side waste that is presented and report the occurrence to Recycling Officers in order that a visit to the property can be arranged and the resident provided with advice and guidance to prevent reoccurrence. Should this become an on going issue, the Authority may seek to take enforcement action against the property through the use of a Fixed Penalty Notice.

Bulky household items can be disposed of in several ways.

1. By the specific Bulky collection service (charged)
2. At the Councils Household Recycling Centres

Our roadside collection team will be unable to collect these items as part of the normal domestic waste collection service and residents should refrain from putting these out on collection day.

Information on how these items can be collected, as well as other frequently asked questions in relation to residential waste can be found by contacting;

Streetscene contact centre – 01352 701234
www.flintshire.gov.uk/streetscene

Commercial Waste

Businesses are under a duty to ensure that their waste is stored, presented and disposed of in accordance with the waste Duty of Care. This duty states that businesses must take all reasonable steps to keep waste safe.

Businesses must be sure that their waste is transferred to a company authorised to take it and who will transport, recycle or dispose of it safely. This transfer of waste must be officially recorded on a waste transfer note. Businesses will receive a waste transfer note from their authorised waste company and this record must be kept and stored by the business, for 2 years and must be produced if asked by an authorised officer.

If you transport waste as part of your business or otherwise for profit, you must register with Natural Resources Wales (NRW) as a waste carrier, unless you are carrying your own waste and it is not construction or demolition waste. If you are a charity or

voluntary organisation and you collect or transport waste on a professional basis you must also register with the NRW as a waste transporter.

Failure to produce a waste carrier's license can result in a FPN and/or prosecution and seizure of the unregistered vehicle by an authorised enforcement officer.

FLY TIPPING

The mismanagement of waste and waste dumping (fly tipping) degrades the amenity of an area and often attracts further environmental crimes.

Through the action of this Policy, we will educate and advise the community on how to properly manage their waste. We will use all relevant legislation at our disposal to prosecute those who fail to act on this education and advice.

Through linking the illegal disposal of waste (residential or commercial) back to a resident or company, Flintshire County Council will ensure that those dumping their waste on public or private land are prosecuted and that any clean up costs are recovered from the offender.

The Council proactively use CCTV in known problem areas to identify offenders and this will be used in evidence on detection of illegal tipping.

Section 33 of the Environmental Protection Act 1990 provides that:

S33 – (8) ... a person who commits an offence under this section shall be liable

(a) on summary conviction to imprisonment for a term not exceeding six months or a fine not exceeding £20,000 or both; and

(b) on conviction or indictment, to imprisonment for a term not exceeding two years or a fine or both

Should a Flintshire resident be found disposing of their waste illegally (i.e. not at a designated Household Waste Recycling Site), the following actions will be taken;

- The offence will be investigated, and the offender will be invoiced for the cost of removing the waste. They will also be informed of the location of Household Waste Recycling Sites where waste can be disposed of safely and legally.
- An invitation to attend an interview under Caution and subsequent legal proceedings will be considered dependent upon the seriousness of the offence and all related circumstances e.g. persistent offenders
- If the waste is in anyway harmful, then the information related to the case will be passed to Natural Resources Wales for consideration for prosecution

In appropriate cases involving criminal enterprise, an application may be made under the Proceeds of Crime Act for confiscation of assets to recover the financial benefit that the offender has obtained from a criminal conduct. Proceedings are carried out in accordance with the civil standard of proof and applications are made after a conviction has been secured but before the offender has been sentenced.

GRAFFITI

Graffiti is aesthetically unsightly and is criminal damage. In Flintshire, the problem is most prominent in housing and retail areas, and clearing it from public land creates a large cost for the Council.

We will remove any racist or offensive graffiti on public buildings or property within 6 hours of it being reported and all other graffiti on public buildings or property within 48 hours of the report. Council officers do not have the authority to enter private land unless permission is granted by the owner.

Part 6 of the Anti Social Behaviour Act 2003 allows a local authority officer to issue a fixed penalty notice in relation to minor graffiti, to require, by notice, statutory undertakers, such as railways and port authorities, to remove graffiti, and to prevent the sale of paint sprays to anybody under 16.

If any person is found to be damaging any property with any form of graffiti then Flintshire County Council will take the following action;

- A fixed penalty notice will be issued by an authorised enforcement officer.

Where buildings owned by statutory undertakers are subject to graffiti, the Council will;

- Serve a notice requiring the graffiti to be removed within 28 days, after which time we will remove the graffiti and reclaim our costs.

In order to regulate the sale of spray paints to under 16's

- The Council will consider the institution of legal proceedings against anyone selling spray paints to under 16's.

A fixed penalty notice may be used as a means of disposing of the offence by means other than prosecution. It is the offender's opportunity to avoid a conviction if they pay in full a penalty instead. Non-payment or partial payment of a penalty notice is generally not an offence in its own right and should a recipient not pay in full the penalty offered within the timescale specified, prosecution may be necessary for the actual offence.

ADVERTISEMENTS

General:

The display of all types of advertisements can cause commercial and living areas within Flintshire to look cluttered, dirty and unkempt.

All advertisements should be displayed in accordance with the Town and Country Planning (Control of Advertisement) Regulations 1994. These regulations provide the framework for controlling the display of all types of advertisements. Advertisements include: posters and notices; placards and boards; fascia signs and projecting signs; pole signs and canopy signs; models and devices; advance signs and directional signs; estate agent boards; captive balloon advertisements; flag advertisements; price markers and price displays; traffic signs and town and village name signs.

Section 224 of The Town and Country Planning Act 1990 states that;

- (1) Regulations under section 220 may make provisions for Enabling the local planning authority to require –
- (a) The removal of any advertisement which is displayed in contravention of the regulations, or
 - (b) The discontinuance of the use for the display of advertisements of any site which is being used in contravention of the regulations
- (2) For that purpose the regulations may apply any of the provisions of Part VII with respect to enforcement notices or the provision of sections 186 subject to such adaptations and modifications as may be specified in the regulations
- (3) Without prejudice to any provision included in such regulations by virtue of subsections (1) or (2), if any person displays an advertisement in contravention of the regulations he shall be guilty of an offence and liable on conviction to a fine of such amount as may be prescribed, not exceeding level 3 on the standard scale and, in the case of a continuing offence, £100 for each day during which the offence continues after conviction.

The Highways Act 1980 required that all advertisements displayed on the public highway require the consent of the Highway Authority. The display of such advertisements without the appropriate consent is an offence under the Highway Act 1980.

The Anti-social Behaviour Act 2003 allows a local authority officer to issue a fixed penalty notice in relation to fly posting offences.

On Highway Land:

Where advertisements are displayed on highway land, without the appropriate consent and/or licence, the following actions will be taken:

- If an advertisement has a serious detrimental impact on the environment and/or highway safety, the Council will remove it immediately and invoice the person(s) responsible for and/or benefiting from the advertisement for the costs of removal.

- All other advertisements will be investigated and the person(s) responsible for the display of the said advertisement(s) will be requested to remove them within a specified time period days.
- If they are not removed within that period, the Council will remove them and the person(s) responsible for and/or benefiting from the advertisement will be sent an invoice for the cost.
- A fixed penalty notice will be issued and/or legal proceedings instigated where offenders are uncooperative or are persistent offenders

On Private Land and/or Buildings:

Where advertisements are displayed on private land or on a building, without the appropriate consent the following action will be taken:

- If an advertisement has a serious detrimental impact on the environment, affects the character of a listed building or is detrimental to highway safety; the Council will request the removal of the advertisement immediately or within a specified time period.
- All other advertisements will be investigated and the person(s) responsible for the display of the said advertisement(s) will be requested to remove them within a specified time period.
- If they are not removed within that period, the Council will instigate legal proceedings against the person(s) responsible for and/or benefiting from the display of the advertisement where offenders are uncooperative or are persistent offenders
- Legal proceedings will be considered on a case by case basis e.g. consideration of particular circumstances and/or persistent offenders

DOG FOULING

Allowing your dog to foul in Flintshire and to subsequently fail to clean up afterwards is an offence. Not only is dog fouling aesthetically unpleasant, it also has the potential to transmit

diseases particularly to young children. All Dog mess should be bagged and placed in a waste bin.

School Premises

Given the health implications that dog fouling can have on the most vulnerable, the Council will enforce dog fouling offences on school premises as nuisance behaviour under Section 547 of the Education Act 1996;

Any person who without lawful authority is present on school grounds and premises causes or permits nuisance or disturbance may be prosecuted under the Education Act 1996, Section 547.

Flintshire County Council considers dog fouling as a nuisance and therefore offenders will be;

- Cautioned on site by an authorised officer
- Personal details will be taken
- Legal proceedings will be progressed with a summary conviction of up to £500 fine

There is no fixed penalty notice option for dog fouling on education premises and therefore the Council would encourage residents to check which premises this legislation concerns. All affected sites who have requested enforcement against dog fouling have signs at entry/exit points making residents aware that the legislation is in force.

A full, up to date list of schools whose Governing Bodies have requested enforcement can be found at:

www.flintshire.gov.uk/dogs

Public Space

If a person in charge of a dog is found to be allowing the dog to foul on land which is open to the air and to which the public have access, the following actions will be taken;

- The person in charge of the dog will be issued with a fixed penalty notice by an authorised enforcement officer.
- If the fixed penalty notice is not paid, legal proceedings will be instigated by the Council

- They will also be asked to remove the offending material and given advice on how they should deal with their dog's faeces.
- If a person in charge of a dog is persistently allowing a dog to foul on public land, then they will be investigated further and legal proceedings will be considered.

Anyone in charge of a dog who allows it to foul on land which they believe they have been granted permission to access and permission to allow their dog to foul and not clean it up, will be required to provide proof of such permission from the land owner, following the receipt of a fixed penalty notice from an authorised officer.

STRAY DOGS

A Dog roaming unattended in a public place is deemed to be a 'stray' and the Dog Warden will 'seize' and detain it. Members of the public who find a stray dog are required to either return it to its owner, or take it to the local authority of the area where it was found.

Current legislation requires a dog in a public place to be fitted with a collar and a tag bearing the **name and address of the owner** (Note: a microchip does not meet this statutory requirement). Where a stray dog has a form of identification or the owner of the dog is known, the Dog Warden will serve upon the owner a 'notice of seizure' (ss. 149(3)&(4) EPA). The notice specifies that the dog has been seized, where it is being kept and that it is liable to be disposed of if it is not claimed within seven clear days from the date of the notice. The Council can delegate its duties to collect, detain and dispose of its stray dogs to its kennel operators.

The owner of a stray dog is "not entitled" to the return of the animal until they have paid all the expenses incurred and a further prescribed sum (s.149 (5) EPA). Should the dog not be claimed, or the owner declines to pay the sums outstanding, the ownership of the dog is legally transferred to the Council after seven clear days. The Council is then entitled to sell or re-home the dog (except for the purposes of vivisection) or to have it humanely destroyed.

The Environmental Protection Act specifies that in each case, a dog seized as a stray is required to be detained and a notice of

seizure served upon the owner (where known). In addition, the policy of the Council is that, *on the first occasion* that a dog is seized, the Dog Warden will make all reasonable efforts to identify the owner and return it to them before taking it to kennels; i.e. not incurring any charges. The Dog Warden carries a scanning device to identify dogs fitted with a microchip. If the address of the owner is identified, the Dog Warden will either visit or telephone; if contact is made, the dog will be returned.

A dog will only be returned to an address if there is someone able to receive the dog – it will not be left at an unoccupied property, for example where the owner is out. A dog seized on a second occasion is automatically taken directly to the kennels, thus incurring fees and charges.

Kennelling fees are charged on a daily rate and the cost is subject to review. Fees are payable immediately when the animal is received; therefore a dog held overnight incurs **two** days kennelling costs, plus a Statutory fee. Thus any dog kennelled will **immediately** incur charges (plus any veterinary fees), even if it is only held for a matter of hours and reclaimed the same day.

Stray dogs will only be accepted at the holding kennels during certain pre-agreed times.

Working hours for Dog Wardens will include the period 08.30 hours –17.00 hours (Monday to Fridays). Outside this period all reports of stray dogs and lost dogs should be directed to the Carelink out of hours service, who will contact the Dog Warden on call to arrange collection and transport the dog to the kennels, or advise finder of stray dog of acceptance point where the dog can be taken if the finder so wishes or requests that they take the stray dog, the finder will be told that this is not recommended and should be done at their own risk and free will. The out of hours collection service will operate up to 22.00hrs, after that time advice will be given to the finder of the stray dog. Collection of stray dogs after 22.00hrs will be for emergency calls only.

In circumstances where collection is not possible, finders are advised to either: i) retain the dog until it can be collected (usually next working day), or; ii) return it to the owner if known, iii) take the stray dog to the acceptance point at their own risk and free will. Advice will be given to the finder of the stray dog by the Dog warden on call.

Any reports of stray dogs should be logged with our Streetscene Contact Centre.

SITES DETRIMENTAL TO THE AMENITY OF A NEIGHBOURHOOD

Derelict or unsightly properties can attract acts of anti-social behavior and can be misused. They can also cause neighbourhoods to look unsightly and detrimentally affect property prices in close proximity.

The Town and Country Planning Act 1990 states;

S215 – (1) If it appears to the local planning authority that the amenity of a part of their area, or an adjoining area, is adversely affected by the condition of land in their area, they may serve on the owner or occupier of the land a notice under this section.

If the condition of a site (land or building) is seriously detrimental to the amenity of a neighbourhood then the following action will be taken;

- A letter will be sent to the owner or occupier to request that the land is brought back to an acceptable standard within a specific timescale
- If no action is taken then a notice will be served upon the owner that will give precise steps to be taken and a timescale in which this is to be completed
- If no action is taken, then the offender will be investigated and legal proceedings will be considered. There is no right to appeal against this form of notice.

PUBLIC HEALTH AND STATUTORY NUISANCES

Properties that are not kept clean and free of rubbish have the potential to become a nuisance to neighbours for example, by attracting vermin or causing an odour.

The Environmental Protection Act 1990 states that;

S80 –(1) Where a local authority is satisfied that a statutory nuisance exists, or is likely to occur or recur, in the area of the

authority, the local authority shall serve a notice (“an abatement notice”) imposing all or any of the following requirements –

- (a) requiring the abatement of the nuisance or prohibiting or restricting its occurrence or recurrence;*
- (b) requiring the execution of such works, and the taking of such other steps, as may be necessary for any of those purposes,*

and the notice shall specify the time or times within which the requirements of the notice are to be complied with.

The Prevention of Damage by Pest Act 1949 states that;

4 Power of local authority to require action.

(1) If in the case of any land it appears to the local authority, whether in consequence of a notice given in respect of the land under the last foregoing section or otherwise, that steps should be taken for the destruction of rats or mice on the land or otherwise for keeping the land free from rats and mice, they may serve on the owner or occupier of the land a notice requiring him to take, within such reasonable period as may be specified in the notice, such reasonable steps for the purpose aforesaid as may be so specified and where the owner of any land is not also the occupier thereof separate notices may be served under this section on the owner and on the occupier.

(2) Any such notice may in particular require-

- (a) The application to the land of any form of treatment specified in the notice;*
- (b) The carrying out on the land of any structural repairs or other works so specified, and may prescribe the times at which any treatment required by the notice is to be carried out.*

If a property is thought to be posing a threat public health or a nuisance then the following action will be taken;

- 1) The owner or occupier will be asked to remove the rubbish or clean the area that is creating the problem.

- They will also be informed of the legislation surrounding the enforcement of public health standards and nuisance.
- 2) If the owner or occupier takes no action within a reasonable timescale, then an abatement notice will be served upon them requiring them to remove or clean the area that is creating the nuisance within a specified time.
 - 3) If the owner or occupier takes no action then the nuisance will be removed by the Council and an invoice will be issued for any costs.
 - 4) Consideration will be given to the instigation of legal proceedings dependant upon the circumstances of each case.

DRINKING ALCOHOL IN PUBLIC PLACES

The whole of Flintshire is covered by a Designated Public Places Order which restricts anti-social drinking in public places.

Signs relating to this are located in various areas of the County.

It is an offence to drink alcohol after being asked not to do so by a Police Officer whilst in a public place.

The Order does not mean that alcohol is banned in public places. A drinker's behaviour will be considered in any action taken by North Wales Police Officers. If you are drinking alcohol sensibly in a public place, you will not be affected.

North Wales Police have the power to ask you to stop drinking alcohol in a public place if in their opinion;

- You are creating disorder or behaving in an anti-social manner when drinking or under the influence of alcohol
- You are likely to behave in an anti-social or disorderly way when drinking or under the influence of alcohol

The action the officer takes will depend on your response to his request. This will vary from your alcohol being seized and disposed of to an arrest and conviction of a public order offence.

Flintshire County Council works in partnership with North Wales Police to ensure we reduce the harm of alcohol on those who live, work in, or visit our County.

ABANDONED VEHICLES

Residents and visitors to Flintshire are encouraged to ensure that vehicles are parked correctly on the highway and have an up to date tax disc to avoid them being mistaken for an abandoned vehicle.

The Refuse Disposal (Amenity) Act 1978 states the following on the Removal of Abandoned Vehicles;

[...] where it appears to a local authority that a motor vehicle in their area is abandoned without lawful authority on any land in the open air or on any land forming part of a highway, it shall be the duty of the authority to remove the vehicle.

If a vehicle is reported to be abandoned, then the following actions will be taken;

- DVLA records will be checked in an attempt to find the owner. If this is unsuccessful, then officers are free to enter the vehicle to obtain any documents that may contain details of the owner.
- A 24 hour notice will be served on the vehicle if it is considered to be dangerous. If the owner takes no action, then it will be removed and disposed of or stored dependent upon the circumstances.
- All other vehicles will be served with a 7 day notice requesting the owner to remove it by an authorised enforcement officer.
- If no action has been taken by the owner after 7 days, the vehicle will be removed. A vehicle in good condition can be put forward for sale to reclaim any costs.
- In all circumstances, the previous registered owner (as registered with DVLA) will be issued with an invoice for costs of removal and/or disposal of the vehicle.

ABANDONED SUPERMARKET TROLLEYS

Shopping trolleys, taken from their original site and abandoned in the surrounding communities cause problems in many neighbourhoods in Flintshire. When abandoned, these trolleys have a negative effect on the quality of the local environment and trolleys abandoned in water courses have the further potential to cause blockages which result in a significant flooding risk.

In 2006, amendments made by the Clean Neighbourhoods and Environment Act 2005 have added powers to the Environmental Protection Act 1990 to assist local authorities in reclaiming charges associated with the removal, storage and disposal of trolleys.

The Council has a set standard charge within the legislation, based on the average cost of dealing with abandoned shopping and luggage trolleys in its area. The charge includes administrative costs, such as those arising from the notification requirements, staff time for collection and delivery as well as the cost for storage.

The Council may agree a trolley collection scheme with persons who own shopping or luggage trolleys in its area, and where such an agreement is made, the Council may not charge costs under the Schedule for any trolleys within the scheme that are recovered by it. This arrangement would be subject to regular review and removed if the service failed to meet an acceptable standard.

Should your store provide a trolley for your customers to use and you wish to discuss a trolley collection scheme, please contact the Streetscene Contact Centre.

OBSTRUCTIONS ON THE PUBLIC HIGHWAY

It is illegal to wilfully obstruct the highway as well as any items left in the road, on pavements or overhanging pavements posing a health and safety risk for road users and pedestrians. Examples of obstructions which will be subject to Flintshire County Council enforcement policies are as follows:

Skips, Building Materials and Hoardings

Anyone wishing to place a skip, building materials or a hoarding on the public highway must first obtain a licence. Flintshire County Council issue licences for these purposes, which are governed by a specific set of conditions depending upon the licence required.

Licenses can be obtained by contacting the Streetscene Contact Centre (01352 701234) – Charge applies

Vegetation Detrimentially Affecting the Public Highway

Where a hedge or tree is, in the opinion of the relevant officer, endangering highway users Flintshire County Council may request the owner, or occupier of the land where the vegetation is growing, to make it safe. This includes vegetation obstructing the carriageway, pavements, signs, street lighting and street furniture as well as vegetation obstructing visibility at junctions or bends over highways authority land.

Owner/occupiers of land adjacent to the public highway are required to maintain their vegetation to ensure adequate highway clearance. A minimum clearance of 2.3m over pedestrian rights of ways and 5.0m over the carriageway must be provided.

In addition Flintshire County Council may require remedial action where trees are considered seriously defective and could potentially fall onto the public highway.

The degree of risk will be carefully assessed before determining what steps, and the timescales involved, are reasonably necessary to remedy vegetation which endangers the safe use of the public highway. In addition when requiring remedial action Flintshire County Council must have regard to protected species (e.g. Birds, Bats) which might make it more appropriate for remedial work to be undertaken at a specific time of the year. To safeguard protected species Flintshire County Council may also recommend that remedial work is carried out in a certain way whilst also fulfilling its statutory obligations under the Highways Act 1980.

Where an owner/occupier does not comply with a request to carry out works and the vegetation remains a danger to highway users Flintshire County Council may serve a formal notice requiring the remedial work to be undertaken within 14 days.

Failure to comply with a formal notice may result in the Council carrying out the work specified in the notice and recovering the expenses reasonably incurred from the person served with the notice.

Advertising Boards / Signs

Advertising boards are a source of serious obstruction on the public highway as well as being a potential health and safety risk, particularly when these are placed indiscriminately with no pedestrians' concern in mind.

The Council will consider granting advertisement consent and licence applications for placing A Boards in appropriate locations on the public highway. Any non approved items will be dealt with as described in the section dealing with Advertisements earlier in the policy. This is necessary action to maintain a clutter free, safe, local environment.

Prior to the display of any advertisements, advice should be sought from the Streetscene Supervisors as to whether the proposed advertisement is considered to be in a suitable location. If the position is agreed, advertisement consent under the Town and Country Planning (Control of Advertisement) Regulations 1994 should be applied for and if granted, a licence can then be issued by the Streetscene Supervisor.

A charge will apply for both the advertisement consent and the licence to display the advertisement on the public highway.

Tables and Chairs

Anyone wishing to place tables and chairs on the highway must first obtain a licence. This is to ensure that obstructions to the pavements in our communities are minimised and that we protect the public using them. The licence will state the number of table and chairs permitted, the location and during what hours they are allowed to be placed on the highway.

The approval will be provided by Streetscene Supervisors and a small charge will apply for the initial application.

Any individual or business found obstructing the public highway could be served with a Notice under the Highways Act 1980.

OBSTRUCTIONS ON THE HIGHWAY AND RIGHTS OF WAY NETWORK

Rights of Way

Rights of way provide the ability for those who live or visit our County to enjoy and access our great views and walks.

Obstructions to our rights of way networks prevent those who are entitled to access land, as well as at times put their health and safety at risk.

The preferred method of dealing with an obstruction will be by liaison with the person having control over it. Where their co-operation cannot be obtained, a notice under section 143 of the Highways Act 1980 will be served, which will require the removal of the obstruction within one month.

Failure to comply will result in the Council's removing the obstruction and recovering its costs in so doing from the person having control of the obstruction

Mud or other obstruction on the Public Highway

Given Flintshire's rural and industrial locations, there will be instances where agricultural as well as commercial vehicles will cause a nuisance as well as danger to other road users when spills or mud from tyres is left on the highway.

All reports of this nature will be investigated by staff from the Streetscene service. Every site will be assessed to evaluate the immediate risk to road users. Should the incident constitute an immediate risk to the health and safety of the highway immediate action will be taken to remediate the problem and return the highway to its original condition.

The waste carrier or road user found to have caused the problem, will be invoiced for the cost of the additional clean up.

In cases which do not justify immediate intervention the individual or company whose actions have caused the incident will be served notice to make good the highway.

Failure to comply with the timescales within the notice will result in Streetscene undertaking the clean up and recharging for the remediation work.

PARKING

The Council is currently responsible for managing parking within Council owned car parks in Flintshire. If you are found to be in breach of the parking regulations, you will receive a parking fine (Penalty Charge Notice) on the windscreen of your vehicle.

From 1st October 2013, Flintshire will take over responsibility from North Wales Police for managing on and off street car parking across the County.

If you park correctly, this change will not affect you.

The Police will still issue Fixed Penalty Notices to vehicles causing obstructions on the highway. All other parking, loading and waiting offences will come under the remit of the Council's enforcement officers.

The parking enforcement arrangement is not about raising revenue. There are a number of reasons why the new regime has been introduced, all of which benefit people living in, working in and visiting the County.

- Encouraging safe and sensible parking
- Improve safety for pedestrians and drivers
- Improve general flow of traffic and journey times through the County
- Prevent emergency and public service vehicles from finding their routes blocked
- Improve the general environment
- Free the police to concentrate their resources on issues felt by the public to be more directly their responsibility.

It is your responsibility to park your vehicle correctly. Details of how to pay your Penalty Charge Notice will be shown on the back of the PCN.

The Wales Penalty Processing Partnership is responsible for processing parking fines and you can access their website through the Council's link as well as access details on restrictions and levels of offences:

www.flinthsire.gov.uk/parking

Or via telephone 0845 6056556

APPLICATION OF THE ENFORCEMENT POLICY

- All age groups will be approached through the work and corrective action within this policy; however Fixed Penalty Notices will only be issued to persons aged above the age of sixteen. Offenders below this age will have details logged, and parents/guardians will be contacted to tackle unacceptable actions within the community.
- Payment of FPNs by instalments will not normally be accepted. Instalments will only be allowed where demonstrable hardship can be proven and prosecution is likely to result in a conditional/absolute discharge.
- Non payment of FPNs / invoices for work in default will result in legal proceedings being instigated by the Authority against the named individual.
- If enforcement action results in interference with the human rights of an individual, then the Council must be satisfied that the interference is necessary and proportionate to what it seeks to achieve. Any covert surveillance requires approval through the Regulation of Investigatory Powers Act (RIPA) 2000..
- The standard approach and application of enforcement will be followed in addition to the above point as explained in the Public Protection Enforcement Policy 2012 which covers residents and businesses in Flintshire.

- It is the Council's approach to take a zero tolerance approach to environmental crime and to apply the maximum penalty appropriate in each case.
- The enforcement of the law will be accompanied by an education and information campaign.

Further information and advice should be sought from our Streetscene Contact Centre or via the Flintshire County Council website

01352 701234

www.flintshire.gov.uk

Environment Enforcement Protocols

Type	Action	Escalation	Dept
Littering Offences	Immediate issue of FPN	Prosecution if penalty unpaid	FCC Authorised Officers / North Wales Police
Dog Fouling – Public Open Space	Immediate issue of FPN	Prosecution if penalty unpaid	FCC Authorised Officers / North Wales Police
Dog Fouling – School Premises	PACE interview and court file prepared	Prosecution where sufficient evidence exists	FCC Authorised Officers / North Wales Police
Stray Dogs	Payment of kennelling, vets fees and standard charge before release of dog	Failure to pay, or claim dog within 7 days will result in the dog transferring into the ownership of the Authority	FCC Dog Warden
Fly tipping (Minor incident)	PACE interview followed by issue of FPN	Prosecution if penalty unpaid	FCC Authorised Officers
Fly tipping (significant incident)	PACE interview and court file prepared	Prosecution where sufficient evidence exists	FCC Authorised Officers / Natural Resources Wales

Type	Action	Escalation	Dept
Statutory Public Health Nuisances	Compliance reached to resolve problem	Improvement or abatement notice issued Prosecution where sufficient evidence exists	FCC Authorised Officers
Drinking alcohol in public places	Confiscation of alcohol based on each individual circumstance	You may be arrested and convicted of a public order offence	North Wales Police
Side Waste	Issue warning and education	FPN issued Prosecution where failure to comply with an FPN is demonstrable	FCC Authorised Officers
Commercial Waste	Issue of FPN for failure to produce waste carrier licence and/or prosecution and seizure of vehicle	Prosecution and seizure of vehicle	Natural Resources Wales
Graffiti	Immediate issue of FPN	Prosecution if penalty unpaid	FCC Authorised Officers / North Wales Police
Advertisements	Immediate issue of FPN Removal of posting from Council Buildings	Prosecution if penalty unpaid Removal of posting by Council - Remedial work charged to fly poster.	FCC Authorised Officers - Planning Streetscene
Civil Parking Enforcement	Immediate issue of FPN	Prosecution if penalty unpaid	Parking
Abandoned Vehicles	Notice placed on vehicle requested movement within 7 days	Removal of vehicle – costs of recovery through scrap value	FCC Authorised Officers
Abandoned Trolleys	Collection of trolley and stored for statutory timescale	Trolley owner charged for return	FCC Authorised Officers / Streetscene

Type	Action	Escalation	Dept
Advertising Boards/A Frames and signs	Removed immediately should no licence be in place	Items kept for 7 days before disposal	FCC Authorised Officers / Streetscene / Planning
Skips, building materials and hoarding	Removal as soon as possible should licence not be in place		Streetscene / Planning
Tables and Chairs	Removed immediately should no licence be in place	Items kept for 7 days before disposal	Streetscene / Planning
Overgrown hedges*	Issue request to carry out remedial work to resident or land owner Appendix 2A	1. Issue formal warning after 14 days 2. FCC to complete remedial work and recharge if not carried out within 14 days of the end of the formal warning period	Streetscene / Planning
Street lights obstructed by hedges/trees	Issue request to carry out remedial work to resident or land owner Appendix 2A	1. Issue formal warning after 7 days 2. FCC to complete remedial work and recharge if not carried out within 14 days of the end of the formal warning period	Streetscene
Mud on Road	Immediate verbal warning to person responsible Risk assessment carried out and immediate remedial action taken if necessary. Cost recharged to perpetrator	1. Written warning sent to perpetrator with timescale for remedial action 2. FCC to complete remedial work and recharge if not carried out within appropriate period. (timescale subject to risk assessment)	Streetscene

Type	Action	Escalation	Dept
Dangerous or trees in need of maintenance	Issue request to carry out remedial work to resident or land owner Appendix 2B (subject to risk assessment)	1. Issue formal warning after 7 days 2. FCC to complete remedial work and recharge if not carried out within 14 days of formal warning (or immediate if Risk Assessment requires)	Streetscene / Conservation
Obstruction to public right of way (footpath/bridleway)	Issue request to carry out remedial work to resident or land owner Appendix 2C	1. Issue formal warning after 7 days 2. FCC to complete remedial work and recharge if not carried out within 14 days of formal warning (or immediate if Risk Assessment requires)	Rights of Way

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 15 OCTOBER 2013**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT: **POLICY FOR UNADOPTED ROADS**

1.00 PURPOSE OF REPORT

1.01 To seek approval of a Policy for un-adopted roads across the County.

2.00 BACKGROUND

2.01 There are a number of roads in the County which for various reasons remain un-adopted with residents unsure of their maintenance responsibilities and the process that should be followed in order to bring the road to an adoptable standard. The lack of a clear Policy causes frustration for residents and for the staff dealing with requests from residents for maintenance work to be carried out on these roads.

3.00 CONSIDERATIONS

3.01 The report was presented to the Environment Overview and Scrutiny Committee meeting on Wednesday 9th October 2013. Members were supportive of the Policy and resolved to recommend it to Cabinet for approval.

3.02 The term un-adopted road or 'Private Street' has a statutory definition which relates to the ongoing maintenance liability for the road. Private Streets, unlike the majority of highways are not maintained by the County Council as local highway authority. Consequently a number of Private Streets in the County have suffered from a lack of maintenance and are now in poor condition. In many cases, the Private Street will be a highway. This means that the Council has a duty to assert and protect the rights of the public to use the Private Street, although not to maintain it. So far as there is any liability to maintain a private street, that lies with the owners of the street who will usually be the owners of the properties fronting the street.

3.03 If a Private Street is brought up to a defined standard, the County Council can adopt the road which will then cease to be a Private Street and becomes maintainable at public expense. The usual process is under the Private Street Works Code as set out in the Highways Act 1980. This can be a very lengthy and complex process

which involves the Council in preparing a specification, plans, sections and estimate of the costs of the works, which are provisionally, and then finally (when the cost is known), apportioned among the frontages on the street. The costs incurred in carrying out the work to bring the road up to an adoptable standard is then recovered from residents, normally based on a pro rata comparison to the length of each property's boundary with the new highway, and an assessment of the degree of benefit to each property. In these circumstances the Council would be liable for a contribution for the frontages of any properties within the ownership of the Council on the road and for any sections of the road without property frontage e.g. street end. The maximum Council contribution in this respect would be 20% of the complete cost of the proposed adoption work.

- 3.04 The Council does not hold a budget to contribute towards the cost of upgrading Private Streets and any contribution would need to come from existing maintenance budgets. In practice the improvement of Private Streets would provide only a marginal improvement to the overall highway network of the Council, as a high proportion of Private Streets are cul-de-sacs and of little strategic importance. However, there are good reasons for the County Council to support the process of improving these roads as it facilitates an equitable approach to highway adoption and maintenance arrangement for all residents of the County.
- 3.05 Without clear guidance, the mechanism for the adoption of a Private Street is not clear to residents, some of whom can put a great deal of time and effort into developing a proposal which the County Council or their neighbours are subsequently unable to support , either for financial or technical reasons.
- 3.06 A procedure is already in place for Highways on new Residential Developments to become adopted by the County Council under a legal agreement set out in Section 38 of the Highways Act 1980. Section 38 of the Highways Act is used by Flintshire County Council as Highway Authority to take over and maintain at public expense (adopt) new streets that have been constructed, lit and drained to agreed standards. This approach would therefore provide an effective mechanism for dealing with Private Streets.
- 3.07 Therefore the following Policy for dealing with Private Street Works applications is proposed:

The County Council will adopt a Private Street into the Highway Network if all of the residents on the street comply with the following:

- Submit a detailed design, meeting all the requirements of the current Section 38 process;
- Enter into a Section 38 agreement with the Council (this requires the owners of the street to dedicate it as highway);

- Can demonstrate that they will meet the total costs of upgrading the street in accordance with the Section 38 agreement. (with a Council contribution – if appropriate)
 - Arrange for the construction of the works to be undertaken by a contractor approved by the County Council
- 3.08 The County Council will provide assistance to the applicant(s) by checking and approving the design details, preparing the Section 38 agreement and inspecting the works as they are carried out. The County Council will not make a charge for the assistance in the case of Private Streets in existence prior to the implementation of this Policy.
- 3.09 This proposal requires agreement of all frontages. If agreement can not be obtained from all of the frontages the County Council will be unable to enter into a Section 38 agreement and the road will not be adopted.
- 3.10 Maintenance liability on Private Streets will continue to be the responsibility of the owner(s) of the properties fronting on to it until it is formally adopted by the Council.
- 3.11 The Council will provide free of charge surplus road planing material to residents (subject to availability and if requested to do so) which they must spread themselves/at their own expense to temporarily fill any holes or defects in the road. The material will be supplied without prejudice and without assuming any liability for long term maintenance for the completed work or for the road in general.
- 4.00 RECOMMENDATIONS**
- 4.01 That Cabinet approves the Policy for Private Street adoptions and the interim maintenance arrangements on these un-adopted roads, as set out in paragraphs 3.06 and 3.10 inclusive.
- 5.00 FINANCIAL IMPLICATIONS**
- 5.01 All of the proposals will operate from within existing budgets.
- 6.00 ANTI POVERTY IMPACT**
- 6.01 Not applicable.
- 7.00 ENVIRONMENTAL IMPACT**
- 7.01 No impact.
- 8.00 EQUALITIES IMPACT**
- 8.01 A desk top assessment indicated the Policies included in the report do

not unfairly impact on any particular group.

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 With Cabinet Member.

12.00 APPENDICES

12.01 None

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

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

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 4)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 4) 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	Inflation
Section 5	Monitoring Budget Assumptions & New Risks
Section 6	Unearmarked Reserves
Section 7	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 3
Appendix 2	Community Services -Variances Summary
Appendix 3	Environment -Variances Summary
Appendix 4	Lifelong Learning -Variances Summary
Appendix 5	Corporate Services -Variances Summary
Appendix 6	Central & Corporate Finance -Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account -Variances Summary
Appendix 9	Council Fund - Achievement of Efficiencies

2.00 EXECUTIVE SUMMARY

2.01 The projected year end position, as estimated at Month 4, is as follows:-

Council Fund

- Net in year expenditure forecast to be £1.247m less than the budget. (A decrease of £0.818m on the £2.065m reported at Month 3)
- Projected contingency reserve balance at 31st March 2014 of £3.888m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to overspend the budget by £0.260m (£0.043m overspend reported at Month 3)
- Projected HRA balances at 31st March 2014 of £1.174m

The detail relating to the HRA is set out in Section 7.00 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 £1.247m :-

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 3	Month 4
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.181	(2.036)	(0.832)
Services for Children	11.906	12.124	0.151	0.298
Housing Services	1.800	1.784	(0.226)	(0.288)
Development & Resources	1.688	1.648	(0.038)	(0.037)
TOTAL : COMMUNITY SERVICES	61.036	59.737	(2.149)	(0.859)
Assets and Transportation	6.015	6.041	(0.012)	(0.006)
Planning	1.708	1.699	0.046	0.023
Public Protection	3.455	3.447	(0.017)	(0.027)
Regeneration	0.715	0.706	(0.046)	(0.031)
Streetscene	19.320	19.112	0.296	0.356
Management, Support & Performance	1.088	1.086	(0.103)	(0.096)
TOTAL : ENVIRONMENT	32.301	32.091	0.164	0.219
Culture & Leisure	6.876	6.328	0.827	0.360
Inclusion Services	14.058	13.234	(0.401)	(0.102)
Primary School Services	43.374	43.374	(0.025)	(0.025)
Secondary School Services	36.638	37.463	0.000	0.002
Development & Resources	12.118	12.118	(0.225)	(0.164)
TOTAL : LIFELONG LEARNING	113.064	112.517	0.176	0.071
Chief Executive	2.356	2.325	0.010	(0.017)
Finance	14.265	14.243	(0.220)	(0.308)
HR & OD	2.427	2.450	0.005	0.000
ICT & Customer Services	4.922	4.901	(0.035)	(0.041)
Legal & Democratic Services	3.145	3.145	0.012	0.020
TOTAL : CORPORATE SERVICES	27.115	27.064	(0.228)	(0.346)
TOTAL DIRECTORATES	233.516	231.409	(2.037)	(0.915)
Central and Corporate Finance	26.236	28.343	(0.028)	(0.332)
Total	259.752	259.752	(2.065)	(1.247)

- 3.02 The revised budgets now shown in the above table reflect the recommended changes made in the Month 3 report which were approved by Cabinet on 17th September.

- 3.03 The original budget column reflects the budget approved by Council on the 1st March 2013. The revised budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.
- 3.04 The Month 3 budget monitoring report to Cabinet indicated that as part of the commitment to strengthen financial management and formal reporting, the presentation of significant variances appendices will be revised to tie in clearly with the Table at paragraph 3.01 of the report. Appendices 2 to 6 have now been prepared on a basis which is consistent with the Council Fund summary table.

Programme of Efficiencies

- 3.05 The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current status of these items. This analysis indicates that it is currently projected that £4.469m (83.8 %) will be achieved, resulting in a net under-achievement of £0.862m.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
ALREADY ACHIEVED	1.948	1.948	0.000
EXPECTED TO BE ACHIEVED IN FULL	2.219	2.219	0.000
ACHIEVABLE IN PART	0.699	0.302	(0.397)
NOT ACHIEVABLE	0.465	0.000	(0.465)
Total	5.331	4.469	(0.862)

- 3.06 Appendix 9 provides further details of the assumptions behind the projections, and where relevant the actions required to address items not currently expected to be achieved in full. It is important to note that the impact of this analysis has already been included in the overall Month 4 projected outturn position.

Out of County Placements

- 3.07 There has been a significant change in the projected outturn for Out of County placements since the Month 3 position was reported in September. At the time the Month 3 report was being prepared, the projected outturn position reflected a total underspend of £0.755m, made up of £0.344m on Children’s Services within Community Services, and £0.411m on Inclusion (Schools Services) within Lifelong Learning. The position has now changed significantly whereby there is now a projected underspend of £0.152m, made up of a projected overspend of £0.031m on Children’s Services, and a projected underspend of £0.183m on Inclusion.

- 3.08 There have been a number of influences on the significant reduction in the projected underspend position reported at Month 3, with the main ones being :-

- New placements at Bryn Tirion
- Extensions of existing placements
- High cost placements (including Mother and baby cases)
- Recoupment charges from hospital schooling

- Volatile nature of placement demand
- Costs of remand placements - delegated to Local Authorities from April 2013

3.09 The Month 3 budget monitoring report reflected that there may be the potential for a further recurring efficiency for reflection in the Council's Medium Term Financial Plan (MTFP). In view of the significant change from the position reported at Month 3, it is now considered unlikely that any further recurring efficiency can be reflected within the MTFP.

Former chemical plant - Sandycroft (Euticals Ltd.)

3.10 The vacation of this site by its owners represents a major public protection risk. Under emergency planning arrangements, Flintshire has taken Gold command in co-ordinating the involvement of strategic partners. Although the Council does not have legal responsibility for the site, it is incurring costs in securing and managing the site and its contents, pending resolution with Welsh Government on financial support to return the site to a stable condition. Some costs are being met by Natural Resources Wales. The current potential monthly cost to the Council is in the order of £0.060m. On the assumption of six months to resolve matters, the cost to the Council would be in the region of £0.400m. This would be offset by any contribution from Welsh Government which is being pursued but, at this stage, has not been quantified or agreed. Updates will be provided in future budget monitoring reports, and we should be in a position to provide more accurate estimates of longer term costs when the Month 5 budget monitoring report is considered in November. Please also note the reference to potential costs within the Risks and Assumptions section of the report.

4.00 INFLATION

4.01 **Pay inflation** of £0.734m was included in the 2013/14 budget in anticipation of a possible national pay award in 2013/14. An assessment of the implications of the pay award has now been completed and the full £0.734m will be allocated to service budgets to meet the costs of the pay award. The budget changes are not currently reflected in the Table at paragraph 3.01 above but will be reflected in the Month 5 budget monitoring report to Cabinet in November.

4.02 **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.

5.00 MONITORING BUDGET ASSUMPTIONS & NEW RISKS

5.01 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 - indicative costs for six months are shown at paragraph 3.10 but costs may increase if the current situation extends beyond six months
- 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)

6.00 UNEARMARKED RESERVES

- 6.01 The 2012/13 final outturn reported to Cabinet on 16th July showed unearmarked reserves at 31st 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.
- 6.02 After taking account of an allocation of £0.518m for recovery costs following the March 2013 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 £3.888m. Details are shown in Appendix 7.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 19th 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 %.
- 7.02 The 2012/13 final outturn reported to Cabinet on 16th 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.
- 7.03 There is an overall projected overspend of £0.260m and a projected closing balance at Month 4 of £1.174m, which at 4.1 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

7.04 Appendix 7 details the reasons for significant variances occurring to date and the actions planned to deal with them.

8.00 RECOMMENDATIONS

8.01 Members are recommended to :-

- a) Note the overall report
- b) Note the projected Council Fund contingency sum as at 31st March 2014 (paragraph 6.02)
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03)

9.00 FINANCIAL IMPLICATIONS

9.01 The financial implications are as set out in Sections 3.00 - 7.00 of the report.

10.00 ANTI POVERTY IMPACT

10.01 None.

11.00 ENVIRONMENTAL IMPACT

11.01 None.

12.00 EQUALITIES IMPACT

12.01 None.

13.00 PERSONNEL IMPLICATIONS

13.01 None.

14.00 CONSULTATION REQUIRED

14.01 None.

15.00 CONSULTATION UNDERTAKEN

15.01 None.

16.00 APPENDICES

16.01 Council Fund - Movement in Variances from Month 3 - Appendix 1
Council Fund Variances - Appendices 2 - 6
Council Fund - Movements on unearmarked reserves - Appendix 7
Housing Revenue Account Variances - Appendix 8
Council Fund - Achievement of Efficiencies - Appendix 9

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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COUNCIL FUND - REVENUE BUDGET 2013/14
FLINTSHIRE COUNTY COUNCIL



Budget Monitoring (Month 4)
Summary of Movement from Month 3

	£m	£m
Month 3		
Service Directorates	(2.037)	
Central and Corporate Finance	(0.028)	
Variance as per Cabinet Report		(2.065)
Month 4		
Service Directorates	(0.915)	
Central and Corporate Finance	(0.332)	
Variance as per Directorate Returns		(1.247)
Change Requiring Explanation		0.818
<u>Community Services</u>		
Services For Adults		
• Resource and Regulated Service (Intake and Reablement) - the movement from month 3 is due to a combination of a Corporate realignment of budget from this service (£0.335m), and an increase in residential care costs (£0.053m) offset by an increase in the projected underspend for Extra Care (£0.075m) due to an additional delay and a reduction in the income budget (£0.080m) for supporting people following a budget realignment by the Supporting People team.	0.222	
• Locality Teams (Localities) - the movement from Month 3 is mostly due to a Corporate realignment of budget from this service (£0.250m). The balance of £(0.019m) is made up of a number of other movements.	0.269	
• Resource and Regulated Service (Disability Service) - overall (£0.499m) budget transferred out of this service of which £0.450m is due to the Corporate realignment of budgets and £0.049 is a budget transfer to Administrative Support (Disability Services). The other movements in outturn results in a net reduction in underspend of £0.102m that is mostly due to additional service users within PDSI residential (£0.083) and an increase in domiciliary care costs (£0.042). The balance of £(0.023m) is made up of a number of other movements.	0.601	
• Disability Service (Disability Service) - overall (£0.348m) budget transferred out of this service of which £0.300m is due to the Corporate realignment of budgets and £0.048 is a budget transfer to Administrative Support. The balance of £(0.023m) is made up of a number of other movements.	0.326	
• Administrative Support (Disability Services) - the movement from month 3 is due a budget transfer (£0.097m) from Resource and Regulated Service (Disability Services) (£0.049m) and Disability Service (Disability Services) (£0.048m).	(0.097)	
• Forensic Budget (Disability Services) - the movement from period 3 reflects additional income from Health for one service user.	(0.169)	
• Occupation and Employment (Mental Health and Substance Misuse Service) - the movement from month 3 is due to temporary cover for maternity leave and sickness absence.	0.026	
• Other minor changes of less than £0.025m for Services for Adults	0.026	
Subtotal: Services for Adults		1.204
Development & Resources		
• Other minor changes of less than £0.025m	0.001	
Subtotal: Development & Resources		0.001
Services For Childrens		

• Professional Support (Children's Services) - the movement from month 3 is due to an overall (£0.274m) budget transferred into this service of which £0.250m is due to the Corporate realignment of budgets and £0.024 is an in-year budget transfer from Youth Offending Team (Children's Services). The balance of £(0.014m) is made up of a number of other small movements.	(0.260)	
• Youth Offending Team (Children's Services) - the movement from month 3 is due to an in-year budget transfer (£0.024) to Professional Support (Children's Services).	0.029	
• Out of County Pooled Budget (Children's Services) - the movement from month 3 is due to a change in client costs.	0.375	
• Other minor changes of less than £0.025m	0.003	
Subtotal: Services For Childrens Housing Services		0.147
• Homelessness Accomodation (Housing Services) - the change from month 3 is due to the Quay House project delayed until 2014/15.	(0.035)	
• Renovation Grants (Housing Services) - the change from month 3 is due to a post becoming vacant and not recruited to in 2013/14.	(0.024)	
• Other minor changes of less than £0.025m	(0.003)	
• Subtotal: Housing Services		(0.062)
Total: Community Services		1.290

Environment

• Streetscene	0.061
• Other minor changes of less than £0.025m	(0.006)
	0.055

Lifelong Learning**Culture & Leisure**

• Leisure Centres - additional budget of £0.505m has been added to the Leisure Centre Developments budget as per the report approved at period 3. This has been reduced by net pressures of £0.028m. £0.029m relates to a fall in the income projection for Deeside Ice Rink based on income for July. £0.015m relates to a drop in the income projection for 5 a side pitches and the remaining £0.016m relates to other minor variances.	(0.477)
• Minor Variances	0.012

Inclusion Service

• Out of County - the projected underspend on Out of County has reduced since month 3 by £0.308m. £0.082m relates to new placements at Bryn Tirion, £0.140m relates to early intelligence of new placements, £0.042m relates to an extension of an existing placement at Bryn Tirion, £0.046m relates to unexpected recharges for hospital schooling relating to 2012/13, £0.012m relates to minor changes to several placements and the remaining £0.014m relates to savings on placements ending.	0.308
• Minor Variances	(0.010)

Development & Resources

• Facilities Services - £0.026m relates to the estimated repayment of the CCTV feasibility invest to save funding. The remaining £0.010m relates to minor variances.	0.036
• Minor Variances	0.026
	(0.105)

Corporate Services

• Legal and Democratic Services - increased overspend on Locums £0.007m, minor variances £0.001m	0.008
• HR and Organisational Development - minor variances (£0.005m)	(0.005)
• ICT and Customer Services - vacancy savings (£0.018m), registrars income £0.008m, minor variances £0.004m	(0.006)
• Finance - vacancy savings (£0.020m), additional surplus on Council Tax Collection Fund (£0.060m), reduced shortfall on Council Tax Reduction Scheme (CTRS)	(0.088)
• Chief Executive's Department - vacancy savings (£0.021m), minor variances (£0.006m)	(0.027)
	(0.118)

Central and Corporate Finance

• Net budget adjustments -£0.680m (Community Services -£1.185m, Leisure management £0.505m)	(0.680)
• Former Euticals Ltd. factory (Sandycroft) - site related costs	0.400
• Other Minor Variances	(0.024)
	(0.304)

Total changes

0.818

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COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults						
Resources and Regulated Services (Intake and Reablement)	5.351	5.094	(0.257)	(0.479)	<p><u>Extra Care</u> Projected underspend on Llys Jasmine has increased due to additional delays, by (£0.075m) to (£0.209m).</p> <p><u>In-house Domiciliary Care</u> underspend (£0.114m) due to greater use of reablement and independent sector care providers. The reduction from month 3 (£0.174m) is mostly due to Corporate realignment of budgets (£0.185m)</p> <p><u>Client Transportation Service</u> underspend (£0.055m) relates to staff vacancies (£0.053m). Reduction from month 3 (£0.152m) due to Corporate realignment of budget (£0.150m).</p> <p><u>Day Services</u> underspend (£0.044m) mostly due to vacancies (£0.026m). These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.165m) due to the need to ensure staff cover (£0.205m) and additional premises costs (£0.035m) offset by client (£0.070m) and Health (£0.050m) income. The increase from month 3 (£0.053m) is mostly due to increased agency cover (£0.028m).</p> <p><u>Supporting People</u> decrease from month 3 (£0.080m) due to budget realignment.</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> Underspend adjusted in budget rationalisation.</p> <p><u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.863	13.777	(0.086)	(0.355)	<p><u>Older People Services</u></p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.124m) mostly due to vacant posts some of which are not expected to be filled until 01/01/2014. > Early Onset Dementia is projected to overspend (£0.068m) due to purchased domiciliary care costs. <p>The balance (£0.030m) is made up of a number of smaller variances.</p>	<p>Review following budget rationaliation.</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</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

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)	15.191	15.131	(0.060)	(0.661)	<p>Overall (£0.499m) budget transferred out of this service of which £0.450m is due to the Corporate realignment of budgets and £0.049m is a budget transfer to Administrative Support (Disability Services).</p> <p>The other movement in outturn results in a net reduction in underspend of £0.102m that is mostly due to additional service users within PDSI residential (£0.083m) and an increase in domicilliary care costs (£0.042m). The balance of £(0.023m) is made up of a number of other movements.</p> <p>As previously noted this service includes a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. This remains unchanged from month 3.</p>	<p><u>LD</u> 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 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.409	0.450	0.041	0.138	This is due to an overspend against staff pay costs (£0.041m). Decrease from month 3 (£0.095m) due to budget transfers from Resources & Regulated Services (£0.049m) and Vulnerable adults (£0.047m) both within Disability Services.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.734	0.541	(0.193)	(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. Underspend decreased from month 3 (£0.009m) due to Corporate realignment of budget (£0.100m), a new client (£0.020m) offset by a client now becoming fully Health funded (£0.111m).	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.822	0.749	(0.073)	(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 2

Budget Monitoring 2013/14 (Month 4)

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	0.163	(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	0.428	(0.054)	0.115	Reflects current care packages for 2013/14. The movement from period 3 reflects additional income from Health for one service user.	
Other Services for Adults variances (aggregate)	7.024	7.016	(0.008)	(0.377)	Various minor variances.	
Subtotal:	44.181	43.349	(0.832)	(2.036)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Business Systems (Development & Resources)	1.142	1.085	(0.057)	(0.059)	The underspend within this area is mostly due to vacant posts.	
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	0.606	0.526	(0.080)	(0.079)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.648	1.611	(0.037)	(0.038)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Children						
Family Placement (Children's Services)	1.977	2.300	0.323	0.319	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.
Other Services for Children variances (aggregate)	10.147	10.122	(0.025)	(0.168)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.124	12.422	0.298	0.151		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Housing Services						
Homelessness Accommodation (Housing Services)	0.360	0.163	(0.197)	(0.162)	Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation. Quay House project has been delayed until 2014/15.	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)	(0.070)	Service undergoing restructure which is not yet in place.	Restructure to be implemented.
Other variances (aggregate)	0.218	0.197	(0.021)	0.006	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.784	1.496	(0.288)	(0.226)		
Total :	59.737	58.878	(0.859)	(2.149)		

Budget Monitoring Budget Monitoring 2013/14 (Month 4)

Service		Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 3 (£m)	Cause of Variance	Action Required
Assets & Transportation		6.041	6.035	(0.006)	(0.012)		
	Industrial Units	(1.255)	(1.179)	0.076	0.061	Estimated net income shortfalls across the Industrial Estate portfolio. At Period 04 additional R&M costs at Bromfield	Keep Unit rental income closely monitored throughout 2013/14.
	Property Holdings	0.083	0.053	(0.030)	(0.041)	NNDR costs lower than anticipated. At Period 04 additional R&M costs on miscellaneous land	Review of site budgets necessary in line with asset management programme
	Property Asset & Development	0.529	0.426	(0.103)	(0.104)	Net Vacancy Savings	
	Highways Development Control & Regulatory Services	0.806	0.854	0.048	0.037	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures	
	Aggregate of other Variances	5.878	5.881	0.003	0.035		
Planning		1.699	1.722	0.023	0.046		
Public Protection		3.447	3.420	(0.027)	(0.017)		
Regeneration		0.706	0.675	(0.031)	(0.046)		

Budget Monitoring Budget Monitoring 2013/14 (Month 4)

Service		Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 3 (£m)	Cause of Variance	Action Required
Streetscene		19.112	19.468	0.356	0.296		
	Waste Disposal & Waste Collection	9.219	9.569	0.350	0.364	<p>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 £120k in 2013/14 and a potential larger impact from 2014/15 onwards if circumstances remain the same.</p> <p>Staff backfilling costs to the end of September as a result of the on-going investigation within waste of approximately £80k.</p> <p>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 anticipated in 2014/15. Confirmation was received from WG in late August of a grant reduction in 2013/14 of £150k.</p>	<p>Consider impact on MTFP going forward</p> <p>Consider impact on MTFP going forward</p>
	Aggregate of other Variances	9.893	9.899	0.006	(0.068)		
Management Support & Performance		1.086	0.990	(0.096)	(0.103)		
Management Support & Performance	Management Support & Performance	1.086	0.990	(0.096)	(0.103)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets	
Total :	Total :	32.091	32.310	0.219	0.164		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.328	6.688	0.360	0.827	<p>School Library Service (£0.100m saving) 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.</p> <p>Library Service (£0.010m saving) Minor variances</p> <p>Leisure Centres (£0.479m pressure) The budget pressure has been reduced by additional budget of £0.505m since month 3. There are a number of pieces of work being completed to explore solutions to the remaining deficit. £0.022m relates to the final costs for Swim Flintshire. This programme ceased in August. £0.063m relates to employee costs. £0.267m relates to pressures on income across centres. £0.080m relates to pressures on premises budgets, £0.023m to security costs, £0.010m to credit/debit card fees and £0.014m to other minor variances.</p> <p>Other Leisure Minor Variances (£0.009m saving)</p>	<p>Service Manager to place a hold on all uncommitted expenditure within School Library Service.</p> <p>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.</p>
Inclusion Services	13.234	13.131	(0.102)	(0.401)	<p>Out of County (£0.102m saving) The projected outturn is an underspend of £0.102m. Every attempt is made to keep costs to a minimum and each placement is considered at a panel of specialists before being approved. This figure is based on current intelligence. Any further increases to placements will reduce the projected saving.</p>	
Primary School Services	43.374	43.349	(0.025)	(0.025)	<p>Early Entitlement (£0.025m saving) 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 Early Entitlement.</p>	Service Manager to review expenditure and reduce planned expenditure by £0.025m.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37.463	37.465	0.002	0.000	Minor Variance relating to Regional Services	We are awaiting confirmation from a number of schools of their requirements for music tuition. Until we have this information, we are unable to calculate an accurate projection for the Music Service for 2013/14. This report assumes break-even.
Development & Resources	12.118	11.954	(0.164)	(0.225)	<p>Children, Youth & Community (£0.007m saving) Minor variances</p> <p>Schools ICT (£0.150m saving) 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.</p> <p>Transport (£0.027m saving) Minor variances are predicted at this stage. We are awaiting information relating to requirements for the new academic year.</p> <p>Service Units (£0.013m saving) Pressures of £0.003m linked to NDR costs on Westwood School House, £0.060m on Pupil Support (Free School Meals) and £0.013m on Regional Capita One have been offset by estimated savings on Mobile Classrooms (£0.049m), and Insurance (£0.040m).</p> <p>Facilities Services (£0.033m pressure) £0.026m relates to the estimated repayment of the CCTV feasibility invest to save funding. The remaining £0.007m relates to minor variances.</p>	<p>Service Manager to place a hold on all uncommitted expenditure within Schools ICT.</p> <p>A more accurate picture will be available in September when full transport requirements are known.</p> <p>Further work is required on the estimate for Pupil Support. We are awaiting information from the Schools relating to Music remissions which will affect the estimated costs.</p> <p>We are still awaiting confirmation of the repayment arrangements relating to the CCTV feasibility study. The figures reported assume that the full food NSI budget of £0.141m is transferred to the facilities budget.</p>
Total :	112.517	112.587	0.071	0.176		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.325	2.308	(0.017)	0.010	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.021m) Vacancy savings (£0.010m) minor variances	
Finance	14.243	13.935	(0.308)	(0.220)	£0.033m net additional costs of the Finance Division including: grades in new structure, revised cost reallocation, pay protection and support to major projects. (£0.760m) net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget. £0.419m 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. Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.
Legal & Democratic Services	3.145	3.165	0.020	0.012	£0.025m use of Agency/Locums (£0.005m) minor variances	
Human Resources & Organisational Development	2.450	2.450	0.000	0.005		
ICT & Customer Services	4.901	4.860	(0.041)	(0.035)	(£0.036m) Vacancy savings (£0.003m) additional Registrars Income (£0.002m) minor variances	
Total :	27.064	26.718	(0.346)	(0.228)		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	14.231	13.989	(0.242)	(0.242)	<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 Provisions	5.818	5.007	(0.811)	(0.107)	<p>Net budget adjustments of £0.680m as approved in the Month 3 report (Community Services £1.185m, Leisure Management (-£0.505m) Surplus on recovery of FCC share of pension fund deficit - final year of three year strategy (-£0.128m), other minor variances (-£0.003m).</p>	
Central Service Recharges	(1.931)	(1.620)	0.311	0.311	Shortfall of £0.311m of internal income recovered from trading accounts and the HRA.	
Former Euticals Ltd - Sandycroft site	0.000	0.400	0.400	0.000	Potential costs for six months at £0.060m per month plus some specific one-off costs relating to site related costs in view of the public protection risk.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances - aggregate	10.225	10.235	0.010	0.010		
Total :	28.343	28.011	(0.332)	(0.028)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2013	9.540	
Less - Base Level (inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	<u>(5.834)</u>	
Total Reserves above base level		3.706
Less - Amount approved by Council on 1 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 th 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 st March 2014		1.247
Less - Estimate of severe weather recovery costs		(0.518)
Projected Level of Total Contingency Reserve as at 31st March 2014		3.888

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HRA Major Variance Report - Month 4

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	121	Capital Financing charges amended after budget rounds completed.	Review timings of figures with Capital Financing team.
Repairs and Maintenance	8,393	8,806	413	230	£40k net overspend variance on salaries due to restructure not being in place. £339k over spend on materials due to severe weather during late March/Early April.	Restructure to be implemented
Other variances (aggregate)	(14,063)	(14,337)	(274)	(309)		
Total :	497	757	260	43		

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Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>Community Services</i>			
Residential Charging - Increased Income From Demand	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It will not be known for sure until the end of the financial year if this efficiency has been met.
Mental Health Service Users	0.018	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.118		
Service Change (APPENDIX 7b)			
<i>Community Services</i>			
Reablement in the level of extra care	0.100	EFFICIENCY ALREADY ACHIEVED	
Preserved Rights - reduced activity levels	0.053	EFFICIENCY ALREADY ACHIEVED	
External Funding for Existing Post - Children's Services	0.043	EFFICIENCY ALREADY ACHIEVED	
Family Placement Team - revision of existing practices	0.040	EFFICIENCY ALREADY ACHIEVED	
Early Retirement - Non replacement of staff - CSA	0.015	EFFICIENCY ALREADY ACHIEVED	
General Office Administration Review	0.021	EFFICIENCY ALREADY ACHIEVED	
Housing Efficiency Savings	0.028	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Homelessness - Timing of presentations	0.106	EFFICIENCY ALREADY ACHIEVED	
Youth Justice - Appropriate adult service	0.010	EFFICIENCY ALREADY ACHIEVED	
Legal Fees - Use of solicitors / barristers	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Due to the unpredictable nature of Legal Fees it will not be known if this efficiency has been achieved until later in the financial year.
Children's Services - Transport costs efficiency	0.015	EFFICIENCY ALREADY ACHIEVED	
Children's Services - FAST team budget reduction	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The FAST team is currently showing an overspend of £0.014m.
Preventative foster care service - day care	0.005	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.456		
Procurement (APPENDIX 7c)			
<i>Community Services</i>			
PARIS - post implementation expenditure review	0.030	EFFICIENCY ALREADY ACHIEVED	
Housing Services - Supplies and Services	0.003	EFFICIENCY ALREADY ACHIEVED	
Social Care - Supplies and Services	0.075	EFFICIENCY ALREADY ACHIEVED	
Procurement Hub - regional procurement of high cost low volume placements	0.020	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Children's Services - out of county placements - improved procurement practice	0.533	EFFICIENCY ALREADY ACHIEVED	As at month 3 this budget was showing an underspend of £(0.344m). However due to change in service user circumstances this budget is now showing an overspend of £0.031m.
Transport Review - revised contracts	0.025	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.686		
Organisational Design (APPENDIX 7d)			
<i>Community Services</i>			
Review of Supported Living Service	0.350	EFFICIENCY ACHIEVABLE IN PART	The efficiency has been partly achieved in 2013/14 (£0.058m) and is expected to be fully achieved in 2014/15. It should be noted that the non achievement of this efficiency is being offset with underspends elsewhere within the Directorate.
Service Review of Warden Service	0.018	EFFICIENCY ALREADY ACHIEVED	
Children's Services - Removal of one team manager post	0.040	EFFICIENCY ALREADY ACHIEVED	
Development and Resources - Rationalisation of Management Team	0.050	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.458		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>Environment</i>			
Agricultural Estate rentals	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Agricultural Estates currently reporting a surplus income position.
Public Protection - increase to market rates	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Fees for both Licensing and Bereavement Services were increased from 1st June 2013
Markets Service - increased lettable space	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Markets currently reporting a surplus income position.
Traffic Regulation order Notices	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Reduction met from within Highways Policy Budget
Streetscene - leachate processing	0.075	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It is anticipated that the new income target will be met in 2013/14
TOTAL	0.140		
Service Change (APPENDIX 7b)			
<i>Environment</i>			
Street Lighting - non-residential areas post midnight turn-off	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The new Street Lighting policy has been adopted and this efficiency will be achieved in full
Highways Asset Management Plan (HAMP) -rephasing of full implementation	0.225	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI)

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Public Conveniences - revisit of strategy	0.050	EFFICIENCY ACHIEVABLE IN PART	Tower Gardens, Holywell didn't close until 30th April 2013 with Cilcain and Caerwys delayed. This is likely to result in an underachievement of the efficiency by £0.021m. This will be fully achievable from 14/15.
Streetscene - implementation of Part III agreement	0.300	EFFICIENCY NOT ACHIEVABLE	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Waste Services - vehicle savings from full roll out of Saturday collection	0.140	EFFICIENCY NOT ACHIEVABLE	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Business Development team - agile working	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Staff travel - reduced mileage payments	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
TOTAL	0.780		
Procurement (APPENDIX 7c)			
<i>Environment</i>			
Waste Services - Tender Transport arrangements for waste disposal	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	New Transport arrangements have been awarded as part of a tender process and are now in place.

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Transportation Services - Review of subsidised Bus Service Contracts and re-tender	0.036	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Reduction in use of consultants	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Reduction in influencable spend	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Streamline current processes within Directorate Support	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
TOTAL	0.144		
Organisational Design (APPENDIX 7d)			
<i>Environment</i>			
Review Management Recharge to the Communities First Programme	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14
TOTAL	0.020		
Other Efficiencies (APPENDIX 7e)			
<i>Environment</i>			
Agricultural Estates - balance not required	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Specific Directorate Balance in the Environment Balance Sheet
Licensing / Health & Safety - balance not required	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Specific Directorate Balance in the Environment Balance Sheet
TOTAL	0.050		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>Lifelong Learning</i>			
Library Service - Fines	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Library - Hire charges increase	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leisure Services - increased charges	0.175	EFFICIENCY ACHIEVABLE IN PART	Tariffs were increased on the 1st January as agreed but as income targets are not expected to be met, the efficiency is also not likely to be fully achieved. Estimated amount achievable £0.164m.
Review of post 16 distance limit	0.030	EFFICIENCY ACHIEVABLE IN PART	The amendment to the proposal to continue to provide transport to Colleg Cambria means that only £0.010m of the efficiency can be achieved. Work is ongoing to confirm this. However, we do not anticipate a pressure on the Transport budget at this time.
TOTAL	0.207		
Service Change (APPENDIX 7b)			
<i>Lifelong Learning</i>			
Operational efficiencies	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - reduction of senior area workers	0.032	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The budget for area workers had previously been reduced. This efficiency created a budget flow which has been addressed as part of the Youth Strategy by retaining part of the £0.050m below on a recurring basis. We do not anticipate a pressure on Youth Service this financial year.

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Youth Service - term time only contracts	0.026	EFFICIENCY ACHIEVABLE IN PART	This change is being introduced as part of the Youth Strategy and has not yet been implemented though negotiations have started. At this stage it is anticipated that a saving of £0.007m will be made in this financial year.
Youth Service - Service reconfiguration	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Building costs savings	0.011	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Building rationalisation	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Holding back £50k (CC 1/3/13)	(0.050)	EFFICIENCY ALREADY ACHIEVED	This additional contribution is expected to be fully utilised.
Facilities - Management / Central Office - structure review	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Facilities - County Hall revised opening hours - reduced energy / overtime costs	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
LL ICT - Interim Service review - post reduction	0.025	EFFICIENCY NOT ACHIEVABLE	The Schools ICT Service Review has now been combined with the Corporate ICT Review. We do not anticipate a pressure on the schools ICT budget at this time.
Leisure Services - removal of swimming subsidy	0.023	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Directorate Management Team Restructure	0.043	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
TOTAL	0.192		
Procurement (APPENDIX 7c)			
<i>Lifelong Learning</i>			
Reduction of Postage within the Library Service	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
School Transport Service - Operational efficiencies	0.080	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.466		
Organisational Design (APPENDIX 7d)			
<i>Lifelong Learning</i>			
Libraries - Flexible retirement	0.015	EFFICIENCY ALREADY ACHIEVED	
Libraries - Library Service Review	0.037	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.052		
Other Efficiencies (APPENDIX 7e)			
<i>Lifelong Learning</i>			
Demographic Change in Schools (pupil numbers)	0.132	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.132		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>FINANCE - Corporate Services</i>			
Revenues - increased number of Council Tax fines	0.027	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>ICT & CUSTOMER SERVICES - Corporate Services</i>			
Registrars - increased fees	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Network Services - income from hosting PSBA equipment	0.004	EFFICIENCY ALREADY ACHIEVED	
<i>LEGAL & DEMOCRATIC - Corporate Services</i>			
External Fees - conveyancing / S106 agreements	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.065		
Service Change (APPENDIX 7b)			
<i>Chief Executive - Corporate Services</i>			
Corporate Comms - reduced workforce bulletins	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Emergency Planning - collaborative working			
<i>HR & OD - Corporate Services</i>			
CRB checks - review of options	0.035	EFFICIENCY ACHIEVABLE IN PART	Full details unknown at present therefore assumption made that 50% will be achieved. Further analysis and discussion required.
<i>LEGAL & DEMOCRATIC - Corporate Services</i>			
Democratic Services - reduced paper usage	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances (Basic Allowance) - no inflationary increase	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.138		
Procurement (APPENDIX 7c)			
<i>Chief Executive - Corporate Services</i>			
Employee / Residents Consultations - reduction in number	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Joint Working - costs reduction	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations / Improvements reductions - future agile working	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Employee Safety Measures - reduced demand on budget	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Community Strategy / LSB partnership - reduction in planned requirements	0.000		
Conferences/Seminars/Lectures - reduced attendance	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT & CUSTOMER SERVICES - Corporate Services			
Training Budget - Procurement via new solutions	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced maintenance costs due to new security equipment	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Networking Hardware - reduced procurement	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT Cabling - reduction enabled by IPT solution	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leasing - budget adjustment	0.006	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Software Licensing - Microsoft licences procured through other agreements	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - letting of MFD contracts	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduce influencable spend by 3%	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced ICT Expenditure	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of third party software costs	0.013	EFFICIENCY ACHIEVABLE IN PART	Further analysis required, early assumption that 50% will be achieved
Avoidance of inflationary rises - software maintenance costs	0.020	EFFICIENCY ACHIEVABLE IN PART	Further analysis required, early assumption that 50% will be achieved
Reduced licence costs - via renegotiation	0.018	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	0.061	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Training budget reduction - build around training solutions	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations & Improvements - Datacentres	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Other Consumables - reduction in expenditure	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - new technology with warranty	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Listing Paper - More use of electronic means	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Enterprise Servers - hardware	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Services work and Consultancy	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
HR & OD - Corporate Services			
Supplies & Services	0.009	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
FINANCE - Corporate Services			
Supplies & Services	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.245		
Organisational Design (APPENDIX 7d)			
<i>Chief Executive - Corporate Services</i>			
Reduction in mileage travelled - Emergency Planning	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.001		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Service Change (APPENDIX 7b)			
<i>Central & Corporate Finance</i>			
Clwyd Theatr Cymru - agreed reduction to contribution	0.015	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.015		
Procurement (APPENDIX 7c)			
<i>Central & Corporate Finance</i>			
Flintshire Futures - E-procurement and improved processes	0.102	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Internal Fleet Review	0.160	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.262		
Other Efficiencies (APPENDIX 7e)			
<i>Central & Corporate Finance</i>			
Reduced contingencies - one-off investment costs	0.240	EFFICIENCY ALREADY ACHIEVED	
Reduced contingencies - NDR	0.077	EFFICIENCY ALREADY ACHIEVED	
Reduction in Fire Levy due to formula changes	0.027	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Flintshire Futures Assets Workstream - Facilities Management	0.060	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream Contact Centre	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream face to face customer contact	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream Channel Shift	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.704		

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **CAPITAL PROGRAMME 2013/14 (MONTH 4)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Month 4 (End of July) capital programme information for 2013/14.

2.00 BACKGROUND

2.01 The Council approved a Housing Revenue Account (HRA) capital programme for 2013/14 of £10.992m at its meeting of 19th February 2013, and a Council Fund (CF) capital programme of £29.908m at its meeting of 1st March 2013.

3.00 CONSIDERATIONS

3.01 Programme – Changes since Budget approval

3.01.1 The table below sets out how the programme has changed during 2013/14 to date.

	CF £m	HRA £m	Total £m
Council 19.02.13 (HRA) and 01.03.13 (CF)			
Original Capital Programme	29.908	10.992	40.900
	29.908	10.992	40.900
Latest Monitoring			
Rollover from 2012/13 (See 3.02)	7.616	1.134	8.750
20% Holdback (See 3.03)	(2.106)	0	(2.106)
Changes this Period (See 3.04)	(1.639)	0	(1.639)
	33.779	12.126	45.905
Revised Programme	33.779	12.126	45.905

3.01.2 Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below -

REVISED PROGRAMME	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes	Revised Budget
	£m	£m	£m	£m	£m
Corporate Services	1.613	1.283	(0.323)	(0.060)	2.513
Clwyd Theatr Cymru	0.025	0.040	(0.005)	0	0.060
Community Services	3.350	(0.038)	(0.550)	0.784	3.546
Environment	16.460	2.580	(0.635)	(3.067)	15.338
Lifelong Learning	8.460	3.751	(0.593)	0.704	12.322
Council Fund Total	29.908	7.616	(2.106)	(1.639)	33.779
Housing Revenue Account	10.992	1.134	0	0	12.126
Programme Total	40.900	8.750	(2.106)	(1.639)	45.905

3.01.3 The revised budget is therefore the starting point for monitoring against in 2013/14.

3.02 Rollover from 2012/13

3.02.1 Rollover occurs when schemes due to be completed in a given financial year are delayed, possibly due to procurement issues/weather or if funding from external sources is altered e.g. rephasing of Welsh Government (WG) grants and are therefore not completed until the following year.

3.02.2 Rollover sums of £3.657m were agreed as part of the Quarter 3 report to Cabinet on 19th March, 2013 (subsequently reduced to £3.616m at outturn) and of £5.134m as part of the outturn report to Cabinet on 16th July, 2013, giving a total rollover amount of £8.750m.

3.02.3 For Early Identified Rollover (EIR) into 2014/15 see Section 3.05.4.

3.03 20% Holdback

3.03.1 In recent years there have been issues with the realisation of capital receipts required to fund the capital programme. This has led to a shortfall in funding which impacts on the Council's ability to fulfil its capital obligations.

3.03.2 Therefore, in a prudent approach to addressing this issue, Council, at its meeting of 1st March, 2013, decided to hold back 20% of the core Council Fund programme pending the realisation of the appropriate level of capital receipts

3.03.3 For an update on the capital receipts position see Section 3.06.3.

3.04 Changes during this period

3.04.1 Changes during this period have resulted in a net decrease in the programme total of £1.639m (CF £1.639m, HRA £0.0m).

3.04.2 Reasons for changes in the programme total include:-

- An increase/decrease in grant funding from WG or other external funding providers;
- Funding profiles from external sources sometimes alter during the year, resulting in expenditure needing to be realigned to meet this scenario; or
- Within Corporate Services are centrally held provisions for urgent Health and Safety issues and to provide funding for Feasibility Studies for potential future capital spend. These funds are reallocated to relevant programme areas as they are requested and approved.

3.04.3 A summary of the changes, showing major items, is shown in the table below -

CHANGES DURING THIS PERIOD		£m
Increases		
Private Sector Renewal/Improvement ¹	Additional WG Funding	0.980
Transportation ²	Additional WG Taith Funding	1.449
School Modernisation ³	Reprofiled Expenditure	0.444
Other Aggregate Increases		0.174
		3.047
Decreases		
Engineering ⁴	Mold FAS	(3.000)
Regeneration ⁵	ERDF Funding	(1.640)
Other Aggregate Decreases		(0.046)
		(4.686)
Total		(1.639)
<p>1 WG Funding re Houses into Homes (£0.380m) & CESP Loans (£0.600m)</p> <p>2 Estimated allocation for 2013/14 increased to meet approved allocation from WG</p> <p>3 Funding reduced in 2012/13 due to reprofiling, reintroduced in current year</p> <p>4 Mold Flood Alleviation Scheme (FAS) awaiting Planning Permission, now reprofiled to 2014/15</p> <p>5 Spend on ERDF funded Town Centre Regeneration now reprofiled to 2014/15</p>		

3.05 Capital Expenditure compare to Budget

3.05.1 Actual expenditure at the end of July (Month 4) across the whole of the programme is £6.101m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. This shows that 13.29% of the budget has been spent across the programme (CF 12.24% and HRA 16.22%).

3.05.2 The table also shows the projected outturn (spend as at the end of the financial year) of £44.129m. It can be seen that on the Council Fund there is a projected underspend against budget of £1.534m and for the HRA a projected underspend of £0.242m.

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Corporate Services	2.513	0.029	1.16	2.513	0.000
Clwyd Theatr Cymru	0.060	(0.002)	(2.83)	0.060	0.000
Community Services	3.546	0.809	22.80	3.500	(0.046)
Environment	15.338	1.803	11.76	14.598	(0.740)
Lifelong Learning	12.322	1.494	12.13	11.574	(0.748)
Council Fund Total	33.779	4.134	12.24	32.245	(1.534)
Housing Revenue Account	12.126	1.967	16.22	11.884	(0.242)
Programme Total	45.905	6.101	13.29	44.129	(1.776)

3.05.3 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and the required remedial action, where those variances exceed 10% of the budget. In addition, where Early Identified Rollover (EIR) into 2014/15 has been identified, this is also included in the narrative.

3.05.4 As at Month 4 EIR of £1.432m has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works in 2014/15.

3.05.5 Information relating to each programme area is contained in Appendix B and summarised below –

- Environment £0.689m
- Lifelong Learning £0.743m

3.06 Financing

3.06.1 The capital programme is financed as summarised below:-

FINANCING RESOURCES	General Financing ¹	Specific Financing ²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	14.599	19.180	33.779
Housing Revenue Account	5.200	6.926	12.126
	19.799	26.106	45.905
Total Financing Resources	19.799	26.106	45.905

1 Supported Borrowing / General Capital Grant / Capital Receipts
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

3.06.2 That element of the Council Fund total financed from general (non-specific) financing resources, relies in part on the generation of capital receipts from asset disposals. The continuing harsh economic climate is impacting on the ability to achieve the budgeted level of anticipated capital receipts, a situation that is likely to continue until the economy picks up at some future point. The capital receipts situation is being closely monitored as part of overall capital monitoring arrangements.

3.06.3 The position regarding 2013/14 capital receipts is summarised below:-

The original estimate for capital receipts was £6.618m, of which £3.700m is to be used to finance capital expenditure in 2013/14 and £2.918m to address the projected shortfall in capital receipts from 2012/13.

The latest reviewed position indicates decreased total receipts of £3.505m, with the largest amount of the receipts anticipated to be received in March 2014. Actual receipts received at Month 4 are £1.085m.

The outturn shortfall in 2012/13 was £3.028m, which together with the reduced target in 2013/14 and some minor adjustments, but mitigated by the £2.106m held back (20% of the original core programme), currently indicates a total shortfall in 2013/14 of £1.174m.

3.06.4 The situation regarding disposals remains fluid in this economic climate and hence it is difficult to predict with certainty when disposals will be effected. For example, a potential farm sale listed for 2014/15 could arise in the current financial year, thereby reducing the 2013/14 shortfall.

- 3.06.5 Furthermore, early funding estimates for 2014/15 (pending release of the Provisional Welsh Government Settlement) indicate sufficient resources to address the anticipated current year shortfall. It is therefore suggested that the Council continues to monitor the disposals programme closely and brings further updates to Cabinet in future capital monitoring reports.
- 3.06.6 The first call on any receipts received in year will be to address the brought forward shortfall.
- 3.06.7 At the 1st March budget meeting it was agreed to hold back 20% of core programme funding in the light of the continuing uncertainty over the timing of receipts (See Section 3.03). On the basis of the current projection and timing of receipts it is recommended that the 20% should continue to be held back to keep the programme within the limits of anticipated receipts. This will be closely monitored and will be reported on in future monitoring reports and will become part of the capital programme considerations for 2014/15.
- 3.06.8 The HRA capital resources are ring-fenced and used only for HRA purposes.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:-

- Note and approve the report.
- Approve the continued holding back of 20% of the core programme.
- Approve the rollover adjustments in 3.05.4.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in sections 2 and 3 of the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A : Capital Programme – Changes During 2013/14
Appendix B : Variances

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Capital Programme Monitoring Papers 2013/14

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CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
	£m	£m	£m	£m	£m	£m	£m	£m
Council Fund :								
Corporate Services								
Information Technology	0.938	0.935	(0.188)	0	1.685	0	0	1.685
Flintshire Connects	0.500	0.274	(0.100)	0	0.674	0	0	0.674
Corporate Finance	0.175	0.074	(0.035)	(0.060)	0.154	0	0	0.154
	1.613	1.283	(0.323)	(0.060)	2.513	0.000	0.000	2.513
Theatre								
Clwyd Theatr Cymru	0.025	0.040	(0.005)	0	0.060	0	0	0.060
	0.025	0.040	(0.005)	0.000	0.060	0.000	0.000	0.060
Community Services								
Private Sector Renewal/Improvement	3.050	(0.038)	(0.550)	0.934	3.396	0	0	3.396
Children's Services	0.150	0	0	(0.150)	0	0	0	0.000
Travellers' Sites	0.150	0	0	0	0.150	0	0	0.150
	3.350	(0.038)	(0.550)	0.784	3.546	0.000	0.000	3.546

CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
	£m	£m	£m	£m	£m	£m	£m	£m
Environment								
Administrative Buildings	3.785	0.237	(0.302)	0	3.720	0	0	3.720
Sustainable Waste Management	0.000	0.554	0	0.118	0.672	0	0	0.672
Engineering	3.200	0.665	(0.040)	(3.000)	0.825	0	0	0.825
General Environmental Enhancement	0	0.002	0	0	0.002	0	0	0.002
Highways	3.860	0.588	(0.232)	0	4.216	0	0	4.216
Planning Grant Schemes	0.000	0.000	0	0.006	0.006	0	0	0.006
Ranger Services	0.236	0.007	0	0	0.243	0	0	0.243
Regeneration	3.679	0.522	(0.061)	(1.640)	2.500	0	0	2.500
Transportation	1.700	0.005	0	1.449	3.154	0	0	3.154
	16.460	2.580	(0.635)	(3.067)	15.338	0.000	0.000	15.338

CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning								
Leisure Centres	0	0	0	0.026	0.026	0	0	0.026
Swimming Pools	0	0.120	0	0	0.120	0	0	0.120
Community Centres	0	0.065	0	0	0.065	0	0	0.065
Recreation - Other	0	0.034	0	0	0.034	0	0	0.034
Play Areas	0	0	0	0.050	0.050	0	0	0.050
Education - General	3.580	0.403	(0.566)	(2.998)	0.419	0	0	0.419
Primary Schools	0.075	1.129	(0.015)	1.219	2.408	0	0	2.408
Schools Modernisation	4.745	0.138	0	1.109	5.992	0	0	5.992
Community Youth Clubs	0	0	0	0.093	0.093	0	0	0.093
Secondary Schools	0	0.718	0	0.627	1.345	0	0	1.345
Special Education	0	1.138	0	0.578	1.716	0	0	1.716
Minor Works, Furniture & Equipment	0.060	0	(0.012)	0	0.048	0	0	0.048
Schools - Additional Funding	0	0.006	0	0	0.006	0	0	0.006
	8.460	3.751	(0.593)	0.704	12.322	0.000	0.000	12.322

CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
	£m	£m	£m	£m	£m	£m	£m	£m
Housing Revenue Account :								
Housing Revenue Account								
Major Works	5.321	1.196	0	0	6.517	0	0	6.517
Accelerated Programmes	0.300	0.020	0	0	0.320	0	0	0.320
WHQS Improvements	4.061	(0.132)	0	0	3.929	0	0	3.929
Disabled Adaptations	1.000	0	0	0	1.000	0	0	1.000
Other Services	0.310	0.050	0	0	0.360	0	0	0.360
	10.992	1.134	0.000	0.000	12.126	0.000	0.000	12.126

Totals :

Council Fund	29.908	7.616	(2.106)	(1.639)	33.779	0	0	33.779
Housing Revenue Account	10.992	1.134	0	0.000	12.126	0	0	12.126
Grand Total	40.900	8.750	(2.106)	(1.639)	45.905	0.000	0.000	45.905

CORPORATE SERVICES

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	1.685	0.034	1.685	0.000	0	0.000		
Flintshire Connects	0.674	(0.005)	0.674	0.000	0	0.000		
Corporate Finance	0.154		0.154	0.000	0	0.000		
Total	2.513	0.029	2.513	0.000	0	0.000		
Clwyd Theatr Cymru	0.060	(0.002)	0.060	0.000	0	0.000		
Total	0.060	(0.002)	0.060	0.000	0	0.000		

Variance = Budget v Projected Outturn

COMMUNITY SERVICES

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Private Sector Renewal/Improvement	3.396	0.813	3.396	0.000	0	0.000		
Depot (Housing)	0.000	0.002	0.000	0.000		0.000		
Children's Services	0.000	(0.006)	0.000	0.000		0.000		
Travellers' Sites	0.150		0.104	(0.046)	(31)	0.000	WG Grant approved at £104k	Budget to be amended to reflect reduced grant funding and expenditure kept within grant total
Total	3.546	0.809	3.500	(0.046)	(1)	0.000		

Variance = Budget v Projected Outturn

ENVIRONMENT

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	3.720	0.542	3.728	0.008	0	0.000		
Sustainable Waste Management	0.672	0.122	0.622	(0.050)	(7)	0.000	Sandycroft Household Recycling Centre has been delayed in 2013/14 due to Review of the Council's Waste Collection Policy	Cabinet to consider revised Strategy on 17th December 2013
Engineering	0.825	0.008	0.477	(0.348)	(42)	0.000	Early Identified Rollover - Majority of land drainage schemes delayed due to re-directing funds to Mold FAS, which is currently awaiting planning permission	Request approval to move funding into 2014/15
General Environmental Enhancement	0.002	0.004	0.004	0.002	100	0.000		
Highways	4.176	0.817	4.176	0.000	0	0.000		
Planning Grant Schemes	0.006	0.007	0.007	0.001	17	0.000		
Ranger Services	0.243		0.236	(0.007)	(3)	0.000		
Regeneration	2.500	0.181	2.159	(0.341)	(14)	0.000	Early Identified Rollover - ERDF Grant for Town Centre Regeneration delayed and expenditure reprofiled to 2014/15	Request approval to move funding into 2014/15
Transportation	3.189	0.123	3.189	0.000	0	0.000		
Industrial Units	0.005	0.000	0.000	(0.005)	(100)	0.000	No planned works in 2013/14	
Total	15.338	1.803	14.598	(0.740)	(5)	0.000		

Variance = Budget v Projected Outturn

LIFELONG LEARNING

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.026		0.026	0.000	0	0.000		
Swimming Pools	0.120	0.049	0.120	0.000	0	0.000		
Community Centres	0.065	0.028	0.065	0.000	0	0.000		
Recreation - Other	0.034		0.034	0.000	0	0.000		
Play Areas	0.050	0.046	0.050	0.000	0	0.000		
Education - General	0.419	0.159	0.414	(0.005)	(1)	0.000		
Primary Schools	2.408	0.170	2.372	(0.036)	(1)	0.000	Early Identified Rollover - Relates to retention monies payable 12 months after project completion	Request approval to move funding into 2014/15

Variance = Budget v Projected Outturn

LIFELONG LEARNING (Cont.)

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Schools Modernisation	5.992	0.560	5.327	(0.665)	(11)	0.000	Early Identified Rollover - Funding for Hawarden Infants/Juniors amalgamation, now reprofiled to 2014/15	Request approval to move funding into 2014/15
Community Youth Clubs	0.093	0.090	0.093	0.000	0	0.000		
Secondary Schools	1.345	0.268	1.303	(0.042)	(3)	0.000	Early Identified Rollover - Relates to retention monies payable 12 months after project completion	Request approval to move funding into 2014/15
Special Education	1.716	0.118	1.716	0.000	0	0.000		
Early Years	0.000	0.002	0.000	0.000		0.000		
Minor Works, Furn & Equip	0.048		0.048	0.000	0	0.000		
Schools - Additional Funding	0.006	0.003	0.006	0.000	0	0.000		
Total	12.322	1.494	11.574	(0.748)	(6)	0.000		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Major Works	6.517	0.795	6.300	(0.217)	(3)	0.000		Underspend may be required to fund additional WHQS expenditure
Accelerated Programmes	0.320	0.012	0.295	(0.025)	(8)	0.000		Underspend may be required to fund additional WHQS expenditure
WHQS Improvements	3.929	0.971	3.929	0.000	0	0.000		
Disabled Adaptations	1.000	0.189	1.000	0.000	0	0.000		
Other Services	0.360		0.360	0.000	0	0.000		
Total	12.126	1.967	11.884	(0.242)	(2)	0.000		

Variance = Budget v Projected Outturn

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **WELSH GOVERNMENT CONSULTATION ON
DISCRETIONARY POWERS FOR LOCAL
AUTHORITIES TO INCREASE COUNCIL TAX ON
SECOND HOMES**

1.00 PURPOSE OF REPORT

- 1.01 To provide cabinet members with information on a Welsh Government Consultation seeking views on the policy and practical considerations of giving Local Authorities a discretionary power regarding the council tax they can apply to second homes.
- 1.02 To provide members with a series of recommended responses, as drafted by officers, on the proposals as set out in Appendix 1 to this report and seek members support to them.

2.00 BACKGROUND

- 2.01 In 2012, the Welsh Government published Homes for Wales: A White Paper for Better Lives and Communities. This highlighted the problems with housing supply and set out proposals for a programme of action to address it, including a proposal to give Local Authorities discretionary powers to charge higher rates of council tax on long-term empty properties. A report was considered by cabinet in October 2012 as part a Welsh Government consultation and members broadly endorsed the introduction of the proposals for long term empty properties.
- 2.02 Following this consultation, the Welsh Government plans to include provisions in the Housing Bill to allow Local Authorities to set higher levels of council tax properties which have been empty for long periods of time. Some responses to the consultation on the proposals for empty homes suggested similar provisions should be made for second homes, as for some owners of second homes, a higher council tax charge might act as an incentive to utilise the property in a different way, resulting in an increased number of properties being brought back into use.

- 2.03 The council tax system operates on the basis of whether a property is someone's main residence or not, whether it is unoccupied and whether it is furnished.
- 2.04 A definition of a second home can be determined to be all domestic properties which are not someone's main residence, including empty properties. The term does not just apply to holiday homes or homes which are only occupied for part of the year.

3.00 CONSIDERATIONS

- 3.01 Any change in the taxation policy for second homes could have wider implications and the Welsh Government are requesting views on what these implications might be.
- 3.02 The Welsh Government previously consulted on the level of council tax for long-term empty properties up to a maximum of 200% of the standard charge.
- 3.03 One of the objectives would be to ensure the policy is simple to understand and operate. It has been suggested the additional tax could be targeted at certain areas where second homes can be shown to have a significant impact on local communities. However, whilst this may be the case, Authorities would need to defend any apparent inconsistencies in their taxation policies. A fairer system might be for any higher charge to apply across the whole of a Local Authority's area.
- 3.04 Local Authorities would be free to retain any additional funding generated by charging additional council tax on second homes.
- 3.05 The Council has always ratified at cabinet a policy of not offering Council Tax discounts on second homes and these properties are not specifically identified on the Council Tax database. Identification of properties that may be classed as second homes would therefore be problematic as it will be reliant on Tax payers advising the Council that their property is a second home.
- 3.06 If the consultation proposals were made law by the Welsh Government and the Council decided to charge Council Tax at a higher rate for second homes, there would be a requirement to identify what should be classified as a second home and therefore chargeable, without this clarification Council Tax regulations regarding main residence would indicate that chargeable second homes would include groups such as inherited properties, workers based on temporary contracts within Flintshire.

4.00 RECOMMENDATIONS

- 4.01 For members to broadly support the principals of the proposals and authorise senior officers to respond appropriately to the consultation.
- 4.02 Assuming that members support the proposals, the recommended responses, as prepared by senior officers within the Revenue services, as detailed in Appendix 1 to this report.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Any additional funds raised through a higher rate of council tax on second homes could potentially be deployed in such a way as to alleviate some of the impacts second homes can have on local communities. These include impacts on the availability of affordable housing and the provision of public services and other local facilities, including public transport.

6.00 ANTI POVERTY IMPACT

- 6.01 Potentially there could be an increase in properties available in the private rented sector.

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 The purpose of the report is to provide members with the opportunity to comment on the consultation proposals and to endorse the responses as prepared by officers in the Revenue service.

11.00 CONSULTATION UNDERTAKEN

- 11.01 This Welsh Government consultation builds on responses received as part of the previous empty properties consultation that ended in October 2012.

12.00 APPENDICES

- 12.01 Appendix 1 to this report contains the recommended responses to the latest consultation.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

2012 Homes for Wales: A White Paper for Better Lives and Communities

2.12 Council Tax and Long Term empty homes in Wales Consultation

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APPENDIX 1

Draft Responses to the Welsh Government Consultation Document Discretionary Powers for Local Authorities to Increase Council Tax on Second Homes

Q1 *Should Local Authorities in Wales have discretion to charge more than the standard full rate of council tax on second homes?*

Yes – The discretion to charge additional rates of Council Tax would increase revenue, with the potential of encouraging 2nd home owners to consider renting / selling the properties which would increase housing availability.

Q2 *What benefits or disadvantages do you think charging additional council tax on second homes might have for local communities or for Wales as a whole?*

The Benefits / disadvantages would be dependant on the composition of the areas. In areas where there is a high concentration of second or holiday homes, there would be the benefits of higher revenue to support local services and the potential of increasing rental availability with the resultant increase in the local economy supporting the retail sector.

Q3 *What do you think the maximum level of additional council tax on second homes should be?*

This should be the same level as Welsh Government proposals for long term empty properties, (i.e. up to 200% of the normal Council Tax rate. This would ensure transparency and ensure there is not a financial advantage to switch 2nd homes into empty properties.

Q4 *Do you think the maximum level of council tax should be the same for second homes and long-term empty properties?*

As Question 3

Q5 *Do you think the additional tax should be set at the same level across the whole of a Local Authority's area?*

Yes, but there should be discretion at a local level to assess the concentration and impact of 2nd homes in community areas.

Q6 *Should the additional tax apply to particular types of second home only?*

Yes- see question 7

Q7 *Should certain types of second home be exempt from the additional charge?*

Due to the Council Tax regulations definition of sole or main residence, there are instances which are not generally considered as second homes but would

be included. Therefore there should be either statutory or discretionary exemptions available in cases such as:-

Specialist Workers who are based and live in County area during working days but have a family home (main residence) elsewhere, in this instance these workers contribute to the community by sharing their expertise and can be resident for 5 days per week.

Inherited properties which are unable to be sold due to market conditions

Q8 *How might any additional funds raised be used to support local communities which have larger numbers of second homes?*

Q9 *Do you have any other points you wish to raise which are not already covered in this consultation document?*

The identification of second homes in many cases will be difficult as it will be dependant on the home owner advising the Authority that it is a second home and therefore liable for higher levels of Council Tax.

In instances where properties are currently identified as second homes it would be expected that these homes would then be "occupied" as the main home.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 15 OCTOBER 2013**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT: **TOWN CENTRE REGENERATION**

1.00 **PURPOSE OF REPORT**

1.01 To seek approval for the allocation of funding to streetscape projects in Flintshire town centres as part of the Town Action Plan programme.

2.00 **BACKGROUND**

2.01 Nationally, town centre businesses continue to face a very challenging economic environment, in part due to long term changes in shopping patterns, competition from out of town retail parks, supermarkets and internet retailing, as well as the impact of the recent recession. Flintshire towns have not escaped this process but have, in general, suffered less than many comparable areas, with fewer vacant units than the national average and levels of footfall generally remaining stable.

2.02 Town centre regeneration is identified as a sub-priority in the Council Improvement Plan 2012-2017; the Plan also refers to the need to deliver actions from the master plans for each town centre. The process set out in this report will help deliver some of those actions.

2.03 The Town Action Plan (TAP) programme was established in 2008 to address the problem of town centre decline by creating a bespoke programme of regeneration for each of the town centres in Flintshire. Partnerships were developed to lead the process in each town and long term plans have been put in place to guide future regeneration activity. Integrated programmes of work are now underway in each town and are set out in Appendix 1.

2.04 There is a wider programme of investment which has taken place across the County's towns that is not covered by this summary, such as the Broughton Amelioration Funding and Town Improvement Grant, as well as Health Trust Primary Care investment, schools modernisation, housing investment and the creation of Flintshire Connects facilities.

3.00 CONSIDERATIONS

3.01 On 30 March 2010, the Council's Executive Committee approved the submission of a bid for funding to the ERDF (European Regional Development Fund) to support town centre regeneration and this was approved by the Wales European Funding Office in January 2012.

3.02 The ERDF project is valued at just under £4m, it covers both Wrexham and Flintshire and includes the following elements:

- streetscape improvements in Flintshire town centres - £1,302,500
- streetscape improvements in Wrexham town centre - £1.5m
- a new grant scheme ('the Business Enhancement Scheme) to provide help to bring vacant High Street properties back into use across Wrexham and Flintshire - £1m
- management costs, that is staffing, promotion and evaluation - £153,538

This programme must be fully implemented by June 2015 in order to draw down the full ERDF grant. For that to happen, funding needs to be allocated to specific projects in each town, in line with the overall approval given by WEFO.

3.03 Members will be aware that the Council also provides an annual allocation of capital funding for town centre regeneration of £200,000 the ERDF funding is additional to that budget. This has been held back to provide the necessary match funding for the ERDF project, thereby extending the scale of the streetscape improvements available within the County. Approximately £393,000 is currently available to support projects, with a further £262,500 allocated as match funding and included in the £1,302,500 ERDF total for streetscape improvements. Appendix 1 shows in emboldened text the funding streams covered by this report; this includes £200k RDP Streetscape monies, for Holywell and Mold, which have already been approved by the Council's Executive in August 2010, as a first step to securing resource for the wider Programme set out in this report.

3.04 Projects have been developed as part of the wider masterplanning process following consultation with local stakeholders. These are set out in three main themes:

1. improving the image and appearance of town centres;
2. encouraging investment;
3. attracting customers.

Appendix 2 summarises the current range of activities and shows where ERDF and Council capital funding is required to support current projects. Outline costs are provided for each project and, subject to approval, detailed designs and costs will be prepared for each project prior to tendering and securing the necessary consents; this process

may lead to changes in the estimated values shown. Where ERDF is used, prior approval from WEFO is required before any work can start.

3.05 Streetscape projects for the ERDF and Council capital funding were identified on the basis that each project will:

- make a significant contribution towards meeting the needs identified in the long term plans for each town and be proportionate to the needs of the town;
- meet the priorities identified by local stakeholders for their town, including those of the local partnership where it exists;
- deliver visible improvements to the town centre environment as this was one of the main parameters for the ERDF bid submitted;
- not be funded from other sources (such as Section 106);
- be deliverable in the timescale for the ERDF programme of completion, that is, by June 2015.

3.06 A proposed allocation is set out as follows;

Buckley

The town action plan for Buckley focuses on achieving commercial development on the Precinct site and does bring the opportunity to secure Section 106 funding. The proposed development of the Co-op store on Precinct Way means that a substantial sum has already been agreed through S106 funding. It is proposed that an additional **£118,000** is allocated to complement improvements along Brunswick Road. The streetscape in Buckley remains in good condition following the pedestrianisation scheme in the late 1990s but some improvements are proposed to refresh it.

Connah's Quay

The existing masterplan for Connah's Quay focuses on developing the main sites in the town which require land assembly before they can be improved. The masterplan also recommends improving the streetscape and it is proposed that **£149,000** is allocated to improving the area around Wepre Brook bridge.

Flint

The masterplan for Flint sets out major investment through the replacement of the maisonettes. The town centre is also undergoing a transformation through the Townscape Heritage Initiative and it is proposed that **£247,000** is allocated to complementary projects including the upgrade of St. Mary's Church Square.

Holywell

The town centre assessment for Holywell stresses the need to attract

visitors to the town and to improve its appeal. There is limited private sector funding available to the town so improvements will largely rely upon the public sector. It is proposed that **£342,000** is allocated alongside a further £100,000 allocated within the Rural Development Plan (RDP) to improve the street environment in the town centre.

Mold

The Sense of Place study for Mold recommends a broad range of environmental improvements to maintain the town's appeal. The Daniel Owen Square is identified in the study and by the town partnership as a particular priority due to its importance as a venue for events. It is proposed that **£405,000** is allocated to the improvements to the Square and the adjacent Indoor Market alongside the £100,000 allocation from the RDP already secured. A masterplan to encourage developer interest in key town centre sites will also be supported.

Queensferry

The environmental improvement plan for Queensferry highlights a number of areas for visual improvement, some of which have already been achieved. It is proposed that **£52,000** is allocated to improving the signage to the town centre and to improving its visual appeal.

Saltney

There is no current action plan for Saltney although the Council is supporting the Town Council in developing their business plan for the town. An allocation of **£25,000** is proposed to make environmental improvements in the town centre in the short term. Further improvements identified in the business plan could be funded from capital allocations in the future.

Shotton

The masterplan for Shotton focuses on streetscape improvements given the limited space for development. It is proposed that **£181,000** is allocated to these works.

County-wide

An allocation of **£30,000** is proposed to support the empty shops scheme across the town centres to make small scale improvement to vacant properties to enable them to be used by social businesses or voluntary groups whilst long term tenants are sought.

- 3.07 The projects highlighted in 3.06 will, if approved, be developed further through detailed design work and the preparation of full costings. The figures allocated may therefore be subject to revision. It is therefore proposed that a contingency fund of £146,500 is left unallocated at

this stage until this design work is complete and more accurate costs for each project obtained.

4.00 RECOMMENDATIONS

- 4.01 That the proposals set out in paragraph 3.06 are approved.
- 4.02 That delegated authority is given to the Director of Environment, following consultation with the Cabinet Member for Regeneration to allocate the residual £146,500 as deemed appropriate within the funding allocated.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The funding to be allocated has already been secured through the ERDF programme and can be claimed retrospectively based on actual expenditure defrayed up to 30 June 2015. The Council capital resources allocated are drawn from unspent capital funds allocated to the TAP programme between 2009/2010 and 2012/2013.

6.00 ANTI POVERTY IMPACT

- 6.01 Town centres play a key role in providing accessible goods and services for those most vulnerable.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The investment programmes outlined in this report will make improvements to sustainable transport links, the quality of the built environment, heritage assets and the energy performance of buildings, especially housing.

8.00 EQUALITIES IMPACT

- 8.01 The investment programmes identified will help local service centres remain viable. These centres provide vital locally based services, especially to those without access to private transport. Some of the investment programmes listed in the appendices specifically target support to the most vulnerable households in Flintshire.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 Detailed consultation on each project will be required as the designs for each streetscape improvement are developed. Local Members, Town Councils, businesses, residents and disabled user groups will all be targeted.

11.00 CONSULTATION UNDERTAKEN

11.01 Considerable consultation has been undertaken in each town throughout the process so far, with two rounds of workshops held in most towns and more detailed consultation on the various masterplans as they have been developed.

12.00 APPENDICES

12.01 Appendix 1 – Regeneration programmes in town centres
Appendix 2 – Town Action Plan projects

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Appendix 1 – Town centre regeneration funding October 2013

Programme	Description	Value
Rural Development Plan (RDP) property grants 2012-2014	Providing help to High Street property owners, in the two rural service centres (Mold and Holywell) towards visual improvements to their premises.	£150,000
RDP streetscape projects 2012-2014	To improve the appearance and function of the streetscape in Mold and Holywell.	£200,000
Other RDP funding	The RDP runs until 2014 and most funds are now committed. The RDP has supported a range of activity in communities across rural Flintshire including Mold and Holywell.	For 2011-14 the total value of the programme excluding the above elements is £4.634m
Townscape Heritage Initiative (THI) 2012-2015	To provide property grants to regenerate important properties in conservation areas and bring them back into productive use. The programme currently covers Holywell and Flint, the Holywell THI was completed in 2013 and Flint THI will run until at least 2017/18.	£1,665,000
European Regional Development Fund (ERDF) Property Grants 2012-2015	The ERDF Property Grant scheme was launched in December 2012 by Cllr Peter Macfarlane as a means of bringing vacant High Street properties back into active use.	£800,000 (across Wrexham and Flintshire)
Housing Renewal projects (FCC capital programme – current year)	Renovations to private sector properties, particularly for the most vulnerable residents.	£300,000
Neighbourhood Renewal Area 2013/2014	Improves the physical environment and the condition of private sector properties. The NRA has been designated around Deeside, where there is a significant cluster of poor quality housing.	£600,000
TAITH 2012/13 and 2013/14	Improvements to the transport infrastructure especially for sustainable transport development and road safety projects.	£1,560,000
FCC Capital Programme for Town Centres 2012-2015	Will complement the ERDF streetscape projects above to invest in projects from the town centre long term plans that are not eligible for ERDF.	£393,000
ERDF streetscape projects 2012-2015	The ERDF streetscape funding, matched by the Council's capital programme, will be invested in priority projects arising from the long term plans developed for each town under the Town Action Plan programme.	£1,040,000 ERDF plus £262,500 FCC match

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Appendix 2 - Current Town Action Plan projects in development - October 2013
(Projects in bold for ERDF and FCC capital funding.)

Town	Improving image and appearance	Encouraging investment	Attracting customers
Buckley	<ul style="list-style-type: none"> • Public realm improvements on Brunswick Road (£118,000). • Public realm & highways improvements on Precinct Way funded through S106. 	<ul style="list-style-type: none"> • Secure developer for Precinct site. • Improve poor quality commercial buildings through ERDF grant scheme. 	<ul style="list-style-type: none"> • Deliver Flintshire Connects. • Promote town centre retail offer locally. • Occasional events and markets.
Connah's Quay	<ul style="list-style-type: none"> • Environmental improvement scheme Connah's Quay Dock to be submitted to Vibrant and Viable Places (V&VP programme).. • Scope out Wepre Brook green landscaping scheme. • Environmental improvement scheme Wepre Brook bridge area (£149,000). • Improve sustainable transport infrastructure through TAITH and potentially V&VP funding. 	<ul style="list-style-type: none"> • Assemble civic complex site. • Improve poor quality commercial buildings through ERDF grant scheme and Neighbourhood Renewal Area programme. • Tackle vacant units through empty shops scheme. • Support housing above retail units through possible V&VP. 	<ul style="list-style-type: none"> • Deliver Flintshire Connects. • Test a relaunched market. • Promote town centre retail offer locally.
Flint	<ul style="list-style-type: none"> • Tree planting along coast road. • Church Square environmental improvements (£247,000k). • Old Courthouse renovation. • Townscape Heritage Initiative. • Housing investment to replace maisonettes. 	<ul style="list-style-type: none"> • Improve poor quality commercial buildings through ERDF grant scheme. • Tackle vacant units through empty shops scheme. • Private sector housing development. 	<ul style="list-style-type: none"> • Deliver Flintshire Connects. • Strengthen market. • Develop events programme, especially linked to heritage and castle. • Improve walking and cycling routes around and out of town. • Promotional campaigns. • Heritage Trail.
Holywell	<ul style="list-style-type: none"> • Complete streetscape improvement plan. • Improve pedestrian links into town. • Improve pedestrian link between Well and town centre. • Improve High St streetscape (£442,000). 	<ul style="list-style-type: none"> • Improve poor quality commercial buildings through ERDF grant scheme. • Tackle vacant units through empty shops scheme. • Find new use for empty Co-op unit. 	<ul style="list-style-type: none"> • Support and grow events programme. • Develop walking package for Flintshire focussed partly around Holywell, including Pilgrim's Way. • Strengthen market. • Promotional campaign and better web information. • Support development of heritage trail and public art project. • Link to Churches Tourism project.

Town	Improving image and appearance	Encouraging investment	Attracting customers
Mold	<ul style="list-style-type: none"> • Public realm improvements Daniel Owen Square (£444,000). • Public realm improvements to New St car park and pedestrian routes into town. • Public realm improvements to town gateways and arrival points. • Develop HLF bid for Bailey Hill. • Improve appearance and function of indoor market (£31,000). 	<ul style="list-style-type: none"> • Masterplan for key opportunity sites in the town centre to encourage development interest (£30,000). • Improve poor quality commercial buildings through ERDF grant scheme. • Tackle vacant units through empty shops scheme. 	<ul style="list-style-type: none"> • Deliver Flintshire Connects. • Support local food hub development. • Support events programme. • Strengthen market. • Target coach companies to encourage visits. • Promotional campaign and better web information.
Queensferry	<ul style="list-style-type: none"> • Environmental improvements and signage in Queensferry (£52,000) 	<ul style="list-style-type: none"> • Improve poor quality commercial buildings through ERDF grant scheme and Neighbourhood Renewal Area programme. • Tackle vacant units through empty shops scheme. • Support housing above retail units through possible V&VP. 	<ul style="list-style-type: none"> • Promote town centre retail offer locally.
Saltney (action plan still in development)	<ul style="list-style-type: none"> • Public realm improvements along High Street (£25,000). 	<ul style="list-style-type: none"> • Improve poor quality commercial buildings through ERDF grant scheme. • Tackle vacant units through empty shops scheme. 	<ul style="list-style-type: none"> • Deliver Flintshire Connects. • Improve access to river for cyclists and walkers.
Shotton	<ul style="list-style-type: none"> • Phase 1 environmental improvement scheme Shotton High Street (£181,000). • Phase 2 environmental improvement scheme Shotton High Street to be submitted to Vibrant and Viable Places (V&VP) programme. • Improve Ash Grove car park. • Improve public realm along links to river. • Improve sustainable transport infrastructure through TAITH and potentially V&VP funding. 	<ul style="list-style-type: none"> • Improve poor quality commercial buildings through ERDF grant scheme and Neighbourhood Renewal Area programme. • Tackle vacant units through empty shops scheme. • Support housing above retail units through possible V&VP. 	<ul style="list-style-type: none"> • Promote town centre retail offer locally.
County-wide projects		<ul style="list-style-type: none"> • Empty shops scheme – minor improvements to properties to enable occupation (£30,000). 	<ul style="list-style-type: none"> • Marketing campaigns. • Markets development.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **CLWYD THEATR CYMRU BUSINESS PLAN
2013/14 – 2016/17**

1.00 PURPOSE OF REPORT

- 1.01 Members are requested to endorse the Business Plan as recommended by the Theatre Board of Governors.
- 1.02 A full copy of the Business Plan is available in the Members Library and each of the group rooms.

2.00 BACKGROUND

- 2.01 Clwyd Theatr Cymru is renowned as a flagship of artistic excellence with a well-developed audience of nearly 200,000 people and operational stability.
- 2.02 The main objectives of the Theatre are:
- To maintain and develop its flagship status as a world class producing theatre.
 - To train, develop and promote the talent of Welsh actors and artists.
 - To continue to work with playwrights, developing new plays for the theatre of tomorrow.
 - To maintain and develop its commitment to young people and future audiences through education work and partnership with its Theatre for Young People and the audience development strategy.
 - To present a balanced artistic programme across a range of different art forms.
 - To ensure financial and structural sustainability.
 - To develop its building to secure the physical operation for years to come.

3.00 CONSIDERATIONS

- 3.01 As part of the Governance Arrangements for the Theatre, the Board is required to submit its annual business plan to the Council's Cabinet and the Arts Council for Wales for approval and endorsement. The Board will report to the Cabinet on artistic, financial and business performance against the business plan twice yearly.
- 3.02 The Theatr continually looks to develop and enhance new plays, new audiences and a new building and the Business Plan sets out the required actions to achieve this.
- 3.03 Efforts will continue to ensure that world class drama is delivered to larger audiences and the Theatr's international profile is raised even higher. Work will continue to develop the building and drive forward a substantial capital project that sits at the heart of the Arts Council of Wales' Capital Strategy.
- 3.04 At its meeting on Thursday 29th August, 2013 Clwyd Theatr Cymru Board of Governors approved the Business Plan for 2013/14 to 2016/17.

4.00 RECOMMENDATIONS

- 4.01 Members are asked to endorse the Business Plan as recommended by the Theatre Board of Governors.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As contained within the report.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly associated with this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 As outlined within the Business Plan.

8.00 EQUALITIES IMPACT

- 8.01 As outlined within the Business Plan.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly associated with this report.

10.00 CONSULTATION REQUIRED

- 10.01 None directly associated with this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None directly associated with this report.

12.00 APPENDICES

12.01 None.

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

None.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **FLINTSHIRE MUSIC SERVICE REVIEW**

1.00 PURPOSE OF REPORT

1.01 To update Members on the progress in developing the Flintshire Music School operating model approved by Cabinet in April 2013.

2.00 BACKGROUND

2.01 In April 2013 Cabinet agreed a new Optimum Service Model for the School Music Service.

2.02 The Business model agreed allowed schools to select and control the range of services they wish to purchase on an annual basis. Schools would be required to notify the Music Service about their detailed requests in the preceding summer term in 2013 (and during the Spring term in future years), to enable appropriate staffing levels to be in place for September. It was recognised that the Service requires the flexibility to respond to fluctuations in demand early in the Autumn Term.

2.03 Cabinet agreed that the service requires strong and focused artistic and educational leadership and additionally needed stronger and more resilient business management processes.

3.00 CONSIDERATIONS

3.01 In the first year of operation of the new model, requests for schools to identify their service needs were made in the summer term. In future years this process will be undertaken earlier in order to enable timely service staffing decisions. As of the 17th September all High Schools and all but five schools had identified their service needs for 2013-4. It is anticipated that just six Primary schools will not use the service during 2013-14. Participating schools have "ordered" 356 hours of tuition (in 2012-3 the total tuition hours were 336). Schools have chosen from the wider range of opportunities offered, including Piano tuition and an increase in Guitar and Percussion. There have also been some requests for Music Service staff to conduct school ensembles and choirs. There are also new part of the service offer in

2013-14 being undertaken by current staff.

3.02 The appointment of the Part Time Business Manager post is currently progressing through the County Council job evaluation and recruitment management process.

3.03 The operational changes in the report of 23rd April have been successfully implemented and are having the planned positive impact in relation to service commissioning, planning and financial performance. However, a range of questions were raised at the Lifelong Learning Overview and Scrutiny Committee of 5th September 2013. These largely relate to aspects of the service model discussed and agreed with school representatives and considered by Scrutiny prior to approval of the model in April 2013. The questions and service responses are set out at Appendix 1.

4.00 RECOMMENDATIONS

4.01 Members note the progress made on implementation of the revised operating model for the School Music Service.

5.00 FINANCIAL IMPLICATIONS

5.01 The Service has taken action to reduce the number of contracted teaching staff employed, by the equivalent of two full time posts since the start of the financial year.

5.02 The Service needs schools to purchase a high enough number of hours of tuition to match the capacity of current staffing levels and areas of musical expertise. Where additional hours in an instrumental/vocal area are required these have been filled by current staff as identified as appropriate following a skills audit which has been conducted by Service Managers. If the service cannot meet demand in an instrumental area in this way, demand is being covered through commissioning on a more flexible and cost effective self employed basis. This will be required in three instrumental areas. Where an excess of staffing remains within the service, the authority will need to complete a redundancy selection procedure. This may have to occur two instrumental areas.

5.03 As in all budget planning there are a number of assumptions which have to be made. Current assumptions include the amount needed for sickness supply cover (£20k), Staff Travel costs (£19K) and provision for doubtful debt (£10k). The cost of additional hours to cover staff absences and additional demand from schools for self employed workers is £25 per hour.

5.04 Taking all the above into account and assumptions being correct, the current projection for the budget year 2013-14 is that a minor underspend of £1.5k will result.

5.05 In the year 2014-15 the Service will have a reduction of £75k subsidy from the Local Authority. However with the full year effect of changes to staffing and assuming schools take up of the service remains at current levels, we anticipate that the Service will still be able to cover its costs. The assumption remains that any exit costs incurred in this year will be paid corporately.

6.00 ANTI POVERTY IMPACT

6.01 None from this paper.

7.00 ENVIRONMENTAL IMPACT

7.01 None from this paper.

8.00 EQUALITIES IMPACT

8.01 No additional impact since the previous report. Future reports will include analysis of gender balance of learners receiving tuition.

9.00 PERSONNEL IMPLICATIONS

9.01 School requests for tuition have resulted in three instrumental areas being oversubscribed resulting in additional teaching time being required. This is covered by current staff as identified as appropriate following a skills audit which has been conducted by Service Managers. Where the service cannot meet demand in an instrumental area, in this way, this demand is being covered through commissioning on a more flexible and cost effective self employed basis. An excess of staffing remains within the service in two instrumental areas. The authority will need to complete a redundancy selection procedure which will take effect from 1st April 2014 in line with requirements of Teachers Pay and Conditions.

10.00 CONSULTATION REQUIRED

10.01 If as identifies in 9.01, redundancy selection procedures are required, these will include formal consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has taken place with primary and secondary schools at the Headteachers' Federation meetings, with Heads of Music at their music forum meetings which are held each term. Additionally there has been ongoing consultation with Music Service staff throughout the process.

11.02 Service Managers recognise that parental views and learner voice can

provide additional benefits in assuring the quality of the service.

12.00 APPENDICES

12.01 None.

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

Report to Cabinet – 23rd April 2013: School Music Service – Review
of Business Model

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Appendix 1

Lifelong Learning Overview & Scrutiny Committee – 5 September, 2013

School Music Service

During the above meeting of the Lifelong Learning Overview & Scrutiny Committee, the following questions and comments were raised by the Committee in scoping a report for the meeting on October

- Concern was raised on the requests from the school that parents pay for the music lessons for a full 12 months.
- In order to run the Music Service efficiently, we need schools to commit to lessons over the full twelve month period. Teachers Pay and Conditions make quick alterations to the working hours of the team impossible. It is understandable that having given this level of commitment on behalf of the learners, that schools will ask for a similar commitment from parents.
- Concern was raised that asking parents to pay for music lessons in advance did not take into account pupils who may not want to commit to learning a musical instrument for longer than a couple of weeks/months.
- Schools are legally required to balance their budgets and to this end many will want the money to be paid in advance and not face problems from non payment of fees. If parents do request tuition for their child, who gives up after just a short period, the cost of this would be left for the school to pay.
- A member said that they had been told that there would be flexibility around payment methods for parents who could not pay the 12 months in advance. It was asked if all schools had been told to make parents aware of this flexibility.
- The remissions process supports families with learners receiving Free School Meals. Charging policy is at the discretion of each school and not for the Music Service to set. However, if any school was reported as acting unreasonably in barring access to Music tuition the service would seek to work with the school to resolve the issue. No such reports have been received.
- Concern was raised on the additional administration burden which was put onto schools to administer the school music service.
- The Service is grateful for the support being given by schools. Collection of cheques and collation of responses in consultation with the Music Service Manager should not be too onerous. However, maintaining accurate records of flexible payment systems would result in an additional administrative burden on schools, hence, the service has not directly requested this.

- No commitment had been given on the number of music lessons pupils would receive even though parents were being asked to pay for music lessons in advance.
- The exemplar letter sent to all schools states that ‘there will be a minimum of 30 lessons during the academic year.
- No commitment had been given on whether there would be a reduction in cost for siblings or pupils who wanted to learn to play a second instrument.
- The Council has maintained it’s remissions for free school meals pupils, but the service receives no extra funding to maintain any other remissions that may have been offered in the past.
- Concern was raised around pupils whose summer music exams had been deferred to November. It was asked whether this was to ensure that those pupils continued to learn a music instrument in the new school year.
- Early warning of a November examination is paramount if the pupil is to be fully prepared and the teacher sure that all aspects of the examination process will be successful. As there is only a three week period at the beginning of the Autumn Term before the closing date for examination entry the early warning is not a disingenuous ‘cherry’, but is in fact good practice. The Service is also very aware of the financial implications to parents of music examinations, this year the cost of taking Grade 1 is £35 and Grade 8 has risen to £80. Therefore, the teachers of the music service are instructed not to enter pupils unless they are appropriately prepared.
- Was there the ability for pupils to have a trial period of learning a musical instrument to see whether they wanted to continue to receive lessons? This has previously been offered to pupils.
- The teachers of the service are contracted on Teachers Pay and Conditions and the difficulty in maintaining staffing levels with an opting in and out would be impossible to manage and could affect the quality of service provision. The budget of the Music Service does not allow for “taster sessions” to be offered. If parents do request tuition for their child, who gives up after just a short period, the cost of this would be left for the school to pay.
- It was stated that school governors were concerned around their contractual responsibilities and asked that further guidance on this be issued to schools.
- In the summer term, schools were sent a detailed guidance document from the Music Service including exemplar letters and forms of agreement which they could personalise with school logos, and send to parents. Briefing sessions for Headteachers and Heads of Music in

Secondary Schools were also arranged. Schools that have contacted the service have been given detailed help as to how to collate their requests and balance their budget.

- Comments were made on the provisions of tuition and concerns raised around the implications for schools if there were insufficient pupils who committed to places.
- Schools are working together to reach solutions where insufficient interest has been shown in an instrumental/vocal area to be financially viable to enable pupils to still have their choice. Schools that have contacted the Music Service have had all the service options fully explained and any implications for the schools have been highlighted and solutions sought. This facility remains available to schools.

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FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 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 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate

Subject

Corporate

Business Rates – Write Offs

Lifelong Learning

Flintshire Futures: Authorisation of expenditure on Contact Centre and extension of corporate phone system to Leisure Centres

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
OCTOBER 2013 TO MARCH 2014**

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					
Community Profile & Partnerships Overview & Scrutiny Committee	3 October 2013	Overview and Scrutiny	Presentation by the RNLI To receive a presentation on the work of the RNLI		
Community Profile & Partnerships Overview & Scrutiny Committee	3 October 2013	Overview and Scrutiny	Local Government (Wales) Measure 2011 Consultation document Designated Persons order' . To consult the Committee on the proposals for Section 59		
Community Profile & Partnerships Overview & Scrutiny Committee	3 October 2013	Chief Executive's	Community Profile & Partnerships Performance Reporting To explain the improving corporate approach to performance reporting.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community Profile & Partnerships Overview & Scrutiny Committee	3 October 2013	Overview and Scrutiny	<p>Community Profile and Partnerships Forward Work Programme</p> <p>To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee</p>		
Audit Committee	7 October 2013	Legal and Democratic Services	<p>Data Protection Audit by the Information Commissioner's Office</p> <p>To inform the committee of the audit carried out by the Information Commissioner's office on the Council's Data Protection arrangements.</p>	All Report Types	
Audit Committee	7 October 2013	Chief Executive's	<p>Wales Audit Office Regulatory Plan for Performance 2013</p> <p>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</p>	Strategic	

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	7 October 2013	Finance	<p>Implementation of Finance Audit Recommendations To provide an update for the Audit Committee on the implementation of audit recommendations for Finance.</p>		
Environment Overview & Scrutiny Committee	9 October 2013	Environment	<p>Policy for the Placement of Highway and Other Temporary Obstructions on the Adopted Highway 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.</p>		
Environment Overview & Scrutiny Committee	9 October 2013	Environment	<p>Policy for Unadopted Roads To seek approval of a Policy for unadopted roads across the County.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 October 2013	Finance	Revenue Budget Monitoring 2013/14 (Month 4) and Capital Programme 2013/14 (Quarter 1) To provide Members with the Revenue Budget Monitoring 2013/14 (Month 4) report.		
Corporate Resources Overview & Scrutiny Committee	10 October 2013	Human Resources and Organisational Development	Workforce Information Quarter 1 April - June 2013 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	People Strategy Update 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		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 October 2013	Chief Executive's	WAO Improvement Assessment letter and the Council's response and Regulatory Plan WAO Improvement Assessment letter and the Council's response and Regulatory Plan		
Corporate Resources Overview & Scrutiny Committee	10 October 2013	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee		
Lifelong Learning Overview & Scrutiny Committee	10 October 2013	Lifelong Learning	Flintshire Music Service Review To review the new operating model for the Flintshire Music Service		
Lifelong Learning Overview & Scrutiny Committee	10 October 2013	Lifelong Learning	Leisure Services Review Task & Finish Group To enable the Committee to consider setting up a Task & Finish Group to review Leisure Services		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	10 October 2013	Lifelong Learning	School Kitchen Replacement Scheme To update Members on the school kitchen ventilation renewal programme over the summer break		
Lifelong Learning Overview & Scrutiny Committee	10 October 2013	Lifelong Learning	Formula Review - Ideas and Principles To update Members on progress of the Formula Funding Review proposals and consultation		
Lifelong Learning Overview & Scrutiny Committee	10 October 2013	Lifelong Learning	Hill Review - Local Implications To note Flintshire County Council's recent response to the Welsh Government's consultation on the Hill Review and it's local implications		
Lifelong Learning Overview & Scrutiny Committee	10 October 2013	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Chief Executive's	Annual Performance Report 2012/13 To endorse the Annual Performance Report 2012/13	Strategic	Cabinet Member for Corporate Management
Cabinet	15 October 2013	Chief Executive's	Strategic Partnerships mid year update To receive the mid year update from the Strategic Partnerships	Strategic	Cabinet Member for Corporate Management
Cabinet	15 October 2013	Chief Executive's	Wales Audit Office Improvement Assessment Letter and the Council's Response and Regulatory Plan To receive the Improvement Assessment letter from Wales Audit Office and note the Council's response	Strategic	Cabinet Member for Corporate Management
Cabinet	15 October 2013	Chief Executive's	Improvement Plan Monitoring	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Chief Executive's	Clwyd Theatr Cymru Business Plan 6. Business plan update To review and approve the updated Business Plan for 2013/14 to 2016/17 (copy enclosed)	Operational	Cabinet Member for Corporate Management
Cabinet	15 October 2013	Finance	Medium Term Financial Plan 2014/15 to 2018/19 To present the updated Medium Term Financial Plan 2014/15 to 2018/19 revised as at 30th September 2013 for consideration.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	15 October 2013	Finance	Revenue Budget Monitoring 2013/14 (Month 4) 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 (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Finance	<p>Welsh Government Consultation on Discretionary Powers for Local Authorities to Increase Council Tax on Second Homes</p> <p>To seek Members' views on the Welsh Government Consultation on discretionary powers for local authorities.</p>	Operational	Cabinet Member for Corporate Management
Cabinet	15 October 2013	Finance	<p>Capital Programme 2013/14 (Month 4)</p> <p>To provide Members with the Month 4 capital programme information for 2013/14.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	15 October 2013	Finance	<p>Corporate Debt - Write Off</p> <p>To request authorisation to write off a sundry debt relating to accrued farm rent amounting to £32,000 for a tenant farmer who has now been declared bankrupt.</p>	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Community Services	<p>Learning Disability Commissioning Plan To present for approval a Commissioning Plan for Learning Disability Residential Services.</p>	Strategic	Cabinet Member for Social Services
Cabinet	15 October 2013	Community Services	<p>Developing the Flintshire Housing offer through establishment of a Housing Company. 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>	Strategic	Cabinet Member for Housing
Cabinet	15 October 2013	Community Services	<p>Flint Town Centre (Housing Regeneration) To consider the design brief for new housing to replace Flint maisonettes and agree the delivery mechanism for new homes including CPO measures</p>	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Community Services	Adults Safeguarding Regional Proposal 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
Cabinet	15 October 2013	Environment	Policy for Unadopted Roads To seek approval of a Policy for unadopted roads across the County.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Environment	<p>Environmental Enforcement Policy To seek approval and adoption of the Environmental Enforcement Policy – Managing the Local Environment Well for implementation within Flintshire. To seek approval for the adoption of statutory powers to deal with abandoned shopping trolleys under Section 90 and Schedule 4 of the Environmental Protection Act 1990 as amended by the Clean Neighbourhood and Environment Act 2005.</p>	Strategic	Cabinet Member for Public Protection, Waste & Recycling

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Environment	<p>Policy for the Placement of Highway Street Furniture and Other Temporary Obstructions on the Adopted Highway</p> <p>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.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	15 October 2013	Environment	<p>Town Centre Regeneration</p> <p>To seek approval for the allocation of funding to streetscape projects in Flintshire town centres as part of the Town Action Plan programme.</p>	Operational	Cabinet Member for Regeneration
Cabinet	15 October 2013	Environment	<p>Agricultural Estate Management</p> <p>To seek approval for the disposal of part of the estate.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 October 2013	Lifelong Learning	Facilities Services Management Review To provide Members with a comprehensive update with regards to the Facilities Services Management Review.	Operational	Cabinet Member for Education
Cabinet	15 October 2013	Lifelong Learning	Flintshire Music Service Review To review the new operating model for Flintshire Music Service.	Operational	Cabinet Member for Education
Housing Overview & Scrutiny Committee	16 October 2013	Housing	HRA Subsidy To receive an update on the potential amendments to the HRA subsidy, to include proposals to meet the WHQS		
Housing Overview & Scrutiny Committee	16 October 2013	Overview and Scrutiny	Housing Forward Work Programme To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee		

COMMITTEE		MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	23 October 2013	Chief Executive's	Annual Performance Report 2012/13 To endorse the 2012/13 draft Annual Performance Report for publication		
Flintshire Council	County	23 October 2013	Legal and Democratic Services	Community Review For Council to recommend to the Cabinet the Council's community review proposals for the purposes of consultation.		
Flintshire Council	County	23 October 2013	Chief Executive's	Electoral Review Programme To inform Members of the recently published ten year programme of electoral reviews.		
Flintshire Council	County	23 October 2013	Overview and Scrutiny	Overview & Scrutiny Annual Report To enable the Council to receive the Annual Report of the Overview & Scrutiny function for 2012/13		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24 October 2013	Overview and Scrutiny	Social & Health Care Forward Work Programme To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee	24 October 2013	Community Services	Social Services Improvement Agency To receive a report on the SSIA results based accountability model of intervention pilot of Flintshire.		
Social & Health Care Overview & Scrutiny Committee	24 October 2013	Community Services	Social Enterprise (Double Click) Business Plan Report To provide Members with an opportunity to consider the BusinessPlan for Double Click. It is proposed that Double Click transforms from a Social Services run work-scheme to a Social Enterprise		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community Profile & Partnerships Overview & Scrutiny Committee	28 October 2013	Chief Executive's	Strategic Partnerships mid year update To receive the mid year update from the Strategic Partnerships		
Community Profile & Partnerships Overview & Scrutiny Committee	28 October 2013	Overview and Scrutiny	Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Community, Profile & Partnerships Scrutiny Committee.		
Community Profile & Partnerships Overview & Scrutiny Committee	28 October 2013	Overview and Scrutiny	C P & P Forward Work Programme To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee		
November					

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	13 November 2013	Environment	North Wales Residual Waste Treatment Partnership To receive and consider further details on the progress of the project.		
Environment Overview & Scrutiny Committee	13 November 2013	Environment	Rural Development Plan 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	Review of Council's Waste Collection Policy To seek Scrutiny comments on the revised waste collection policy		
Environment Overview & Scrutiny Committee	13 November 2013	Environment	Review of Subsidised Bus Services To advise Members on the findings of the subsidised bus service review following consultation and assessment, along with proposed options and recommendations		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	13 November 2013	Overview and Scrutiny	Environment Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Environment Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	13 November 2013	Overview and Scrutiny	Corporate Resources Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Corporate Resources Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	13 November 2013	Overview and Scrutiny	Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	Presentation - Mold Food Festival To receive a presentation by John Les Tomos on the Mold Food Festival		
Corporate Resources Overview & Scrutiny Committee	14 November 2013	Finance	Revenue Budget Monitoring 2013/14 (Month 5) To provide Members with the Revenue Budget Monitoring 2013/14 (Month 5) report		
Corporate Resources Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	Quarter 2 Service Performance Report 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).		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	WAO Improvement Assessment Letter and the Councils Response To advise Members on the Wales Audit Office Improvement Assessment Letter and Flintshire County Council's Response		
Corporate Resources Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee		
Lifelong Learning Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	Lifelong Learning Quarter 2 Service Performance Report 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 (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	Lifelong Learning Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Lifelong Learning Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	14 November 2013	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee		
Cabinet	19 November 2013	Chief Executive's	Mid year Service Performance reports Bi annual service performance reports from Heads of Service	Operational	Cabinet Member for Corporate Management
Cabinet	19 November 2013	Finance	Council Tax Base for 2014-15 To approve the Council Tax Base for the financial year 2014-15.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 November 2013	Finance	Revenue Budget Monitoring 2013/14 (Month 5) 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.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 November 2013	Finance	Corporate Sundry Debt - Write-Off To request authorisation to write off three corporate sundry debt invoices amounting to £98,985.45 and relating to a single company that is no longer trading.	Operational	Cabinet Member for Corporate Management
Cabinet	19 November 2013	Legal and Democratic Services	Community Review 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 (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 November 2013	Human Resources and Organisational Development	Workforce Information Quarter 2 July - September 2013 To provide Members with an update for the second quarter 2013/14	Operational	Cabinet Member for Corporate Management
Cabinet	19 November 2013	Environment	Vehicle Replacement and Fleet Utilisation Policy To seek Cabinet approval for the adoption of a Vehicle Replacement and Utilisation Policy for all fleet vehicles operated by the Authority.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	19 November 2013	Environment	Vehicle Fuel Policy To seek approval for the adoption of a Fuel Policy for the fleet vehicles operated by the Authority.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 November 2013	Environment	<p>Closure of AD Waste and Financial Balances To update Cabinet on the closure of AD Waste accounts following transfer of the service into Council control.</p> <p>To provide Cabinet with details of the remaining balances and the outstanding commitments from the organisations operations.</p>	Operational	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	19 November 2013	Community Services	<p>Mental Health Commissioning Plan - Service Update To receive for approval a Commissioning Plan for the provision of Mental Health Services.</p>	Strategic	Cabinet Member for Social Services
Cabinet	19 November 2013	Community Services	<p>Dementia Commissioning Plan To receive for approval a commissioning strategy for provision of support to people with Dementia.</p>	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	20 November 2013	Overview and Scrutiny	<p>Housing Quarter 2 Service Performance Report 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>Housing Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Housing Overview & Scrutiny Committee.</p>		
Housing Overview & Scrutiny Committee	20 November 2013	Overview and Scrutiny	<p>Housing Forward Work Programme To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	25 November 2013	Community Services	<p>Mental Health Commissioning Plan – service update</p> <p>To receive for approval a commissioning plan for the provision of mental health services.</p>		
Social & Health Care Overview & Scrutiny Committee	25 November 2013	Overview and Scrutiny	<p>Social & Health Care Quarter 2 Service Performance Report</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>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	25 November 2013	Overview and Scrutiny	Social & Health Care Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Social & Health Care Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee	25 November 2013	Overview and Scrutiny	Social & Health Care Forward Work Programme To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
December					
Community Profile & Partnerships Overview & Scrutiny Committee	2 December 2013	Overview and Scrutiny	C P & P Forward Work Programme To consider the Forward Work Programme of the Community Profile and Partnerships Overview & Scrutiny Committee		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 December 2013	Finance	Revenue Budget Monitoring 2013/14 (Month 6) To provide Members with the Revenue Budget Monitoring 2013/14 (Month 6)report		
Corporate Resources Overview & Scrutiny Committee	12 December 2013	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee		
Environment Overview & Scrutiny Committee	16 December 2013	Overview and Scrutiny	Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee		
Cabinet	17 December 2013	Chief Executive's	Improvement Assessment letter from Wales Audit Office Receipt of Improvement Assessment letter for the Auditor General for Wales	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 December 2013	Chief Executive's	Single Integrated Plan 2013 - 2017 Single Integrated Plan 2013 - 2017	Strategic	Cabinet Member for Corporate Management
Cabinet	17 December 2013	Finance	Revenue Budget Monitoring 2013/14 (Month 6) 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.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 December 2013	Finance	Capital Programme 2013/14 (Month 6) To provide Members with the latest capital programme information for 2013/14.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 December 2013	Environment	Public Rights of Way Priorities 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 (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 December 2013	Environment	Review of Council's Waste Collection Policy To seek Cabinet approval for the revised waste collection policy	Strategic	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	17 December 2013	Environment	Review of Subsidised Bus Services To advise Members on the findings of the subsidised bus service review following consultation and assessment, along with proposed options and recommendations.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	17 December 2013	Environment	Setting up of a Joint Committee for the Area of Outstanding Natural Beauty 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

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	18 December 2013	Legal and Democratic Services	Corporate Governance 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	
Audit Committee	18 December 2013	Finance	Treasury Management Mid Year Report 2013/14 To present the 2013/14 mid year report on the Council's Treasury Management Strategy.		
Audit Committee	18 December 2013	Chief Executive's	WAO Improvement Assessment Letter and the Councils Response To advise of the the WAO Improvement Assessment Letter and FCC's Response	Operational	Cabinet Member for Corporate Management
Audit Committee	18 December 2013	Legal and Democratic Services	Size of Audit Committee To consider whether to increase the number of members on the Audit Committee.	All Report Types	Cllr Billy Mullin

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	19 December 2013	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
January					
Corporate Resources Overview & Scrutiny Committee	16 January 2014	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	21 January 2014	Human Resources and Organisational Development	Workforce Information Quarter 3 October - December 2013 To provide Members with an update for the third quarter 2013/14	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21 January 2014	Environment	<p>Council's Policy on Fleet Replacement and Fleet Fuel Policy</p> <p>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.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	21 January 2014	Finance	<p>Treasury Management Mid Year Report 2013/14</p> <p>To present the 2013/14 mid year report on the Council's Treasury Management Strategy.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Environment Overview & Scrutiny Committee	22 January 2014	Overview and Scrutiny	<p>Environment Forward Work Programme</p> <p>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	28 January 2014	Finance	Treasury Management Mid Year Report 2013/14 To present the 2013/14 mid year report on the Council's Treasury Management Strategy.		
February					
Housing Overview & Scrutiny Committee	5 February 2014	Housing	Collaborative Working within Housing Services To receive and consider current and future collaborative initiatives.		
Cabinet	18 February 2014	Chief Executive's	Annual Improvement Report from Wales Audit Office Receive Annual Improvement Report from the Auditor General for Wales	Strategic	Cabinet Member for Corporate Management
Cabinet	18 February 2014	Chief Executive's	Improvement Plan Quarterly Monitoring Quarterly assessment of performance against the Improvement Plan	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
March					
Corporate Resources Overview & Scrutiny Committee	13 March 2014	Overview and Scrutiny	Revenue Budget Monitoring 2013/14 (Month 9) and Capital Programme 2013/14 (Quarter 3) To provide Members with the Revenue Budget Monitoring 2013/14 (Month 9) and Capital Programme 2013/14 (Quarter 3) report.		
Audit Committee	26 March 2014	Chief Executive's	Annual Improvement Report from Wales Audit Office Receive Annual Improvement Report from the Auditor General for Wales	Strategic	

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By virtue of paragraph(s) 12 of Part 1 of Schedule 12A of the Local Government Act 1972.

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