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Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democrataidd

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

To: Cllr Aaron Shotton (Leader)

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

CS/NG

7 May 2014

Nicola Gittins 01352 702345
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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, 13TH MAY, 2014** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1   **APOLOGIES**

2   **DECLARATIONS OF INTEREST**

3   **MINUTES** (Pages 1 - 8)

To confirm as a correct record the minutes of the last meeting.

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4   **2014/15 IMPROVEMENT PLAN** (Pages 9 - 48)

     Report of Chief Executive - Cabinet Member for Corporate Management

5   **COMMUNITY REVIEW UPDATE** (Pages 49 - 114)

     Report of Head of Legal and Democratic Services - Cabinet Member for
     Corporate Management

6   **UPDATE ON THE ESTABLISHMENT OF A HOUSING COMPANY** (Pages
     115 - 120)

     Report of Head of Legal and Democratic Services, Head of Housing - Cabinet
     Member for Housing

7   **SCHOOLS CONSULTATIONS IN SALTNEY** (Pages 121 - 122)

     Report of Director of Lifelong Learning - Cabinet Member for Education

OPERATIONAL REPORTS

8   **REVENUE BUDGET MONITORING 2013/14 (MONTH 11)** (Pages 123 - 172)

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

9   **BUSINESS RATE DEBT - WRITE OFF** (Pages 173 - 178)

     Report of Head of Finance - Cabinet Member for Corporate Management

10   **MERGER OF FLINTSHIRE AND DENBIGHSHIRE CORPORATE
     PROCUREMENT UNITS** (Pages 179 - 226)

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

11 **AGILE WORKING POLICY / FLEXIBLE WORKING HOURS SCHEME**
(Pages 227 - 256)

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

12 **WORKFORCE INFORMATION QUARTER 4 - JAUARY - MARCH 2014**
(Pages 257 - 266)

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

13 **EXERCISE OF DELEGATED POWERS** (Pages 267 - 270)

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 reasons stated:

Flintshire Childcare Sufficiency Assessment 2014-2017
Deferred until July in line with the deadline for completion of the assessment
document

Business Rates 'Retail' Relief
Deferred as delayed by Welsh Government

Bailiff Reform
Deferred as further information is required

Wales Audit Office Annual Improvement Plan
Deferred until June because receipt of AIR is delayed from Wales Audit Office

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CABINET
15 APRIL 2014

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 15 April 2014

PRESENT: Councillor Aaron Shotton (Chair)
Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler, Christine Jones and Kevin Jones

APOLOGY: Councillor Billy Mullin

IN ATTENDANCE:
Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Finance, Head of Legal and Democratic Services, Head of ICT and Customer Services, Head of Human Resources and Organisational Development and Team Manager, Committee Services

208.   **DECLARATIONS OF INTEREST**

None were received.

209.   **MINUTES**

The minutes of the meeting held on 18 March 2014 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

210.   **SINGLE INTEGRATED PLAN 2012-2017**

The Chief Executive introduced the Single Integrated Plan (SIP) 2013-2017 newly adopted by the Flintshire Local Service Board (LSB) which complemented the Council's Improvement Plan.

Welsh Government (WG) required LSBs to produce a SIP and by following WG Guidance for Integrating Plans and Partnerships 'Shared Purpose – Shared Delivery' (June 2012), Flintshire incorporated the following statutory plans into a single and consolidated SIP:

- 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)

The guidance provided a framework for local authorities and other planning bodies to meet their statutory planning responsibilities and balance WG priorities with local priorities and choice.

The first priority of the Single Integrated Plan was "Leading by example as employers and Community Leaders". Within that priority a commitment had been made to the adoption of the 'Employers' Promise', which was officially signed and adopted by all Local Service Board partners on 3 April 2014 and would be presented to the County Council meeting on 30 April. The innovative 'Employers' Promise' was appended to the report.

RESOLVED:

That the Single Integrated Plan 2013-2017 be endorsed and that support be continued on its delivery of outcomes both as a partner to the Local Service Board and through the Council's Improvement and other principal plans.

211. **DELIVERING HOME ADAPTATIONS**

The Cabinet Member for Housing introduced the report which sought approval of a new Policy on the provision of major adaptations in Flintshire County Council's family houses and upper floor flats.

The budget for home adaptations within Council housing was £850k for major adaptations and £150k for minor adaptations totalling a budget of £1m which was always fully spent. When comparing the level of annual budget provision in Flintshire to other social landlords, spend was consistently higher than many other organisations. With the number and complexity of adaptations required increasing, a focus on considering re-housing to a more suitable property had been taken over the last two years where appropriate. The basis of that had been taking a considered approach where adaptations cost over £10k.

Level access showers in family housing seriously affected the future ability to let a property when it became vacant. Young families would not accept a house with a level access shower as there was no facility to bathe children, the result of which was often the need to remove the level access shower and reinstate the bathroom which could cost an additional £4.5k. There was a need to reduce the number of level access showers which were provided in family houses and upper floor flats.

Within the proposed Policy for Council housing, when determining whether it was right to adapt a property, or propose that the tenant relocated to a property better suited to their needs, the following points were considered on a case by case basis, whether:

- The applicant occupied a property that was scheduled for modifications, or major refurbishment within the next two years
- The resident was actively seeking re-housing
- The adaptation requested was not structurally practicable
- There were properties within the same community which were already adapted, or could be adapted more cost effectively

- The property was under-occupied
- Extensive adaptations were requested (over £10k)
- Suitable alternative accommodation could be provided within a reasonable timescale, which the housing service deemed to meet the needs of the household, following the recommendations made in the Occupational Therapy assessment
- The future ability to let the property would be adversely affected
- The tenant had made an application to purchase the property under the 'Right to Buy' scheme
- The tenancy was less than 12 months old and/or the tenant failed to declare that they, or a member of their family had a pre-existing disability, where it was reasonable to do so i.e. those with an enduring condition

Members welcomed the report and the progress made towards the future delivery of council house adaptations.

RESOLVED:

That the proposed policy be approved regarding the adaptation of family houses and upper floor flats within the Council's housing stock.

212. **PEOPLE STRATEGY 2014-2017**

The Head of Human Resources and Organisational Development provided a progress report on the delivery of the People Strategy for 2009-12, extended to 2014, to conclude the current strategy as at March 2014. Members were advised on the key themes and priorities for the next People Strategy for 2014-2017 prior to the full review and development of the new strategy.

Over the last five years the Council had made significant achievements in delivering projects under the strategy, which was structured under the five key themes of Customer, Change, Capacity, Consolidation and Collaboration.

The Council was undergoing significant organisational change to better meet changing circumstances, save money and better use senior talent to modernise the organisation. Services within the Council needed to be improved and transformed at a faster pace, whilst protecting high performance. Planning for such change would require modernisation to be lean, productive, efficient, resilient and high performing.

The new People Strategy would support the organisation by developing and embedding leadership values and behaviours and managing the transition from the current to the future service models with a focus on organisation design principles, positive cultural change, talent management, sustainability and high performance and productivity. The main priorities for 2014 were detailed in the report.

The priorities for the next three years, under the new People Strategy, were proposed to be within three themes of: Employee Development and Talent Management; Employee Performance and Productivity; and Health and Wellbeing.

On the Single Status Agreement, the Chief Executive explained that implementation would be on 1 June 2014 following the 'Yes' vote in the recent ballot. Both he and the Deputy Leader and Cabinet Member for Environment expressed their thanks to all employees involved in the Single Status project and to the Trade Unions for their hard work and contribution to bringing about a successful resolution to the Single Status ballot.

RESOLVED:

(a)   That the achievements made in relation to delivery of the current People Strategy be noted;

(b)   That the immediate priorities for 2014 be noted and endorsed; and

(c)   That the intention to draft a new People Strategy 2014 to 2017, following the leadership restructure in May 2014, be noted.

213.   **ICT STRATEGY UPDATE**

The Head of ICT and Customer Services provided an update on progress of the implementation of the corporate Information and Communications Technology (ICT) Strategy.

The Council's ICT Strategy defined the use of ICT to support the Council's priorities and services and was supported by an action plan with key milestones and allocated lead officer responsibility.

The ICT Strategy was due a major review in 2013/14 but that would now take place later in 2014 following the implementation of the IT Service Review outcomes and the new Council Operating Model to ensure that it was strategically and operationally aligned, reflective of organisational priorities and continued to act as an enabler and a catalyst for change within the organisation.

Full details of progress with major ICT projects were detailed in the report.

The Leader and Cabinet Member for Finance particularly welcomed the mobile app which had been launched in September 2013 and allowed customers to contact the Council on Apple, Android and Blackberry devices with Flintshire being the first Council in Wales to offer a fully bilingual app available for use across the range of mobile devices.

RESOLVED:

That the progress being made in the implementation of the Council's ICT Strategy be noted.

214. REVENUE BUDGET MONITORING 2013/14 (MONTH 10)

The Head of Finance provided the most up to date revenue budget monitoring information (Month 10) 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 10 was:

- Net in year expenditure forecast to be £2.151m less than budget (an increase of £0.170m on the £1.981m reported at Month 9)
- Projected contingency reserve balance at 31 March 2014 of £4.792m

On the HRA, the net in year expenditure forecast was £0.089m less than budget (£0.155m as at Month 9).

The table in the report showed an increase of £0.170m on the underspend of £1.981m reported at Month 9. The main items contributing to the £0.170m variance were the identification of efficiencies under the Corporate Administration review (£0.142m), improved trading and reduced costs in Leisure (£0.056m) offset by overall increased costs in Out of County placements of (£0.035m) made up of increased costs in Lifelong Learning of (£0.073m) and reduced costs in Children's Services of (£0.038m).

The report also provided details of various requests to carry forward funding into 2014/15 for specific items, details of which were contained in the report.

Following a question from the Deputy Leader and Cabinet Member for Environment, the Head of Finance explained that whilst the report was based on actual income and expenditure as at Month 10, the report did provide the best projection to year end which would be explained in the opening paragraph of future reports.

RESOLVED:

(a)   That the report be noted;

(b)   That the projected Council Fund contingency sum as at 31 March 2014 be noted;

(c)   That the final level of balances on the Housing Revenue Account be noted; and

(d)   That the carry forward requests be approved.

215. REGIONAL TECHNICAL STATEMENT

The Deputy Leader and Cabinet Member for Environment introduced the First Revision to the North Wales Regional Technical Statement (RTS) for the strategic

provision of aggregate minerals and provided details on the implications for Flintshire and other local authorities within North Wales.

The revision of the RTS required political endorsement by a majority of the respective Councils that made up the North Wales region to allow it to be published and used for preparation of aggregate policy within Local Development Plans (LDP) and reviews, or the preparation of Supplementary Planning Guidance (SPG) as was appropriate.

The provision of minerals for house building, highways, infrastructure, commercial and industrial development was a major factor in economic growth.

The Director of Environment explained that each authority had to contribute to an apportionment for hard rock and sand and gravel for the duration of their LDP's and beyond. In many instances, there were sufficient existing permitted reserves of aggregate but where there was a shortfall, additional allocations would need to be made. The RTS recommendations took into account the location of rock deposits, environmental and sustainability factors, and the location of markets.

Flintshire maintained landbanks of permitted reserves however they were insufficient to meet the recommended apportionment. The recommendation was to make additional minimum allocations of 3.84m tonnes of hard rock and 1.4m tonnes of sand and gravel to provide required apportionments into the future.

The provision of minerals for house building, highways, infrastructure, commercial and industrial development was a major factor in economic growth.

RESOLVED:

(a)   That the First Revision of the North Wales Regional Technical Review be endorsed; and

(b)   That the departure from published planning policy and guidance be noted and that clarification letters will be issued by the Welsh Government in the interim until the policy and guidance is revised.

216.   EXERCISE OF DELEGATED POWERS

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

Corporate   Relocation of Flintshire CAB from Existing 'Annexe' Buildings in the Curtilage of Terrig House to Terrig House Main Building

Business Rates – Write Offs

Corporate Debt – Write Offs

	Organisational Change Strategy Consultancy Support – Part 2
Community Services	Entering into a Private Sector Leasing Agreement for a 7-bedroom Property in Queensferry to Provide Interim Accommodation for Individuals Who Have Been Homeless
Environment	Agricultural Estate Management – Disposal of Part of an Estate
	Transfer of Freehold Interest – Buckley Baths – Community Asset Transfer
	Granting of Lease of Carmel Village Hall (Community Asset Transfer)
	Sale of Land to the Rear of 127 Princess Avenue, Buckley

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

There was one member of the press in attendance.

(The meeting commenced at 9.30am and ended at 10.15am)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 13 MAY 2013

REPORT BY: CHIEF EXECUTIVE

SUBJECT: IMPROVEMENT PLAN 2014/15

1.00   PURPOSE OF REPORT

1.01   To approve the draft Improvement Plan 2014/15 prior to Member consultation and final publication in June.

2.00   BACKGROUND

2.01   It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.

2.02   Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.

2.03   The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.

2.04   The refresh also took into account the comments of the Wales Audit Office (WAO) on:-

        •   the opportunity to present a plan which would engage the wider public
        •   the adoption of a smaller set of 'in-year' priorities
        •   the further development of outcome based objectives which identify the impact for each priority
        •   the need to ensure that any revisions of the Plan are updated on the public website.

2.05   The WAO in its letter of September 2013 said that the presentation and content of the Improvement Plan (2013/14) "enables public engagement with the Council priorities more effectively than in the

past". It also commented positively that "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".

3.00   CONSIDERATIONS

3.01   For 2014/15 a review of the current priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2014/15 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. Single Status;
- priorities which could be merged e.g. School Improvement and School Modernisation; and
- emerging priorities for 2014/15 e.g. People Change and Development.

3.02   For each sub-priority which continues to be high profile for 2014/15 there has been a review based on: -

- the reasoning for the priority status;
- what we will do and how we will measure achievement; and
- the risks that will need to be managed.

3.03   This working draft is presented for Member consultation by Overview and Scrutiny Committees prior to adoption in June. Any slight technical changes are to be delegated to the Chief Executive in consultation with the Leader.

3.04   Following Member consultation the Improvement Plan for 2014/15 will be presented to Cabinet and later the County Council, for formal adoption, in June. It will be accompanied by an appendix which details the specific targets for the measures and milestones on which achievement will be measured. This more detailed document will also have been considered by Overview and Scrutiny Committees.

3.05   The Improvement Plan 2014/15 will be distributed to Members in advance of the June County Council meeting.

4.00   RECOMMENDATIONS

4.01   Members to agree the draft Improvement Plan 2014/15 prior to consultation and final publication in June.

5.00   FINANCIAL IMPLICATIONS

5.01   The Council's Medium Term Financial Plan is aligned to resource these priorities.

6.00 ANTI POVERTY IMPACT

6.01 Poverty is a specific priority within the Improvement Plan 2014/15.

7.00 ENVIRONMENTAL IMPACT

7.01 Environment is a specific priority within the Improvement Plan 2014/15.

8.00 EQUALITIES IMPACT

8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

9.01 Any personnel implications will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

10.01 Overview and Scrutiny Committees will be invited to review the priorities, and particularly the "How we measure our achievements" document to follow during May.

10.02 Feedback on the Improvement Plan is invited to assist with both contributing on our priorities and further improvement in presentation and format. This feedback is encouraged from the public, workforce, our key partners and businesses.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team and senior officers have contributed and helped shape the Improvement Plan 2014/15. In addition the Wales Audit Office has been informally consulted.

12.00 APPENDICES

12.01 **Appendix 1: Improvement Plan 2014/15**

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Vicki Robarts
Telephone: 01352 701457
Email: vicki.robarts@flintshire.gov.uk

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

This is a priority this year because we need to: -
- Meet local housing and support needs.
- Prioritise extra care to meet demand for semi-independent living building on our experience of our previous schemes
- Meet the housing and support needs of people with dementia.
- Reduce the demands for unscheduled health care by providing care support.
- Provide options to support independent living for persons with a disability.

What we will do in 2014/15
1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.
Achievement will be measured through: -
- o Agreed Business Model and funding for the developments
- o Firm plans agreed with Social Housing partners for both schemes
- o The new schemes and business model developed and supported by sound consultation

Risks to manage: -
- How we can switch revenue resources from more traditional to new housing and care services models
- Keeping up with demand and aspirations for alternative housing models for independent living.
- Keeping up with specialist demand such as meeting the specific needs of those with dementia and physical and learning disabilities

What we mean by: -
Extra Care – providing self-contained homes for people with varying levels of care and support needs on site.

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

This is a priority this year because we need to:
- Provide a range of affordable and flexible rented housing to meet local housing need.
- Reduce the number of empty private sector properties in Flintshire and bring them back to use and increase housing supply.
- Give applicants wider access to social housing through working together as landlords with other sectors.
- Make available more sites for housing development through the Local Development Plan.

What we will do in 2014/15:
1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.
   Achievement will be measured through:
   - Business plan measures:
     - Provision of a management service for 26 private rented sector properties
     - Entering into a lease agreement for 10 over 55's properties
     - Receive the freehold for and manage 19 units of gifted accommodation
   - Approval for the Flint Town Centre regeneration plan which includes new housing provision

2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.
   Achievement will be measured through:
   - Business plan measures:
     - Provision of a management service for 26 private rented sector properties
     - Entering into a lease agreement for 10 over 55's properties
     - Receive the freehold for and manage 19 units of gifted accommodation
   - Bringing of 30 empty homes back into use for residential living
   - Numbers and availability of private rented and leased properties

3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.
   Achievement will be measured through:
   - A county wide housing register and single allocations policy in place by Autumn 2014.

4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.
   Achievement will be measured through:
   - In accordance with the timetable of the Delivery Agreement; by November 2014.

Risks to manage:
- Maximising our joint resources with our partners.
- Maximising the availability of private finance.
- Encouraging developers to build a range of affordable housing in the current economic climate.
- Unclear about the implications of the changes proposed through the Planning Bill on timing of the progress of the Local Development Plan.

What we mean by:

Affordable and Flexible Housing - covers a range of tenure options for renting and purchase.

Local Development Plan - the Council's land use planning document that will guide development until 2030.

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

This is a priority this year because we need to:
- Provide good quality housing for our tenants.
- Meet the target of Welsh Government for all social housing being brought up to the Wales Housing Quality Standard.
- Meet commitments given to tenants to improve their homes.
- Maximise resources available to improve homes owned by the Council.

What we will do in 2014/15:
1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020.
   Achievement will be measured through:
   - Investing in improving the housing stock
   - Tenant satisfaction of work completed
   - Performance measured against commitments made to tenants at the housing ballot
   - Managing expenditure within or below budget to maximise available financial resources.

2. Reach a voluntary settlement with Welsh Government to exit the Housing Revenue Account (HRA) subsidy system by 31st March 2015.
   Achievement will be measured through:
   - The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.
   Achievement will be measured through:
   - Agreement of a 6 year investment programme by March 2015
   - Delivery of capital improvement programmes

Risks to manage:
- Ensure Contractors perform effectively and that costs are contained within budget.
- Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the HRA subsidy system.
- Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020.

What we mean by:
Wales Housing Quality Standard - Welsh Government's physical quality standard for modern social housing.
Housing Revenue Account subsidy system – the system used by UK Government to determine the amounts needed by local authorities for their housing and to identify whether they require subsidy support.

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

This is a priority this year because we need to:
- Support more people to live in an ageing population.
- Meet the growing demand for specialist care for people with dementia.
- Support whole families to live independently.
- Develop a model of support for persons with a disability which encourages independent living.
- Prevent homelessness.

What we will do in 2014/15
1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.
   Achievements will be measured through
   o Extended local use of telecare / telehealth technologies consistent with regional plans
   o Exceed the all Wales average for adaptations
   o Meet local improvement targets for reablement

2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.
   Achievements will be measured through:
   - Improved quality of life for service users with a disability
   - Reduction in care hours in supported living
   - Reduction in one to one care needed in supported living

3. Use a whole family approach through the Integrated Family Support Service.
   Achievements will be measured through:
   o Reduced numbers of looked after children and care proceedings
   o Reduction in re-referral rates

4. Remodel the Family and Adolescent Support Team to a single Children In Need Team providing timely and effective support to children and families in need.
   Achievements will be measured through:
   o Reducing safeguarding case loads
   o Reducing numbers of looked after children

5. Prevent homelessness for people who are:
   - alcohol and drug dependent,
   - victims of domestic violence,
   - ex offenders;
   - young people including care leavers.
   Achievents will be measured through:
   o Homeless prevention for at least 6 months for households and individuals (including care leavers)

    o Monitoring the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention.
    o <mark>Specific measures for above in 5</mark>

6. Carry out a major review of the Transition Service and implement findings.
    Achievements will be measured through:
    o Effective transition pathway

Risks to manage
- Keeping up with specialist demand such as the specific residential needs of those with dementia.
- Ensuring we have enough capital funding for disabled facilities grants alongside other competing demands for capital resources.
- How we encourage service users and carers to embrace greater independence.
- Service user/ family resistance to using new technologies e.g. telecare.
- Managing demand and expectations with limited resources.

What we mean by:
Telecare / Telehealth – providing support through telecommunication 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 and well researched 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

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

This is a priority this year because we need to:
- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop the Enhanced Care Model in all localities in Flintshire as a result of the Health Review "Health Care in North Wales is changing".
- Co-ordinate the provision of support for Service Users more effectively with BCUHB and others.
- Make effective use of Intermediate Care Funds to support unscheduled care pressures, transformation of services and improvements in people's wellbeing.

What we will do in 2014/15
1. Continue the integration of community based health and social care teams within three localities.

Achievements will be measured through
- Development of our second co-located team in 2014/15
- Plans for our third and final co-located team in 2015/16

2. Support the introduction of Enhanced Care Service (ECS) in North East and South Localities by Summer 2014.

Achievements will be measured through
- Agree and implement the business case for ECS in the North East & South Localities
- Improved experiences of patients

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

Achievements will be measured through
- Plans to support carers are agreed and implemented

4. Ensure Single Integrated Plan (SIP) priorities are progressed through localities.

Achievements will be measured through
- Improved communication and governance arrangements to ensure that localities deliver the priorities of the SIP.

5. Effective and efficient use of Intermediate Care Funds to support individuals to remain in their own homes.

Achievements will be measured through
- Agree and implement Action plan for use of Intermediate Care Funds
- Improved experience of patients

Risks to manage:
- Ensuring effective joint working with BCUHB to achieve common goals.

- Ensuring that the new model does not result in unexpected increased costs to the Council.
- Spending the Intermediate Care Fund on mainstream services that we can continue with once the funding stream has finished.

What we mean by:
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.

Priority	Sub-Priority	Outcome / Impact
Economy and Enterprise	**Business Sector Growth**	**Creating jobs and growing the local economy**

This is a priority in year because we need to:
- Continue to meet the employment needs of local people.
- Continue to attract businesses to the area to support economic growth.
- Develop the energy and advanced manufacturing sectors in line with regional and national priorities.
- Grow the local economy creating opportunities for all sectors of our community.

What we will do in 2014/15:
1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.
   Achievement will be measured through:
   o Percentage of enquiries converted to investment in Flintshire
   o Number of jobs created and sustained in Flintshire
   o Percentage of enquiries converted to investment in the DEZ
   o Number of jobs created and sustained in the DEZ

2. Implementation of the "masterplan" for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.
   Achievement will be measured through:
   o approval of the Northern Gateway site "masterplan" by April 2014
   o scale of development on the site beginning with the commencement of infrastructure works in July 2014

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)
   Achievement will be measured through: -
   o the approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Risks to manage:
- Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones.
- Ensure the DEZ has proportionate financial support from Welsh Government
- Work with local employers and learning providers to meet the skills based needs of the future.

What we mean by:
Enterprise Zone – a Welsh Government initiative to stimulate growth and support business in designated areas.
Masterplan – the plan that sets out the intentions and actions for the Northern Gateway site.
Learning providers – Schools, Further and Higher Education establishments.

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

This is a priority in year because we need to:
- Protect the commercial and business viability of our town centres and rural areas.
- Protect the vitality of town centres as centres for economic activity and social contact.
- Support the local and regional economy through the provision of sustainable infrastructure.
- Develop the tourism economy to maximise expenditure within the County.

What we will do in 2014/15:
1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.
   Achievement will be measured through:
   o scale and take up of the Business Grant Scheme in Town Centres
   o delivery and completion of actions set out in the Masterplans

2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan
   Achievement will be measured through:
   o completion of heritage trail and St. Mary's Square renovation
   o delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse
   o phased demolition of the maisonette blocks
   o purchase of former Police station and court building
   o completion of Flint House over 55s development

3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.
   Achievement will be measured through:
   o Delivery and completion of in-year rural development schemes with final outputs including:
     o 40 jobs created
     o 40 micro enterprises created
     o 35 village renewal projects supported
     o 21 community facilities sustained
     o improved visitor facilities created in Talacre / Gronant

Risks to manage:
- Maximisation of funding opportunities through external programmes to invest in our urban and rural areas.
- Ensuring sufficient project management capacity to successfully complete the programmes.

What we mean by:
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.

Priority	Sub-Priority	Outcome / Impact
Economy and Enterprise	**Social Enterprise**	**Supporting and creating new forms of local business**

This is a priority in year because we need to:
- Develop alternative economic models to strengthen and expand the local economy.
- Develop a stronger Social Enterprise community in Flintshire which can provide opportunities including employment.
- Maximise social benefits in the community e.g. increasing training opportunities for young people; keeping local money in the community.

What we will do in 2014/15:
1. Raise awareness of the Flintshire Social Enterprise Fund.
Achievement will be measured through:
   - o Establish or assist 10 social enterprises

2. Develop effective support for social enterprises.
Achievement will be measured through:
   - o Establishing a wider range of community benefit clauses to be used when procuring services
   - o The number of Social Enterprises which survive and prosper
   - o Strengthening and consolidating the Social Enterprise Network

3. Develop new Social Enterprise projects to meet the Council's priorities.
Achievement will be measured through:
   - o Establishment of further social enterprises from within the Council

Risks to manage:
- How we maintain the necessary capacity and investment to support the development of social enterprises.
- Building the skills in the community to develop social enterprises.
- Local social enterprises need to compete effectively in the market.

What we mean by:
Social Enterprises – businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Flintshire Social Enterprise Fund – financial assistance for start-up or development of social enterprises.
Community benefit clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.

Priority	Sub-Priority	Impact
Skills and Learning	**Modernised and High Performing Education**	**Improving learning provision to get better learner outcomes**

This is a priority this year because we need to:
- Continue to achieve better learning opportunities, outcomes and wellbeing for all children and young people.
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.
- Make better use of education resources through reducing surplus places and improving learning environments.
- Maintain effective and challenging governance arrangements in schools for the benefit of local learners and communities.

What we will do in 2014/15:
1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -
- Improving skills in literacy and numeracy
- Improving educational achievements of children in a position of disadvantage including our Looked after Children
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place
- Continuing the implementation of 21st Century Schools programme
- Implementing the outcomes of asset review including Primary School Organisation
- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
- Raising standards through effective use of new technologies
- Ensuring best quality educational support during implementation of the national model for regional working

Achievement will be measured through:
- Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages
- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent
- Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable
- Improving governance and financial resilience in schools
- Reduction of surplus places
- Completion of 21st Century school milestones in line with target dates

Risks to manage:
- Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide school improvement services.
- Ensuring schools work together effectively to share and develop best practice.
- Changing demographics and impact on supply of school places.

- Limited funding to address the backlog of known repair and maintenance works in educational and community assets.
- Programme delivery capacity for the 21st Century Schools Programme.

What we mean by: -
Core Subject Indicator – learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.
21st Century Schools – a national programme of funding to improve school buildings and environments.
Surplus places – the difference between the number of learners a school can accommodate and the number on roll.

Priority	Sub-Priority	Impact
Skills and Learning	**Apprenticeships and Training**	**Meeting the skills and employment needs of local employers**

This is a priority this year because we need to:
- Extend and improve the education, employment and training opportunities available for people.
- Improve the employment prospects of local people.
- Meet the needs of local employers.
- Help young people take the step from education to employment.
- Place and retain people in work.

What we will do in 2014/15:
1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

Achievement will be measured through:
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Securing high levels of 16 years olds in education, employment and training
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the number of people who successfully establish and grow a business
- Increase the number of apprenticeships in the public and voluntary sector

Risks to manage:
- Ensuring that employer places match current and future aspirations and needs.
- Ensuring capacity to support paid work placements and other programmes.
- Ensuring that education providers participate fully.
- Strengthening the links between schools, colleges and employers.
- Work with local employers and learning providers to meet the skills based needs of the future.

What we mean by:
Employers' Promise – employers committed to working together to create additional training, apprenticeships and work opportunities.

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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.

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

This is a priority this year because we need to:
- Support the victims of domestic abuse.
- Address the impact of substance misuse on individuals and their families in the County.
- Reduce people's actual and perceived fear of crime in their communities.
- Continue to manage anti-social behaviour and increase public confidence in how we do that.

What we will do in 2014/15:
1. Contribute to the delivery of the North Wales Community Safety Plan priorities:
    - o Reduce the impact of domestic abuse on high risk repeat victims
    - o Raise awareness of sexual violence amongst young people
    - o Manage the impacts of anti-social behaviour
    - o Manage the impacts of substance misuse

    Achievement will be measured through:
    - o Delivery of the work programme for the North Wales Safer Communities Board
    - o Fewer high risk repeat victims of domestic abuse
    - o Percentage of young people reporting increased awareness of sexual violence following interventions at school
    - o Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy
    - o 'Completed treatments' and waiting times for substance misuse services

2. Reduce fear of crime by:
    - o Making best use of the latest technologies including closed circuit television (CCTV)
    - o Ensuring the street-lighting system is working effectively
    - o Removing graffiti within the Streetscene timescales

    Achievement will be measured through:
    - o Sustaining a workable network of CCTV provision
    - o The time taken to repair streetlight failures
    - o Remove graffiti from Council buildings and property within the agreed Streetscene timescales
    - o Improve the environment through the use of environmental visual audits (EVAs) in partnership with North Wales Police

3. Develop further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

    Achievement will be measured through:
    - o The impact of introducing a single Safeguarding Unit beginning with the co-location of the Adult and Children's Safeguarding teams
    - o Effectiveness of the new service arrangements with Barnados.

Risks to Manage:
- How we can improve the public's perception of safety in the community.
- How we can fund the provision of CCTV with local partners.

- Ensuring that new Community Safety Partnership arrangements work effectively.

What we mean by:
Substance Misuse – the continued use of drugs or alcohol despite negative consequence 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 of 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.
Environmental Visual Audits – detailed "community intelligence" to support both crime reduction and deliver other improvements to quality of life issues via partnership working.

Priority	Sub-Priority	Impact
Safe Communities	Traffic and road management	Improving road safety

This is a priority in year because we need to:
- Make roads safer in our communities by:
  - Having high quality street lighting
  - Having roads in good condition
  - Minimising reportable accidents

What we will do in 2014/15

1. Complete implementation of the first phase of our 20mph zones outside schools.
   Achievement will be measured through:
   - Implementation of 65 schemes of 20mph advisory zones

2. Prioritise the Council's road infrastructure repairs and maintenance to improve road safety.
   Achievement will be measured through:
   - Numbers of collisions in 'collision cluster sites' following safety improvements schemes completions
   - Time taken to repair street lamp failures
   - Time taken to respond to service requests for highway defects

3. Implement Regional Transport Plan road safety schemes.
   Achievement will be measured through:
   - Completion of road safety schemes

Risks to Manage:
- Gaining public and local support for our road safety schemes.
- Making best use of our resources to meet our priorities for road safety.
- Being able to obtain timely decisions of statutory approval for schemes from Welsh Government.

What we mean by:
'Collision Cluster Site – a site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius

Priority	Sub-Priority	Impact
Poverty	**Welfare Reform**	**Protecting people from poverty**

This is a priority this year because we need to:
- Support people to manage the impact of Welfare Reform.
- Prevent homelessness.
- Help people claim the benefit they are entitled to.
- Help people manage their debts.

What we will do in 2014/15:
1. Place a greater emphasis on preventing homelessness.
Achievements will be measured through
- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

2. Provide advice and support services to help people protect their income
Achievement will be measured through:
- Number of Flintshire residents assisted by Flintshire County Council to maximise their income
- Number of residents supported to successfully challenge adverse benefit decisions
- 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 monthly debt managed as a result of advice provided by the Money Advice Service
- Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes

3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area
Achievement will be measured through
- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Risks to manage
- Meeting the growing costs of homeless prevention.
- Advice and support services sufficient to be able to meet demand.
- Eviction levels rising if tenants are unable to afford to pay their rent.
- Local economy may suffer as residents have less income to spend.
- Resources to meet the requirements of the Universal Credit roll-out.

What we mean by
- **Welfare reform** - a range of measures being introduced by Central Government to reform the Welfare Benefits system

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- **Universal Credit** – new benefit which replaces the current means tested benefit for working age claimants
- **Homeless prevention** - take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days

Priority	Sub-Priority	Impact
Poverty	Fuel Poverty	Protecting people from poverty

This is a priority this year because we need to:
- Support people to manage the impact of Welfare Reform.
- To support people to reduce the impact of rising fuel costs.
- Install energy efficiency measures into homes as part of the Council meeting the Wales Housing Quality Standard for its housing stock.

What we will do in 2014/15:
1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.
Achievements will be measured through:
- The installation of renewable technologies

2. Help residents in the private sector to access funding support to improve the thermal efficiency of their homes.
Achievements will be measured through:
- Number of households accessing Eco and other energy efficiency funding
- Number of households accessing opportunity to convert oil to gas in the Aston and Mostyn areas

3. Deliver energy efficiency measures to Council homes.
Achievements will be measured through:
- Number of Council homes receiving energy efficiency measures
- Number of Council homes in the Aston and Mostyn areas being converted from oil to gas

Risks to manage:
- Residents may not take up the energy efficiency measures available as we hope.
- Available funding might fall short of public demand.

What we mean by:
Vibrant and Viable Places – Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.

Priority	Sub-Priority	Outcome / Impact
Environment	Transport Infrastructure and Services	People being able to access employment, local services and facilities

This is a priority this year because we need to:
- Improve accessibility to and between employment, homes, leisure, health and social activity.
- Provide convenient and affordable travel services.
- Help to reduce congestion on our highway network.
- Facilitate economic growth.

What we will do in 2014/15:
1. Use available funding to support Council priorities for accessing employment, health, leisure and education.
   Achievement will be measured through:
   o Completion of funded projects within the Regional Transport Fund

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.
   Achievement will be measured through:
   o Condition of the highway's infrastructure
   o Road works being completed within agreed timescales
   o Minimising the disruption to our road network through reduction in the number of revisits to defective road-works

3. Improve facilities and routes for pedestrians and cyclists.
   Achievement will be measured through:
   o Undertake mapping for the Active Travel Bill by March 2015
   o Increased usage of the County's cycleways

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.
   Achievement will be measured through:
   o Approval of the Northern Gateway site "masterplan" by April 2014
   o Scale of development in the site beginning with the commencement of infrastructure works by July 2014

5. Develop proposals for coordinated transport across the region.
   Achievement will be measured through:
   o Development of the Regional Transport Plan/Local Transport Plan by March 2015
   o Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015

6. Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.
   Achievement will be measured through:
   o Scale and take-up of bus passenger numbers

Risks to manage:
- Ensuring that the County's infrastructure is adequate to support economic growth.
- Securing funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.
- Ensuring sustainable transport options remain attractive to users.
- Transition of TAITH to new model for regional transport including contingency planning and resourcing.
- Reductions in Welsh Government grants for subsidising services.

What we mean by:
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.
Infrastructure – Facilities, systems sites and networks 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.

Priority	Sub-Priority	Outcome / Impact
Environment	Carbon Control and Reduction	Reducing our carbon impact on the natural environment

This is a priority in year because we need to:
- Reduce our carbon 'footprint'.
- Continue to reduce our carbon emissions to meet Welsh Government targets.
- Play our part in helping to address the consequences of climate change.
- Reduce the Council's energy costs.
- Sustain our natural resources for future generations.

What we will do in 2014/15:

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.

2. Challenge the Council's carbon emissions, through our assets, vehicles and behaviour:-
- investing in renewable energy schemes;
- investing in a more efficient fleet (vehicles);
- improving the efficiency of our street lighting; and
- increasing recycling of the Council's own waste.

Achievement will be measured through:
- o carbon reduction commitment
- o renewable energy and energy retrofit schemes
- o monitoring the fuel consumption of our fleet
- o carbon emissions from Council street lighting
- o recycling performance

3. Encourage public utilisation of recycling facilities and services.
Achievement will be measured through:
- o Improved recycling performance

4. Encourage residents and employees to use more sustainable forms of transport.
Achievement will be measured through:
- o Increased bus passenger numbers and use of cycleways

5. Complete the review and rationalise the Council's assets.
Achievement will be measured through:
- o Reduction in the Council's assets portfolio

Risks to manage:
- Ensuring that buildings are used effectively to match our priorities.
- Securing sufficient funding for renewable energy schemes, further street lighting improvement programmes and to maintain the Council's recycling service.
- Ensuring that recycling and energy efficiency programmes are supported up by the public and employees.

What we mean by:
Carbon footprint – The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel used.
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.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Organisational Change	Managing services well to achieve our priorities.

This is a priority in year because we need to:
- Become more lean and modern.
- Have a clear vision of what the Council will need to look like by 2017 with less money, and have a plan to reform and change the organisation to fit.
- Achieve our priorities.
- Deliver quality services with reduced financial resources.

What we will do in 2014/15:
Agree an organisational change programme that will:

1. Implement the proposed future operating model for the Council.
   Achievement will be measured through:
   o successful transition into the new operating model
   o streamline the organisation

2. Integrate business units and consider alternative models.
   Achievement will be measured through:
   o agreeing a model to support the new operating model

Risks to manage:
- Gaining workforce and Trade Union agreement and acceptance of the transition into the new operating model.
- Transitional risks of the operating model.

What we mean by:
Operating Model - how an organisation is structured, functions and performs according to its objectives and values.
Working practices – the Council's internal processes and procedures.
Social business model – the way in which we run the Council as an accountable and ethical organisation operating in a business world.   This incorporates social value; the importance of the overall quality of the outcomes.

Priority	Sub-Priority	Impact
Modern & Efficient Council	**Financial Strategy**	**Protecting local front-line public services and delivering Council priorities through the best use of our resources**

This is a priority in year because we need to:
- Protect local services as a first priority.
- Have in place a longer term financial plan which models anticipated funding and costs over the medium term and which identifies the annual and cumulative efficiency targets which will need to be achieved to deliver services within available resources.
- Ensure we have the necessary revenue and capital funding in place to deliver front line services and Council priorities and be able to invest for future years.
- Achieve the 2014/15 targets for the organisational change and efficiency programme.
- Integrate the development of the next stages of the change and efficiency programme with the revenue and capital elements of the financial strategy.
- Maximise our income to invest in public services.

What we will do in 2014/15:
1. Develop a longer term financial plan.
   Achievement will be measured through:
   o A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
   o The effectiveness of the plan as an aid to strategic decision making

2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.
   Achievement will be measured through:
   o resources being available to fund each priority and reflected in the medium term financial plan

3. Deliver on the four strands of the organisational change and efficiency programme:
   - Corporate Efficiency: assets, customer, finance and procurement.
   - Organisational Design: operating model, functional and structural design, alternative delivery models.
   - Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.
   - Functional Efficiency: value for money in all service and support functions.
   Achievement will be measured through:
   o achieving the financial target efficiencies for each of the four strands set for 2014/15
   o identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
   o agreement of a corporate approach to the setting of fees and charges

Risks to manage:
- Ensuring that capital and revenue resources are sufficient to operate effectively.

- Uncertainty in the level of Welsh Government funding which represents 80% of the funding of Council services.
- Gaining agreement to the financial strategy.
- Delivery of the 2014/15 efficiency savings in full.
- Gaining agreement to further efficiency measures from 2015/16 onwards.
- Gaining agreement to a new corporate approach for fees and charges.

What we mean by:
Revenue funding – spending on day to day running costs for the Council e.g. salaries and wages, supplies and services, 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.
Values for Money – being efficient and effective in using our resources to achieve our service objectives and standards.

Priority	Sub-Priority	Impact
Modern & Efficient Council	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

This is a priority in year because we need to:
- Enable the effective implementation of the new Council Structure and provide a foundation for on-going sustainable organisational change.
- Implement the new agreed pay model.
- Optimise the benefits of having modern terms and conditions to enable the Council to be more flexible in service delivery.
- Provide capability and capacity to manage a reduced sized organisation.
- Modernise working practices.

What we will do in 2014/15:
Implement the People Strategy focusing on:
1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.

2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.

3. Health and Wellbeing – including development of 'Flintshire Healthy Workplace', information channels for employees to manage health and welfare, initiatives that support the reduction of sickness absence as part of the Council's Attendance Management Strategy.

4. Implement the new pay model as part of Single Status and address any ongoing Equal Pay liabilities.

Achievement will be measured through:
- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives and surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Risks to manage:
- Ensuring organisational capability to make the changes happen and sustain the new operating model.

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- Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action.
- Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.

What we mean by:
Equal pay – equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment.   Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.
Medium-term Financial Plan - the Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.

Priority	Sub-Priority	Impact
Modern & Efficient Council	**Asset Strategy**	**Having the right buildings in the right places for the right uses**

This is a priority this year because we need to:
- Become an even more modern organisation.
- Reduce Council overhead costs to protect and invest in front-line services.
- Reduce carbon emissions.

What we will do in 2014/15:
1. Renew the Asset Strategy along-side capital planning.
2. Reduce the number and review the usage of Council property assets.
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.
4. Consider community asset transfers.

Achievement will be measured through:
- o Reducing maintenance and asset costs
- o Joint use of assets with partners
- o Carbon reduction
- o Increased agile working
- o Fewer Council owned and maintained property assets

Risks to manage:
- Gaining public acceptance.
- How we can invest and ensure we have the capacity to implement the strategy.
- Gaining workforce agreement and acceptance of agile working practices.

What we mean by:
Asset Strategy – long term plan to make best use of our buildings.
Council Property Assets – buildings owned and maintained by the Council.
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).
Community Asset Transfers – transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Procurement Strategy	Making our money go further through smart procurement

This is a priority in year because we need to:
- Minimise procurement costs.
- Ensure that goods and services purchased represent value for money.
- Ensure that community benefits are optimised through our procurement arrangements.
- Achieve efficiency targets to protect and invest in local front-line public services.

What we will do in 2014/15:
1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.
   Achievement will be measured through:
   o the scale of the use of the National Procurement Service and the resulting efficiencies
   o the scale of the use of regional procurement collaboration and the resulting efficiencies

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.
   Achievement will be measured through:
   o the merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations.

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.
   Achievement will be measured through:
   o increasing inclusion of community benefit clauses in contracts.

Risks to manage:
- Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement Consortium frameworks.
- Ensure the internal adoption of revised procurement practice and process.
- Having the creativity to apply community benefit clauses within contracts.

What we mean by:
Community benefit clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider issues into account other than price.
Procurement collaborations – ways of procuring goods and services within agreed terms and conditions.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Access to Council Services	Achieving customer focused, modern and efficient access to council services

This is a priority in year because we need to:
- Improve access to our services for our customers through use of a multi channel approach.
- Improve customer care, service and satisfaction levels.

What we will do in 2014/15:
1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.
   Achievement will be measured through:
   o the opening and scale of use of the Flintshire Connects centres
   o customer feedback on Flintshire Connects
   o range of services provided
   o percentage of customers having their needs met at first point of contact

2. Review and improve our Customer Service Standards.
   Achievement will be measured through:
   o customer satisfaction ratings

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.
   Achievement will be measured through:
   o number of customers using technology to access Council information and services
   o number of customers using technology to participate in consultation exchanges etc.
   o customer feedback
   o percentage of customers having their needs met at first point of contact

Risks to manage:
- How we can ensure the investment to further improve access to our services.
- Ensuring our customers can access our digital services.
- Ensuring a positive public response to the changing ways our services can be accessed.
- How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self service.

What we mean by:
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.
Customer Service Standards – what customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc.
Digital services -

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 13 MAY 2014

REPORT BY: HEAD OF LEGAL AND DEMOCRATIC SERVICES

SUBJECT: COMMUNITY REVIEW UPDATE

1.00   PURPOSE OF REPORT

1.01   To recommend to Cabinet draft final proposals on the community review.

2.00   BACKGROUND

2.01   The County Council has a statutory duty to keep Town & Community Council boundaries and electoral arrangements for communities within its area under review. The County Council has not previously undertaken a comprehensive community review only limited reviews affecting a small number of Town & Community Councils.

2.02   Following reports to County Council on the 16 April 2013 and to the Cabinet on the 23 April 2013 the guiding principles of the review were agreed, together with the consultation process and for the review to commence.

2.03   The first formal stage of the community review was to seek and obtain proposals from Town & Community Councils and other interested parties. These were considered in preparing draft proposals for the second stage of consultation.

2.04   At a meeting of the County Council on the 23 October 2013 and Cabinet on the 19 November 2013 draft proposals were agreed for consultation. All Town & Community Councils were sent copies of the draft proposals at the end of November seeking observations by the end of January 2014. The draft proposals were also put on the Council's website and sent to other interested parties. Public notice was also given in the press. During November consultation meetings were held hosted by Buckley, Caerwys and Flint Councils.

2.05   Attached as Appendix A to this report is a list of all Town & Community Councils and other interested parties who responded to the consultation on the draft proposals.

2.06   All comments received during the consultation period have been carefully considered by officers in preparing the draft final proposals which are attached as Appendix B. The maps showing changes to ward and community boundaries (appendix 7) have been made available in Member Services and the Group Rooms and for the press and public are available as background papers to the report.

2.07   The draft final proposals were considered by County Council at its meeting on the 30 April 2014.

3.00   CONSIDERATIONS

3.01   Of the 34 Town & Community Councils within Flintshire the draft report is proposing no alteration to the current arrangements in respect of the 14 listed in Appendix C. For these Town & Community Councils it is considered that there are no anomalies with the current arrangements that need to be rectified.

3.02   The representations received from a few other Town and Community Councils were advocating no change to the existing arrangements, notwithstanding that, officers had identified anomalies with the current arrangements. Draft proposals were therefore made to correct the current anomaly and the Town or Community Council was consulted on such draft proposals under the previous stage of the review. Where the Town or Community Council has not raised objection to such a draft proposal it has become the final proposal.

3.03   Where a Town or Community Council has during consultation suggested a change to its external ward boundaries there has been consultation with the other Town or Community Council whose boundary would be affected. Where the other Council affected is agreeable the Council has adopted such a proposal. As explained in paragraph 6.02 of Appendix B, if such a final proposal is adopted the County Council would submit a report recommending such change to the Local Democracy & Boundary Commission for Wales. The Commission will then make recommendations to the Welsh Government, including consequential changes to the County Council electoral divisions. Where the other Town or Community Council affected object to the proposed change in the external boundary then it is considered there has to be a good reason to proceed.

3.04   During the various consultation stages some Town or Community Councils or other interested persons have made representations to change Town or Community Council ward boundaries. An important consideration with any such proposals is that any new Town/Community wards should fit wholly within the existing electoral divisions for the County Council. Otherwise as explained in paragraph 6.03 of Appendix B this will cause practical difficulties with the Local Government elections scheduled for 2017. The draft final proposals avoid any such practical difficulties.

3.05   In arriving at the draft final proposals as shown in Appendix B the Council's officers have considered:-
- The need to address any existing anomalies.
- The need to comply with the guiding principles.
- The need to take account of the wishes of the Town & Community Councils and other interested parties.
- The need to avoid practical difficulties with the Local Government elections scheduled for 2017 as detailed in paragraph 6.03 of Appendix B.
- Avoiding any obvious inconsistency of approach between similar Town or Community Councils.

3.06   For 29 Town & Community Councils the draft final proposals have not changed from the draft proposals previously agreed by Council and Cabinet.   The consultation on the draft proposals has led to differences in what is proposed for the following 5 Town & Community Councils:-
- Hawarden
- Hope
- Penyffordd
- Mold
- Whitford

The changes for each of these are considered in turn in the following paragraphs.

3.07   During consultation on the draft proposals Hawarden Community Council made detailed representations explaining how the draft proposals to reduce the size of the Council would lead to inconsistencies with other similar towns and communities. It went on to propose that the size of the Community Council should be increased to 20 Councillors. This proposal addressed the current inconsistent ratio of electorate to Councillors between the different wards. During the consultation period there was also consultation with each County Councillor from the Hawarden community. The draft final proposal is to agree with what has been suggested by Hawarden Community Council as set out in paragraph 7.79 of Appendix B.

3.08   During consultation on the draft proposals Penyffordd Community Council reiterated its previous representations that certain properties at the Penyffordd end of the Wrexham Road should be included in its community rather than in the Hope community. Hope Community Council considered this and agreed to this change in its external boundary. This provides the opportunity to alter the internal ward boundaries within the Hope community without causing problems at the Local Government elections scheduled for 2017. The draft final proposal now reflects representations from Hope Community Council that the ward boundaries should be redrawn along the River Alyn. As indicated in paragraph 7.101 of Appendix B.

3.09 There is only a minor change in the draft final proposal for Penyffordd from that in the draft proposal previously agreed by Council and Cabinet. This is to add the change to the external boundary with Hope Community Council as a result of that Community Council indicating it had no objection to this change proposed by Penyffordd Community Council.

3.10 The draft final proposal for Mold is only slightly different to the draft proposal that County Council and Cabinet previously agreed. The difference is two minor amendments to ward boundaries to reflect the wishes of Mold Town Council. These are detailed in paragraphs 7.124 and 7.125 of Appendix B.

3.11 During consultation on the draft proposals Whitford Community Council made representations that it should be de-warded. This proposal was supported by the local County Councillor. The draft final proposal is to agree with the de-warding of Whitford Community Council rather than having 10 Councillors for the Carmel ward and 2 for the Whitford ward as in the draft proposal.

3.12 It will be seen from paragraphs 3.07 to 3.11 that the changes from the draft proposals are all a reflection of the representations received from the 5 Town & Community Councils affected.

4.00 RECOMMENDATIONS

4.01 For the Cabinet to consider the draft final proposals contained in Appendix B and make observations on those proposals for consideration by the Cabinet.

5.00 FINANCIAL IMPLICATIONS

5.01 There is adequate budget provision for the cost of publicity.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 The workload arising from the community review can be accommodated within existing resources.

10.00   **CONSULTATION REQUIRED**

10.01   As previously agreed by Council and Cabinet, including with the Local Democracy & Boundary Commission.

11.00   **CONSULTATION UNDERTAKEN**

11.01   As previously agreed by Council and Cabinet, including with the Local Democracy & Boundary Commission and with political Group Leaders.

12.00   **APPENDICES**

12.01   Appendix A - List of responses to consultation.
Appendix B - Draft Final Proposals
Appendix C - List of Town & Community Councils where no
alterations proposed

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

1.   Maps comprising Appendix 7 of Draft Final Proposals.
2.   Draft Proposals November 2013

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Email: peter.j.evans@flintshire.gov.uk

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Town / Community Councils
Bagillt Community Council
Broughton and Bretton Community Council
Buckley Town Council
Connah's Quay Town Council
Flint Town Council
Halkyn Community Council
Hawarden Community Council
Holywell Town Council
Llanasa Community Council
Mold Town Council
Mostyn Community Council
Nannerch Community Council
Northop Community Council
Northop Hall Community Council
Penyffordd Community Council
Sealand Community Council
Trelawnyd & Gwaenysgor Community Council
Whitford Community Council
County Councillors
Councillor D. Mackie – Ewloe
Councillor C. Carver – Hawarden
Councillor H. Bateman – Mold Broncoed
Councillor D. Williams – Penyffordd
Councillor N. Steele - Mortimer - Trelawnyd & Gwaenysgor
Residents
K. Young – Flint Mountain
Mrs. G. Harrsion - Greenfield
Mr & Mrs. Thomas – Penyffordd
Mrs. V. Socha – Penyffordd
Mrs. Auty – Greenfield

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**REVIEW OF COMMUNITY AREAS AND THE
COMMUNITY ELECTORAL ARRANGEMENTS FOR THE
COMMUNITIES IN THE COUNTY OF FLINTSHIRE**

**DRAFT
FINAL
PROPOSALS**

17 April 2014

FLINTSHIRE COUNTY COUNCIL FINAL PROPOSALS

Contents

1. INTRODUCTION

1.01 Flintshire County Council has a statutory duty to keep all the communities in its area under review.

1.02 The review is to ensure the electoral arrangements for each town or community council provide effective and convenient local government.

1.03 A review of town or community council areas can include proposals for alterations of boundaries between town or community council areas, amalgamating two or more town or community council areas into one, or separating an existing town or community council area into two or more.

1.04 A review of town or community electoral arrangements also include proposals to review ward boundaries within a town or community council area, the warding of a previously unwarded town or community council area, the de-warding of a town or community council area currently separated into wards and changes to councillor numbers.

2. BACKGROUND

2.01 At its meeting on the 28 February 2013 the County Forum received a report on the proposed Community Review including a draft timetable showing the various stages of a Community Review and an indicative timescale for each stage. On the 12 March 2013 all Town and Community Councils were written to seeking their views on the draft guiding principles for the review.

2.02 Following reports to County Council on 16 April 2013 and to the Cabinet on 23 April the Guiding Principles of the Review were agreed (see Appendix 1), together with the consultation process for the first formal stage of the review and for the review to commence. The review commenced on 1 May 2013.

2.03 The first formal stage of the Community Review was to seek and obtain proposals from Town and Community Councils and other interested parties. A letter, questionnaire and the Guiding Principles were sent to Town and Community Councils, County Councillors and other interested parties on the 3 May 2013. Public notice was also given in local newspapers and information was also published on the Council's website. In addition a series of meetings were co-hosted with Town Councils across the County on the first stage of the review. The consultation period ended on 2 July 2013. The proposals received under the first stage were carefully considered in preparing Flintshire's Draft Proposals. A list of those who submitted a proposal is attached at Appendix 2.

2.04 Flintshire's Draft Proposals were considered and agreed by the County Council and Cabinet prior to consultation on them commencing in November 2013. There was a nine week consultation period until the end of January 2014. The Draft Proposals were advertised in the press by giving public

notice and on the Council's web site. The Draft Proposals were also sent individually to each Town and Community Council, County Councillors and other interested parties.

3. GUIDING PRINCIPLES

3.01 The Guiding Principles are shown in Appendix 1. The seventh and eighth principles were subsequently clarified to explain that the objective was to have approximately the same ratio of electors to councillors across the wards that a town or community council may be divided into. As long as this is achieved there does not need to be the same number of councillors in each ward.

4. TIMETABLE FOR THE REVIEW

4.01 The timetable for the review set out below allows sufficient time for thorough public consultation at each stage of the process.

12/3/13	All Town and Community Councils sent a copy of Draft Guiding Principles for comments.
6/4/13	Report to County Council when Guiding Principles and consultation process for first stage agreed.
23/4/13	Report to Cabinet when Guiding Principles, first stage consultation process and commencement of Community Review agreed.
1/5/13 to 2/7/13	Formal start of Community Review. Consultation seeking proposals from Town and Community Councils and other interested parties.
Summer 2013	Proposals received carefully considered and Officers prepare Draft Proposals.
23/10/13	County Council considers and agrees Draft Proposals for consultation.
19/11/13	Cabinet considers and agrees Draft Proposals for consultation.
29/11/13 to 31/1/14	Consultation on Draft Proposals.
Spring 2014	Consideration of representations received on Draft Proposals. Reports to County Council and Cabinet to agree Final Proposals.

5. CURRENT STAGE OF THE REVIEW

5.01 This document comprises the proposed Final Proposals for consideration initially by the County Council and then by the Council's Cabinet.

6. FUTURE STAGES OF THE REVIEW

6.01 Once Final Proposals have been agreed by the Council's Cabinet they will be published in the press and on the Council's website.

6.02 Where the Final Proposals involve changes to external community boundaries, Flintshire County Council will submit a report recommending them to the Local Democracy and Boundary Commission for Wales. For such communities all representations concerning the final proposals should be submitted to the Commission. In such situations the Commission considers all the changes to that community including the warding and number of Community Councillors in each ward. The Commission also considers any consequential changes that the changes to the ward boundaries would have on the County electoral divisions and makes proposals for such changes. These are then submitted to Welsh Government who, if approved by the Minister, prepare an Order for the community including consequential changes to the County electoral divisions.

6.03 Where no change to an external community boundary is made, the Town/Community wards arising from this review should fit wholly within the existing electoral divisions for County Councillors. If as a result of any proposed changes to Town/Community council wards, this would not be the case, it would cause practical difficulties for the local government elections scheduled for May 2017. There would have to be different electoral lists for the County Council and Town/Community Council elections being held on the same day. Electors affected would have to attend different polling stations when they vote for County Councillors than when voting for Town/Community Councillors. There would be unnecessary duplication of paperwork and potential for confusion amongst the electorate. The Council is keen to avoid such practical difficulties and for this reason has not agreed with some proposals received that would cause such problems.

6.04 The Local Democracy and Boundary Commission for Wales will make proposals to amend the County electoral divisions in their future electoral review which will not be until after the 2017 local government elections. That review could include recommendations to change both the County electoral divisions and the community ward boundaries to give effect to proposals rejected as part of this review.

6.05 Where the Final Proposals do not change external boundaries the changes to community electoral arrangements will be given effect by a legally binding Order made by the County Council.

7. FLINTSHIRE COUNTY COUNCIL'S DRAFT FINAL PROPOSALS

7.01 The County Council's Final Proposals include a number of changes to external boundaries, changes to internal boundaries, changes to the number of town and community councillors representing wards and giving names to new wards created. The Final Proposals aim to redress current anomalies wherever desirable in the interests of effective and convenient local government. All representations received on the Draft Proposals have received detailed consideration in formulating the Final Proposals.

7.02 The following parts of this document consider each town or community council area in turn alphabetically. In each case the current arrangements are summarised, any current anomalies, any proposals received, the County Council's Draft Proposal and any response to that Draft Proposal before indicating the County Council's Final Proposal.

ARGOED COMMUNITY COUNCIL

7.03 The community of Argoed is currently divided into four wards. The East Ward elects 5 councillors, the New Brighton Ward elects 3 councillors, the South Ward elects 2 councillors and the West Ward elects 6 councillors. The overall membership of the Council is 16.

7.04 As part of the review process Flintshire identified as an anomaly that the West Ward elected more councillors than the East Ward even though it had a smaller electorate.

7.05 At the start of the review Argoed Community Council made the following proposal:

To amend the external boundary so that the properties in the village of Llong that are part of Leeswood Community Council should be part of Argoed Community Council. The village is currently split between the two Community Councils and Argoed felt it would be better represented by just one community council. It also identified one property that was split from the rest of the village which would be better served by Argoed Community Council. The Community Council also proposed that it should be de-warded and still have an overall membership of 16 councillors. No other proposals were received from interested parties.

7.06 Flintshire's Draft Proposal was that the East and South Wards should be amalgamated (this would then be coterminous with the County electoral division of Argoed). The New Brighton and West Wards should be amalgamated (this would then be coterminous with the County electoral division of New Brighton). As explained in paragraph 6.03 town/community wards arising from this review should fit wholly within a single County Council electoral division. Flintshire's proposal is therefore the nearest the review can implement the Community Council's proposal without creating the practical difficulties referred to in that paragraph. The membership should be reduced from 16 to 14 as no valid reason has been given for departure from the first guiding principle. The external boundary not to be altered as Leeswood Community Council objected to Argoed's proposal and it does not form an easily identifiable boundary as required by guiding principle 5.

7.07 Argoed Community Council responded to consultation on Flintshire's Draft Proposal to indicate that it supports the reduction to 14 in the total membership of the Council. No other representations were received from interested parties.

7.08 *Flintshire's Final Proposal is therefore the same as its draft proposal as indicated in paragraph 7.06 above. A Map showing proposed new ward boundaries is in Appendix 7.*

BAGILLT COMMUNITY COUNCIL

7.09   The community of Bagillt is presently divided into two wards. The East Ward elects 7 councillors and the West Ward elects 7 councillors. The overall membership of the Council is 14.

7.10   As part of the review process Flintshire identified no anomalies. In 2000 a review of warding arrangements was undertaken. The number of wards was reduced from 4 to 2 making the wards coterminous with the two County Council electoral divisions of Bagillt East and Bagillt West. The councillors for the Central and Merllyn Wards were redistributed between the two wards, so that there was an equal number of councillors.

7.11   Under the first stage of the Community Review, Bagillt Community Council proposed that the current arrangements were satisfactory and there should be no changes. No other proposals were received from interested parties.

7.12   Flintshire's Draft Proposal was to agree with the Community Council as it considered the current arrangements provided effective and convenient local government.

7.13   In response to consultation on the Draft Proposal Bagillt Community Council responded to indicate that it supports the Draft Proposal. No other representations were received from interested parties.

7.14   *Flintshire's Final Proposal is the same as its Draft Proposal to make no alteration to the current arrangements.*

BROUGHTON AND BRETTON COMMUNITY COUNCIL

7.15   The community of Broughton and Bretton is presently divided into three wards. The East Ward elects 2 councillors, the North Ward elects 4 councillors and the South Ward elects 8 councillors. The overall membership of the Council is 14.

7.16   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards under the present arrangements.

7.17   At the start of the Community Review, Broughton and Bretton Community Council proposed changes to the external boundary. Firstly that properties west of Cherry Orchard Lane known as 'Old Warren' currently in Penyffordd Community Council area would be better served by Broughton and Bretton Community Council. Because of the stopping up of the 'Old Warren' this area cannot be accessed without going through Broughton and Bretton Community Council's area. It also suggested that the A55 be used as a southern boundary and Stoney Hill as the western boundary. The Community Council also proposed that the number of councillors for the North Ward should be reduced from 4 to 3 and the number of councillors for the South Ward should be increased from 8 to 9. No other proposals were received from interested parties.

7.18   Flintshire's Draft Proposal was to agree with the proposal regarding the external boundary and properties in the 'Old Warren' being transferred from Penyffordd Community Council to Broughton and Bretton Community Council. Whilst Penyffordd objected to the proposal, the 'Old Warren' can now only be accessed from Broughton. As explained in paragraph 6.02 where the Final Proposals involve changes to the external boundary, this will be referred to the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government, they will make recommendations to Welsh Government to make the boundary changes, including consequential amendments to any County electoral divisions affected. Flintshire's Draft Proposal to address the inconsistent ratio of electorate to councillors was that the Wards of North and East should be amalgamated and named North East Ward and elect 5 councillors and the South Ward elects 9 councillors. The overall membership of the Council would remain at 14.

7.19   In response to consultation on the Draft Proposals Broughton and Bretton Community Council supported the Draft Proposal. Penyffordd Community Council responded to consultation indicating that it did not agree with the 'Old Warren' being included within Broughton.

7.20   *Flintshire's Final Proposal is the same as its draft proposal indicated in paragraph 7.18 above. A Map showing the new external boundary is in Appendix 7.*

BRYNFORD COMMUNITY COUNCIL

7.21   The community of Brynford has a membership of 10 councillors and is not divided into wards.

7.22   As part of the review process Flintshire identified no anomalies with the current arrangements.

7.23   At the start of the Community Review, Brynford Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

7.24   Flintshire's Draft Proposal was to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.

7.25   No representations were received in relation to consultation on the draft proposals.

7.26   *Flintshire's final proposal is as with the draft proposal to make no changes to the current arrangements.*

BUCKLEY TOWN COUNCIL

7.27 The Town of Buckley is presently divided into four wards. The Bistre East Ward elects 5 councillors, the Bistre West Ward elects 6 councillors, the Mountain Ward elects 2 councillors and the Pentrobin Ward elects 5 councillors. The overall membership of the Council is 18.

7.28 As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors for the Mountain and Pentrobin Wards with the current arrangements.

7.29 At the start of the Community Review, Buckley Town Council made the following proposal to address the inconsistent ratio of electorate to councillors. Taking into account the projected electorate and the number of major developments over the next five years, the overall membership of the Council should be increased to 20 and the number of councillors to be elected for the wards should be as follows:

Bistre East Ward   -   elect 5 councillors
Bistre West Ward   -   elect 5 councillors
Mountain Ward   -   elect 4 councillors
Pentrobin   -   elect 6 councillors

No other proposals were received from interested parties.

7.30 Flintshire's Draft Proposal was to agree with the proposal made by the Town Council as it addresses the inconsistent ratio of electorate to councillors across the Mountain and Pentrobin Wards. The overall membership of the Council would increase from 18 to 20.

7.31 Buckley Town Council responded to consultation on the Draft Proposal to indicate it was pleased that Flintshire supported its proposal.

7.32 *Flintshire's Final Proposal is as the Draft Proposal to increase the size of the Council from 18 to 20. The Bistre East Ward would elect 5 councillors, the Bistre West Ward elect 5 councillors, the Mountain Ward elect 4 councillors and the Pentrobin Ward elect 6 councillors.*

CAERWYS TOWN COUNCIL

7.33   The town of Caerwys has a membership of 11 councillors. There are no wards.

7.34   Flintshire identified no anomalies with the current arrangements.

7.35   At the start of the Community Review, Caerwys Town Council proposed that the current arrangements were satisfactory and there should be no changes. No other proposals were received from interested parties.

7.36   Flintshire's Draft Proposal was to agree with the Town Council as it is considered the current arrangement provide effective and convenient local government.

7.37   In response to consultation on the Draft Proposal Caerwys Town Council indicated it had no observations.

7.38   *Flintshire's Final Proposal is the same as its Draft Proposal to make no change to the existing arrangements.*

CILCAIN COMMUNITY COUNCIL

7.39   The community of Cilcain is presently divided into two wards. The Cilcain Ward elects 6 councillors and the Rhydymwyn Ward elects 6 councillors. The overall membership of the Council is 12.

7.40   As part of the review process Flintshire identified no anomalies with the current arrangements. In 2008 Flintshire had made an order to increase the number of councillors for the Rhydymwyn Ward from 5 to 6.

7.41   At the start of the Community Review no proposals were received from the Community Council or from other interested parties.

7.42   Flintshire's Draft Proposal was to make no change to the current arrangements as they provided effective and convenient local government.

7.43   No representations were received from the Community Council or other interested parties in relation to Flintshire's Draft Proposal.

7.44   *Flintshire's Final Proposal is to make no change to the current arrangements.*

CONNAH'S QUAY TOWN COUNCIL

7.45   The Town of Connah's Quay is presently divided into four wards. The Central Ward elects 5 councillors, the Golftyn Ward elects 5 councillors, the South Ward elects 6 councillors and the Wepre Ward elects 4 councillors. The overall membership of the Council is 20.

7.46   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements.

7.47   At the start of the Community Review Connah's Quay Town Council made the following proposal to address the inconsistent ratio of electorate to councillors. To redraw the internal boundary between the Central, Golftyn and South Wards. It would involve transferring approximately 900 electors from the South Ward and 200 from the Golftyn Ward to the Central Ward. The Council also proposed that the overall membership of the Council should be increased to 22 and the number of councillors to be elected to the wards should be as follows:-

Central Ward   -   elect 6 councillors
Golftyn Ward   -   elect 6 councillors
South Ward   -   elect 6 councillors
Wepre Ward   -   elect 4 councillors

No other proposals were received from interested parties.

7.48   As explained in paragraph 6.03 above, implementing the proposal of Connah's Quay Town Council would result in practical difficulties for the 2017 local government elections. Until the County electoral divisions are reviewed by the Local Democracy and Boundary Commission for Wales, Flintshire's Draft Proposal was to address the inconsistent ratio of electorate to town councillors by altering the number of councillors to be elected across the wards as follows:-

Central Ward   -   elect 4 councillors
Golftyn Ward   -   elect 6 councillors
South Ward   -   elect 7 councillors
Wepre Ward   -   elect 3 councillors

The overall membership of the Town Council would remain at 20.

7.49   Connah's Quay Town Council responded to consultation on the Draft Proposals indicating it had no observations.

7.50   *Flintshire's Final Proposal is as its Draft Proposal set out in paragraph 7.48 above.*

FLINT TOWN COUNCIL

7.51   The town of Flint is presently divided into four wards. The Castle Ward elects 4 councillors, the Coleshill Ward elects 5 councillors, the Oakenholt Ward elects 4 councillors and the Trelawny Ward elects 5 councillors. The overall membership of the Council is 18.

7.52   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements.

7.53   At the start of the Community Review, Flint Town Council made three proposals. The first was that it was the view of the Town Council that it was not appropriate to embark on any review at this particular time. The second was there should be no change to the current arrangements. The third, and notwithstanding the representations made in the first two proposals, was to redraw the boundaries to transfer an area from Coleshill Ward to Castle Ward and reduce the number of councillors to 16. No other proposals were received from interested parties.

7.54   Flintshire's Draft Proposal was to partly agree with the third proposal made by the Town Council as it addresses the inconsistent ratio of electorate to councillors. Redrawing the ward boundaries would however result in the practical problems explained in paragraph 6.03 for the local government elections scheduled for 2017. Flintshire's Draft Proposal was that the number of councillors elected from the Castle Ward would be reduced from 4 to 3 and the overall membership for the Council reduced from 18 to 17.

7.55   In response to consultation on the Draft Proposal Flint Town Council resolved to support the Draft Proposal. No representations were received from other interested parties.

7.56   *Flintshire's Final Proposal is the same as its Draft Proposal as set out in paragraph 7.54 above.*

GWERNAFFIELD COMMUNITY COUNCIL

7.57 The community of Gwernaffield is presently divided into two wards. The Gwernaffield Ward elects 6 councillors and the Pantymwyn Ward elects 6 councillors. The overall membership of the Council is 12.

7.58 As part of the review process Flintshire identified no anomalies with the current arrangements.

7.59 At the start of the Community Review, Gwernaffield Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

7.60 Flintshire's Draft Proposal was to agree with the Community Council as it is considered that the current arrangements are effective and convenient local government.

7.61 No representations were received in relation to the Draft Proposal during the consultation period.

7.62 *Flintshire's Final Proposal is the same as its Draft Proposal to make no changes to the current arrangements.*

GWERNYMYNYDD COMMUNITY COUNCIL

7.63   The community of Gwernymynydd has a membership of 11 councillors. There are no wards.

7.64   As part of the review process Flintshire identified no anomalies with the current arrangements.

7.65   At the start of the Community Review, Gwernymynydd Community Council proposed that the current arrangements were satisfactory and that there should be no changes. The local County Councillor, Councillor Nancy Matthews made the same proposal. No other proposals were received from interested parties.

7.66   Flintshire's Draft Proposal was to agree with the Community Council and the local County Councillor as it considered that current arrangements provided effective and convenient local government.

7.67   During consultation on the Draft Proposals the Community Councillor and local County Councillor supported the Draft Proposal.

7.68   *Flintshire's Final Proposal is the same as its Draft Proposal to make no change to the current arrangements which provide effective and convenient local government.*

HALKYN COMMUNITY COUNCIL

7.69 The community of Halkyn is presently divided into four wards. The Halkyn Ward elects 3 councillors, the Pentre Halkyn Ward elects 4 councillors, the Rhes y Cae Ward elects 2 councillors and the Rhosesmor Ward elects 4 councillors. The overall membership of the Council is 13.

7.70 As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the current arrangements.

7.71 At the start of the Community Review, Halkyn Community Council were unable to agree any recommendations to Flintshire. It was agreed by members to wait for the County Council's Draft Proposals to be published on how to address the inconsistent ratio of electorate to councillors across the wards. No other proposals were received from interested parties.

7.72 Flintshire's Draft Proposal to address the inconsistent ratio of electorate to councillors was that the Wards of Halkyn, Rhes y Cae and Rhosesmor be merged to create a new ward and elect 8 councillors (this would then be coterminous with the County electoral division of Halkyn). The Ward of Pentre Halkyn (which is part of the County electoral division of Brynford) would elect 5 councillors. The overall membership of the Council would remain at 13. As explained in paragraph 7.121, it is also proposed to alter the external boundary with Mold.

7.73 In response to consultation on the Draft Proposals, Halkyn Community Council made the following observations:-

   a)   The members appreciate that the review is necessary.
   b)   The members' concerns are that by amalgamating the three wards of Halkyn, Rhosesmor and Rhes y Cae, that during an election there will be more electorate voting, say in the Rhosesmor area which could leave both Halkyn and Rhes y Cae without a councillor who resides in each of the villages. The Council area is one of scattered communities. One longstanding member of the Council recalls that this situation used to occur before the Council was placed in four wards.
   c)   The Council suggests that the new ward name is Halkyn Mountain.

7.74 *Flintshire's Final Proposal is as its Draft Proposal with the new Ward being named Halkyn Mountain as suggested by Halkyn Community Council. As the Final Proposal involves changing the electoral boundary it will be considered by the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government it will make recommendations to Welsh Government to make the boundary changes including consequential amendments to any County electoral divisions affected. A Map of the new boundaries is in Appendix 7*

HAWARDEN COMMUNITY COUNCIL

7.75   The community of Hawarden is presently divided into four wards. The Aston Ward elects 5 councillors, the Ewloe Ward elects 4 councillors, the Hawarden elects 3 councillors and the Mancot Ward elects 5 councillors. The overall membership of the Council is 17.

7.76   As part of the review process Flintshire identified an anomaly with the current arrangements with an inconsistent ratio of electorate to councillors making the Ewloe Ward under represented.

7.77   At the commencement of the review Hawarden Community Council proposed that the number of councillors for the Ewloe Ward should be increased from 4 to 6. The Community Council did not believe the inconsistent ratio of electorate to councillors could be solved by redistributing the current allocation from the other wards without adversely affecting their representational role. The overall membership of the Council would then be increased from 17 to 19. A proposal was also received from Councillor C Carver as local County Councillor that the internal boundary between the Hawarden and Mancot Wards should be redrawn. As explained in paragraph 6.03 above, amending the ward boundaries in the way proposed by the local County Councillor would lead to anomalies at the 2017 elections and would therefore be inappropriate at this time.

7.78   Flintshire's Draft Proposal to address the inconsistent ratio of electorate to councillors was for the Aston Ward to elect 4 councillors, the Ewloe Ward to elect 6 councillors, the Hawarden Ward to elect 2 councillors and the Mancot Ward to elect 4 councillors. The overall membership of the Council would be reduced from 17 to 16.

7.79   In response to consultation on the Draft Proposal, Hawarden Community Council made detailed representations explaining how reducing the size of the Council would lead to inconsistencies with other towns and communities. It went on to propose that the size of the Community Council should be increased to 20 councillors made up as follows:-

Aston Ward   -   5 councillors
Ewloe Ward   -   7 councillors
Hawarden Ward   -   3 councillors
Mancot Ward   -   5 councillors

There were representations against the Draft Proposal from all the County Councillors on the Community Council.

7.80   *The response to consultation from Hawarden Community Council addresses the current inconsistent ratio of electorate to councillors across the wards. It also makes the size of the Community Council more consistent with other large towns and communities within Flintshire. Flintshire's Final Proposal is to agree with the proposal from Hawarden Community Council set out in paragraph 7.79.*

HIGHER KINNERTON COMMUNITY COUNCIL

7.81   Higher Kinnerton Community Council has a membership of 9 councillors. There are no wards.

7.82.   As part of the review process Flintshire identified no anomalies. In 2008 Flintshire made an order to reduce the overall membership of the Council from 11 to 9.

7.83   At the start of the Community Review Higher Kinnerton Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties. The Community Council raised no objection to Penyffordd's external boundary altering to include properties in Lower Mountain Road.

7.84   Flintshire's Draft Proposal was to agree with the Community Council except to change the external boundary with Penyffordd (see paragraph 7.159).

7.85   Higher Kinnerton Community Council responded to consultation on the Draft Proposal to indicate they had no additional comments to make. Councillor David Williams from Penyffordd made representations that part of Higher Kinnerton should be included in Penyffordd Community Council.

7.86   *Flintshire's Final Proposal is as the Draft Proposal with the only change being to the external boundary with Penyffordd. As the Final Proposal involves changing the external boundary it will be considered by the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government it will make recommendations to Welsh Government to make the boundary changes including consequential amendments to any County electoral divisions affected. A Map of the proposed new external boundary is in Appendix 7*

HOLYWELL TOWN COUNCIL

7.87   The town of Holywell is presently divided into four wards. The Central Ward elects 4 councillors, the East Ward elects 4 councillors, the Greenfield Ward elects 5 councillors and the West Ward elects 4 councillors. The overall membership of the Council is 17.

7.88   As part of the Review process Flintshire identified an insistent ratio of electorate to Councillors across the wards with the current arrangements.

7.89   At the start of the Community Review Holywell Town Council proposed that the current arrangements were satisfactory and there should be no changes. The Council felt that they would not be able to provide the same level of representation on community groups etc if the number of councillors was reduced. A local resident proposed that their property "Chipwood Cottage" should be moved from the East to Greenfield Ward because she and her husband felt they had no association with the East Ward. No other proposals were received from interested parties.

7.90   Flintshire's Draft Proposal was that to address the inconsistent ratio of electorate to Councillors across the Wards the Central Ward should elect 3 councillors, the East Ward 3 councillors, the Greenfield Ward 5 councillors and the West Ward 4 councillors. The overall membership of the Council would reduce from 17 to 15 in line with the first guiding principle.

7.91   In response to consultation on the Draft Proposal the Town Council indicated that it wished its initial proposal to stand and for there to be no changes. It went on to submit an alternative proposal based on projected electorate, whereby the size of the Town Council would increase to 18 with 4 Members for the Central Ward, 4 for the East Ward, 5 for the Greenfield Ward and 5 for the West Ward.

7.92   Representations were also received from the resident of Chipwood Cottage reiterating her wish to be moved from the East Ward to the Greenfield Ward and this was supported by Holywell Town Council.

7.93   There is a need to address the current anomaly but the Town Council's stance of there being no changes would continue the existing anomaly. Its alternative proposal is based on estimated increased electorate rather than on the current known electorate. Whilst the third principle does indicate that likely changes in electorate should be taken into account, the consistent approach taken to the Community Review is to give more weight to the known current electorate than estimated future electorate. The estimated future electorate sometimes being used to choose between two options arrived at on the basis of the known electorate. The first guiding principle indicates that the appropriate number of councillors for Holywell is 15 and an increase to 18 would be inconsistent with the size of other larger towns or

communities such as Flint and Mold. It has been the consistent approach of the Community Review to avoid having town or community wards that do not fit wholly within county electoral divisions where no change is being made to the external community boundary. To do otherwise will lead to the practical difficulties with the County and Town and Community elections scheduled for 2017 indicated in paragraph 6.03. For this reason Chipwood Cottage should at present remain in the East Ward but may change when the Local Democracy & Boundary Commission review County electoral divisions after the 2017 elections.

7.94   *For the reasons indicated in the preceding paragraph, Flintshire's Final Proposal is the same as its Draft Proposal in paragraph 7.90 notwithstanding the representations it has received.*

HOPE COMMUNITY COUNCIL

7.95   The community of Hope is presently divided into two wards. The Caergwrle Ward elects 6 councillors and the Hope Ward elects 8 councillors. The overall membership of the Council is 14.

7.96   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the current arrangements.

7.97   At the start of the Community Review, Hope Community Council made the following proposal regarding internal ward boundaries. In an effort to equalise the electorate across the two wards, the boundary should be the river Alyn as a natural boundary. The community area west of the river would form the Caergwrle Ward and the community area east of the river would form the Hope Ward. The Caergwrle Ward would elect 7 councillors and the Hope Ward would elect 7 councillors. The local County Councillor for Hope also made a proposal that the internal boundary should be redrawn by either the railway line or the river Alyn.

7.98   As explained in paragraph 6.03 above to alter the ward boundaries in the way that the Community Council and the local County Councillor proposed would lead to anomalies at the local government elections scheduled for 2017. Flintshire's Draft Proposal therefore to address the inconsistent ratio of electorate to councillors across the wards pending the outcome of the Local Democracy and Boundary Commission Review of County Electoral Divisions was that the Councillors from the Caergwrle Ward be reduced from 6 to 5 and that the overall membership of the Council would therefore reduce from 14 to 13 in line with the first Guiding Principle.

7.99   During the consultation period on the Draft Proposals Penyffordd Community Council reiterated its previous representations that certain properties at the Penyffordd end of Wrexham Road should be included in Penyffordd. Hope Community Council were consulted on this and agreed to the external boundary being altered in this way. It went on to indicate that this would lead to the Local Democracy and Boundary Commission for Wales reviewing the ward boundaries and when doing so, it could align them with County electoral divisions. It therefore reiterated its previous proposal that the river Alyn should be used as the boundary between the two wards with 7 councillors in each ward. During the consultation period representations were also received *f*rom residents affected by the proposed change of external boundary, both supporting their properties being within the Penyffordd rather than Hope community.

7.100   As it is now agreed between Hope and Penyffordd Community Councils that the external boundaries can be altered, there is the opportunity to alter the Hope internal ward boundaries without causing problems at the local government elections scheduled for 2017.

7.101 *Flintshire's Final Proposal is therefore to agree with Hope Community Council that the external boundary with Penyffordd is altered and that the ward boundaries are redrawn along the river Alyn. The Caergwrle ward electing 6 councillors and the Hope ward 8 as at present. As the Final Proposal involves changing the external boundary it will be considered by the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government it will make recommendations to Welsh Government to make the boundary changes including consequential amendments to any County electoral divisions affected. A map of the proposed new boundaries is in Appendix 7*

LEESWOOD COMMUNITY COUNCIL

7.102 The community of Leeswood is divided into 2 wards. The Leeswood Ward elects 11 councillors and the Pontblyddyn Ward elects 2 councillors. The overall membership of the Council is 13.

7.103 As part of the review process Flintshire identified no anomalies.

7.104 At the start of the Community Review, Leeswood Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

7.105 Flintshire's Draft Proposal was to agree with the Community Council and to make no changes to the current arrangements except to change the external boundary with Penyffordd (see paragraph 7.159).

7.106 No representations were received during consultation on the Draft Proposals.

7.107 *Flintshire's Final Proposal is the same as the Draft Proposal to make no change to the current arrangements which provide effective and convenient local government. As the external boundary with Penyffordd is proposed to change it will be considered by the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government it will make recommendations to Welsh Government to make the boundary changes including consequential amendments to any County electoral divisions affected. A Map of the proposed external boundary is in Appendix 7.*

LLANASA COMMUNITY COUNCIL

7.108 The community of Llanasa is presently divided into 3 wards. The Axton Ward elects 4 councillors, the Ffynnongroyw Ward elects 6 councillors and the Gronant Ward elects 5 councillors. The overall membership of the Council is 15.

7.109 As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements.

7.110 At the start of the Community Review, Llanasa Community Council proposed that the current arrangements were satisfactory and there should be no changes because of the rural nature of the area. No other proposals were received from interested parties.

7.111 Flintshire's Draft Proposal was that to address the inconsistent ratio of electorate to councillors across the wards, the Axton Ward elect 3 councillors, the Ffynnongroyw Ward elects 6 councillors and the Gronant Ward elects 5 councillors. The overall membership of the Council would reduce from 15 to 14.

7.112 In response to consultation on the Draft Proposals Llanasa Community Council indicated that it had no observations to make. The local County Councillor, Councillor Steele-Mortimer made representations against the proposed change.

7.113 *Flintshire's Final Proposal is the same as its draft proposal as indicated in paragraph 7.111 above.*

LLANFYNYDD COMMUNITY COUNCIL

7.114 The community of Llanfynydd is presently divided into 4 wards. The Cefn y Bedd Ward elects 4 councillors, the Cymau Ward elects 2 councillors, the Ffrith Ward elects 4 councillors and the Pontybodkin Ward elects 2 councillors. The overall membership of the Council is 12.

7.115 As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards. In particular the Cefn y Bedd and Cymau Wards have a similar electorate but Cymau only elects 2 councillors, half the number of councillors elected in Cefn y Bedd.

7.116 At the start of the Community Review, Llanfynydd Community Council proposed that to address the inconsistent ratio of electorate to councillors, the Cefn y Bedd Ward elect 3 councillors, that Cymau Ward elect 3 councillors, the Ffrith Ward elect 3 councillor and the Pontybodkin Ward elect 3 councillors. Also the external boundary between Llanfynydd and Treuddyn Councils be redrawn so that four properties currently along Ffordd-y-Blaenau be transferred to the settlement of Treuddyn. No other proposals were received from interested parties.

7.117 Flintshire's Draft Proposal was that to address the inconsistent ratio of electorate to councillors across the wards the Cefn y Bedd Ward elect 4 councillors, the Cymau Ward elect 3 councillors, the Ffrith Ward elect 3 councillors and the Pontybodkin Ward elect 2 councillors. The overall membership remaining at 12. The external boundary should not be altered.

7.118 Llanfynydd Community Council did not make any representations during the consultation period on the Draft Proposals.

7.119 *Flintshire's Final Proposal is the same as its Draft Proposed in paragraph 7.117 above.*

MOLD TOWN COUNCIL

7.120   The town of Mold is presently divided into 4 wards. The Broncoed Ward elects 4 councillors, the East Ward elects 4 councillors, the South Ward elects 4 councillors and the West Ward elects 4 councillors. The overall membership of the Council is 16.

7.121   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements. In particular the East Ward is over represented when considering the ratio of electorate to councillors. At the start of the Community Review Mold Town Council proposed that the internal boundaries should be redrawn and gave two options. It also proposed that the overall membership remain at 16. It also made a proposal regarding the external boundary with Halkyn that properties on the east side of Black Brook Lane currently in Halkyn have a close identity with the Town Council and this would form a more natural boundary.

7.122   Representations were also received from Councillor H Bateman and from two local residents who believed that the current arrangements were satisfactory and there should be no changes.

7.123   Flintshire's Draft Proposal was to agree to the external boundary being redrawn to include the 13 properties from Halkyn Community Council as no objections were received from Halkyn Council and it formed an easily identifiable boundary in accordance with the guiding principle. Flintshire proposed that the internal ward boundaries be changed based on the second of the two options produced by the Town Council but retaining the Bromfield Park Estate within Broncoed Ward. The Mold East Ward would then have the highest electorate per councillor. The future growth proposals for Mold are in the other three wards. It agreed with Mold Council that the overall membership of the Council should remain at 16.

7.124   During consultation on the draft proposal, Mold Town Council agreed in principle to the draft proposal subject to two minor amendments involving nine properties on Ruthin Road remaining within the Broncoed Ward and the Bowling Green, Clayton Road forming part of the Broncoed Ward. Councillor H Bateman made representations to retain the same properties in the Broncoed Ward.

7.125   *Flintshire's Final Proposal is to agree with amending its Draft Proposal in 7.123 to reflect the representations received from Mold Town Council and Councillor H Bateman in 7.124. Plans of the new ward boundaries are shown in Appendix 7 to this report. As the Final Proposal involves altering the external boundary it will be considered by the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government it will make recommendations to Welsh Government to make the boundary changes*

including consequential amendments to any County electoral divisions affected.

MOSTYN COMMUNITY COUNCIL

7.126 The community of Mostyn is presently divided into 2 wards. The Mostyn Ward elects 9 councillors and the Rhewl Ward elects 3 councillors. The overall membership of the Council is 12.

7.127 As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the current arrangements.

7.128 At the start of the Community Review Mostyn Community Council proposed that the current arrangements were satisfactory and that there should be no changes because of the Council members' involvement in community groups. The Community Council has strong views that the two wards have separate identities. No other proposals were received from interested parties.

7.129 Flintshire's Draft Proposal was to agree with the Community Council not to remove the warding arrangements. To address the inconsistent ratio of electorate to councillors across the wards the Draft Proposal was for the Mostyn Ward to elect 8 councillors and Rhewl Ward 3 councillors. The overall membership of the Council would therefore reduce from 12 to 11.

7.130 In response to consultation the Community Council stood by its original view that the existing arrangements should remain with the same boundaries and level of representation.

7.131 *The wishes of Mostyn Community Council would continue the existing anomaly of the inconsistent ratio of electorate to councillors across the wards. Flintshire's Final Proposal is therefore the same as its draft proposal as indicated in paragraph 7.129 above.*

NANNERCH COMMUNITY COUNCIL

7.132 The community of Nannerch has a membership of 8 councillors. There are no wards.

7.133 As part of the review process Flintshire identified no anomalies.

7.134 At the start of the Community Review no proposals were received from Nannerch Community Council or any other interested parties.

7.135 Flintshire's Draft Proposal was that the current arrangements provide effective and convenient local government and should not be changed.

7.136 In response to consultation Nannerch Community Council supported the Draft Proposals.

7.137 *Flintshire's Final Proposal is the same as the Draft Proposal that there should be no change to the current arrangements.*

NERCWYS COMMUNITY COUNCIL

7.138   The community of Nercwys has a membership of 9 councillors. There are no wards.

7.139   As part of the review process Flintshire identified no anomalies.

7.140   At the start of the Community Review no proposals were received from the Community Council. The local County Councillor, Councillor Nancy Matthews proposed that the current arrangements should continue.

7.141   Flintshire's Draft Proposal was that the current arrangements provide effective and convenient local government and should not change.

7.142   No representations were received during consultation on the Draft Proposal.

7.143   *Flintshire's Final Proposal is the same as the Draft Proposal that there should be no change to the current arrangements which provide effective and convenient local government.*

NORTHOP COMMUNITY COUNCIL

7.144 The community of Northop is presently divided into 2 wards. The Northop Ward elects 6 councillors and the Sychdyn Ward elects 7 councillors. The overall membership of the Council is 13.

7.145 As part of the review process Flintshire identified no anomalies.

7.146 At the start of the Community Review Northop Community Council proposed that the current arrangements were satisfactory and there should be no changes. No other proposals were received from interested parties.

7.147 Flintshire's Draft Proposal was to agree with the Community Council as it is considered that the current arrangements provide effective and convenient local government.

7.148 In response to consultation on the Draft Proposals, Northop Community Council made representations to make no changes and indicated it was content with the Draft Proposal.

7.149 *The Final Proposal is the same as the draft proposal to make no changes to the current arrangements.*

NORTHOP HALL COMMUNITY COUNCIL

7.150   The community of Northop Hall has a membership of 11 councillors. There are no wards.

7.151   As part of the review process Flintshire identified no anomalies.

7.152   At the start of the Community Review no proposals were received from the Community Council or from other interested parties.

7.153   Flintshire's Draft Proposal was that the current arrangements provide effective and convenient local government and should not be changed.

7.154   In response to consultation on the Draft Proposal the Northop Hall Community Council indicated it had no comment to make.

7.155   *Flintshire's Final Proposal is the same as the Draft Proposal to make no changes to the current arrangements which provide effective and convenient local government.*

PENYFFORDD COMMUNITY COUNCIL

7.156   Penyffordd Community Council has 10 councillors and is not divided into wards.

7.157   As part of the review process Flintshire identified no anomalies with the current arrangements.

7.158   At the start of the Community Review Penyffordd Community Council made five proposals regarding changes to the external boundary. The local County Councillors have also made similar proposals. They also proposed that the overall membership of the Council should increase from 10 to 13.

7.159   Flintshire's Draft Proposal was to agree with that from the local County Councillors that the overall membership should be increased from 10 to 13 in line with the first guiding principle. The County Council also agreed with two of the proposals to change the external boundary as the Leeswood and Higher Kinnerton Councils affected had no objections. As explained in paragraph 7.18 above the Draft Proposal also included changing the external boundary so that all of the 'Old Warren' should be in the Broughton and Bretton community.

7.160   During the consultation period on the Draft Proposal County Councillor David Williams made representations reiterating the changes to external boundaries previously proposed by the Penyffordd Community Council.

7.161   *Flintshire's Final Proposal is to add to the Draft Proposal a further change to the external boundary as Hope Community Council have now indicated they have no objections to it. There would therefore be a total of four changes to the external boundary of the Community Council as shown in the plan in Appendix 7. As the Final Proposal involves changes to the external boundary, these will be considered by the Local Democracy and Boundary Commission for Wales. If the Commission considers the changes to be in the interests of effective and convenient local government it will make recommendations to Welsh Government to make the boundary changes including consequential amendments to any county electoral divisions affected.*

QUEENSFERRY COMMUNITY COUNCIL

7.162   The community of Queensferry is presently divided into 3 wards. The Pentre Ward elects 2 councillors, the Queensferry Ward elects 4 councillors and Sandycroft Ward elects 7 councillors. The overall membership of the Council is 13.

7.163   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the current arrangements.

7.164   At the start of the Community Review, Queensferry Community Council proposed to amend the external boundary with Hawarden Community Council. Councillor David Wisinger, the local County Councillor, proposed that the current arrangements were satisfactory and there should be no changes. No other proposals were received from interested parties.

7.165   Flintshire's Draft Proposal was that the external boundary should not be altered as Hawarden Community Council objected to Queensferry's proposal and it did not satisfy principle five of being easily identifiable. To address the inconsistent ratio of electorate to councillors across the wards, the Wards of Pentre and Queensferry should be merged to form a new Ward to be named Queensferry. The new Ward would elect 5 councillors and the Sandycroft Ward would elect 7 councillors. The overall membership of the Council would reduce from 13 to 12.

7.166   In response to consultation on the Draft Proposal, Queensferry Community Council reiterated its previous proposal to amend the external boundary with Hawarden Community Council.

7.167   *The Final Proposal is as the Draft Proposal set out in paragraph 7.165 above.*

SALTNEY TOWN COUNCIL

7.168   The town of Saltney is presently divided into 2 wards. The Mold Junction Ward elects 5 councillors and the Stonebridge Ward elects 9 councillors. The overall membership of the Council is 14.

7.169   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements.

7.170   At the start of the Community Review, Saltney Town Council proposed altering the internal ward boundaries. At present the boundary divides the town along the High Street in a north/south divide. The Town Council proposed following the line of the Balderton Brook in an east/west direction. As explained in paragraph 6.03 above it is the view of the County Council that to amend ward boundaries in the way proposed as part of the Community Review would lead to practical difficulties with the local government elections scheduled for 2017.

7.171   Flintshire's Draft Proposal was that pending the Local Democracy and Boundary Commission for Wales reviewing the County electoral divisions, the inconsistent ratio of electorate to councillors should be addressed by amending the number of councillors elected from each ward. The Draft Proposal was that the number of councillors for Mold Junction should be reduced from 5 to 4 and the number from Stonebridge Ward increase by 1 from 9 to 10. The overall membership of the Council would remain at 14.

7.172   In response to consultation on the Draft Proposal, Saltney Town Council reiterated its previous proposal.

7.173   *Flintshire's Final Proposal is the same as its Draft Proposal in paragraph 7.171 above. In addition it will ask the Local Democracy and Boundary Commission for Wales to consider the ward boundaries when it is reviewing the County electoral divisions.*

SEALAND COMMUNITY COUNCIL

7.174   The community of Sealand is presently divided into 2 wards. The East Ward elects 4 councillors and the West Ward elects 8 councillors. The overall membership of the Council is 12.

7.175   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements.

7.176   At the start of the Community Review, Sealand Community Council proposed that it should be de-warded and the overall membership of the Council increased from 12 to 13 councillors. The local County Councillor, Councillor Christine Jones also made the same proposal. No other proposals were received from interested parties.

7.177   Flintshire's Draft Proposal was to agree with the Community Council and local County Councillor that it should be de-warded and the membership increased from 12 to 13 councillors as indicated by the first guiding principle.

7.178   In response to consultation on the Draft Proposal, Sealand indicated it had no further comments to make.

7.179   *Flintshire's Final Proposal is the same as its Draft Proposal in paragraph 7.177 above.*

SHOTTON TOWN COUNCIL

7.180   The town of Shotton is divided into 3 wards. The East Ward elects 4 councillors, the Higher Ward elects 6 councillors and the West Ward elects 4 councillors. The overall membership of the Council is 14.

7.181   As part of the review process Flintshire identified no anomalies.

7.182   At the start of the Community Review no proposals were received from the Town Council or from other interested parties.

7.183   Flintshire's Draft Proposal was that the current arrangements provide effective and convenient local government and should not be changed.

7.184   In response to consultation Shotton Town Council indicated it had no comments to make on the Draft Proposal.

7.185   *Flintshire's Final Proposal is the same as its Draft Proposal that there should be no changes as the current arrangements provide effective and convenient local government.*

TRELAWNYD AND GWAENYSGOR COMMUNITY COUNCIL

7.186   The community of Trelawnyd and Gwaenysgor is currently divided into 2 wards. The Gwaenysgor Ward elects 3 councillors and the Trelawnyd Ward elects 6 councillors. The overall membership of the Council is 9.

7.187   As part of the review process Flintshire identified no anomalies.

7.188   At the start of the Community Review no proposals were received from the Community Council or other interested parties.

7.189   Flintshire's Draft Proposal was that the current arrangements provide effective and convenient local government and should not be changed. Trelawnyd and Gwaenysgor responded to consultation indicating that they were in favour of the Draft Proposal. Representations were also received from Councillor Steele-Mortimer as local County Councillor opposed to the Draft Proposal.

7.190   *Flintshire's Final Proposal is the same as the Draft Proposal that there should be no change to the current arrangements.*

TREUDDYN COMMUNITY COUNCIL

7.191   The community of Treuddyn has a membership of 11 councillors and is not divided into wards.

7.192   As part of the review process Flintshire identified no anomalies with the current arrangements.

7.193   At the start of the Community Review, Treuddyn Community Council proposed to alter the external boundary with Llanfynydd. No other proposals were received from interested parties.

7.194   Flintshire's Draft Proposal was that the external boundary should not be altered as it does not satisfy guiding principle 5.   The Draft Proposal was to make no change to the existing arrangements.

7.195   No representations were received during the consultation period on the Draft Proposals.

7.196   *Flintshire's Final Proposal is to make no change to the current arrangements which provide effective and convenient local government.*

WHITFORD COMMUNITY COUNCIL

7.197   The community of Whitford is divided into 2 wards. The Carmel Ward elects 10 councillors and Whitford Ward elects 3 councillors. The overall membership of the Council is 13.

7.198   As part of the review process Flintshire identified an inconsistent ratio of electorate to councillors across the wards with the present arrangements.

7.199   At the start of the Community Review no proposals were received from the Community Council or from other interested parties.

7.200   Flintshire's Draft Proposal addresses the inconsistent ratio of electorate to councillors by having 10 councillors from Carmel Ward and 2 from Whitford Ward. The overall membership of the Council would reduce from 13 to 12.

7.201   During the consultation on the Draft Proposal Whitford Community Council made representations that it should be de-warded. This was supported by Councillor Chris Dolphin as the local County Councillor.

7.202   *Flintshire's Final Proposal is to agree with Whitford Community Council that it be de-warded and that the overall membership be 12 in accordance with the first Guiding Principle.*

YSGEIFIOG COMMUNITY COUNCIL

7.203   Ysgeifiog Community Council has a membership of 10 councillors with no wards.

7.204   As part of the review process Flintshire identified no anomalies.

7.205   At the start of the Community Review, Ysgeifiog Community Council proposed that the current arrangements were satisfactory and there should be no changes. No other proposals were received from interested parties.

7.206   Flintshire's Draft Proposal was to agree with the Community Council.

7.207   No representations were received during consultation on the Draft Proposal.

7.208   *Flintshire's Final Proposal is the same as the Draft Proposals that there should be no change as the current arrangements provide effective and convenient local government.*

GUIDING PRINCIPLES

First Principle

To provide effective and convenient local government [Sec 54(1) of the Local Government Act 1972].

In considering this principle it is believed that local Town & Community Councils need to have a membership between seven as a minimum and twenty as a maximum and the following table to be used as a flexible guide.

Electorate	Suggested Councillor Allocation
0 -299	7
300 – 499	8
500 – 749	9
750 – 999	10
1000 – 1499	11
1500 – 1999	12
2000 – 3999	13
4000 – 5999	14
6000 – 8999	15
9000 – 11,999	16
12,000 +	17 - 20

Second Principle

To recognise that the different demands and issues between urban and rural communities will mean different levels of representation being appropriate.

This is reflected in the above table having an increased Councillor allocation for smaller electorates.

Third Principle

To consider the number and distribution of the local government electors in each community including any change in either, which is likely to take place within 5 years [Sch 11, para 4(3)(a) of the Local Government Act 1972]

For example, if a large residential development is likely to be implemented within 5 years it is likely to lead to an increase in the number of electors in that community.

Fourth Principle

In considering whether any town or community is to be divided into wards regard should be had to the questions whether [Sch 11, para 4(2) of the Local Government Act 1972] –

a)   *The number or distribution of the local government electors for the town or community is such as to make a single election of town or community councillors impractical or inconvenient/*

If it is impractical or inconvenient to have a single election of the town or community council that would support having separate wards within that town or community council.

b)   *It is desirable that any area or areas of the town or community should be separately represented on the town or community council.*

It may, for example, be desirable because a particular part of the town or community has a separate identity which should be reflected by it being a separate ward.

Fifth Principle

Where a town or community is being divided into wards regard will be had to the desirability of fixing boundaries which are and will remain easily identifiable [Sch 11, para 4(3)(b) of the Local Government Act 1972].

Examples of such boundaries are the course of a river or the route of a road.

Sixth Principle

Where a town or community is divided into wards regard should be had to any local ties which will be broken by the fixing of any particular boundaries [Sch 11, para 4(3)(c) of the Local Government Act 1972**.**

In fixing ward boundaries identifiable local ties should not be broken wherever this is practical.

Seventh Principle

Where a town or community is divided into wards to equalise as far as practical the number of electors in each ward.

This is to ensure fair representation on the Council.

Eighth Principle

Where a town or community is divided into wards for each ward to elect the same number of Councillors as far as practical.

This is to ensure fair representation on the Council.

"Please note that the objective of the 7th & 8th principles is to have approximately the same ratio of electors to Councillors across the different wards that a Town or Community may be divided into. As long as this is achieved there does not need to be the same number of electors and Councillors in each ward".

List of who made a proposal during the first stage of the review	
Town / Community Councils	**County Councillors**
Argoed Community Council	Councillor N. Matthews, Gwernymynydd
Bagillt Community Council	Councillor C. Carver, Hawarden
Broughton & Bretton Community Council	Councillor T. Newhouse, Hope
Brynford Community Council	Councillor H. Bateman, Mold Broncoed
Buckley Town Council	Councillor C. Hinds, Penyffordd
Caerwys Town Council	Councillor D. Williams, Penyffordd
Cilcain Community Council	Councillor D. Wisinger, Penyffordd
Connah's Quay Town Council	Councillor C. Jones, Sealand
Flint Town Council	
Gwernaffield Community Council	**Local Residents**
Gwernymynydd Community Council	
Halkyn Community Council	Mr & Mrs. Harrison, Holywell
Hawarden Community Council	Mr. K. Corbett, Mold
Higher Kinnerton Community Council	Mr. J. Ellis, Mold
Holywell Town Council	
Hope Community Council	
Leeswood Community Council	
Llanasa Community Council	
Llanfynydd Community Council	
Mold Town Council	
Mostyn Community Council	
Nannerch Community Council	
Nercwys Community Council	
Northop Community Council	
Northop Hall Community Council	
Penyffordd Community Council	
Queensferry Community Council	
Saltney Town Council	
Sealand Community Council	
Shotton Town Council	
Trelawnyd & Gwaenysgor Community Council	
Treuddyn Community Council	
Whitford Community Council	
Ysceifiog Community Council	

TABLE OF CURRENT ARRANGEMENTS

Town / Community	Ward	Electorate (as at 1 May 2013)	Current No. of Seats (ward)	Current No. of Seats (Council)
Argoed	East	1,647	5	
	New Brighton	885	3	
	South	552	2	
	West	1,525	6	16
Bagillt	East	1,501	7	
	West	1,643	7	14
Broughton and Bretton	East	858	2	
	North	891	4	
	South	2,845	8	14
Brynford		853	10	10
Buckley	Bistre East	2,729	5	
	Bistre West	3,370	6	
	Mountain	2,342	2	
	Pentrobin	3,736	5	18
Caerwys		1,025	11	11
Cilcain	Cilcain	580	6	
	Rhydymwyn	565	6	12
Connah's Quay	Central	2,523	5	
	Golftyn	4,041	5	
	South	4,443	6	
	Wepre	1,760	4	20
Flint	Castle	1,579	4	
	Coleshill	3,130	5	
	Oakenholt	2,165	4	
	Trelawny	2,767	5	18
Gwernaffield	Gwernaffield	784	6	
	Pantymwyn	832	6	12
Gwernymynydd		925	11	11
Halkyn	Halkyn	422	3	
	Pentre Halkyn	931	4	
	Rhesycae	297	2	
	Rhosesmor	685	4	13
Hawarden	Aston	2,559	5	
	Ewloe	4,218	4	
	Hawarden	1,532	3	
	Mancot	2,718	5	17
Higher Kinnerton		1,283	9	9

Holywell	Central	1,485	4	
	East	1,408	4	
	Greenfield	2,114	5	
	West	1,858	4	17
Hope	Caergwrle	1,289	6	
	Hope	1,997	8	14
Leeswood	Leeswood	1,365	11	
	Pontblyddyn	239	2	13
Llanasa	Axton	826	4	
	Ffynnongroyw	1,542	6	
	Gronant	1,249	5	15
Llanfynydd	Cefn y Bedd	409	4	
	Cymau	392	2	
	Ffrith	469	4	
	Pontybodkin	204	2	12
Mold	Broncoed	1,987	4	
	East	1,520	4	
	South	2,126	4	
	West	2,029	4	16
Mostyn	Mostyn	1,011	9	
	Rhewl	454	3	12
Nannerch		409	8	8
Nercwys		461	9	9
Northop	Northop	1,027	6	
	Sychdyn	1,468	7	13
Northop Hall		1,274	11	11
Penyffordd		3,035	10	10
Queensferry	Pentre	132	2	
	Queensferry	438	4	
	Sandycroft	953	7	13
Saltney	Mold Junction	972	5	
	Stonebridge	2,759	9	14
Sealand	East	900	4	
	West	1,303	8	12
Shotton	East	1,436	4	
	Higher	1,836	6	
	West	1,599	4	14
Trelawnyd & Gwaenysgor	Gwaenysgor	219	3	
	Trelawnyd	498	6	9
Treuddyn		1,306	11	11
Whitford	Carmel	1,534	10	
	Whitford	356	3	13
Ysceifiog		1,032	10	10
Totals		**118,061**	**441**	**441**

Table of Draft Proposals

Town / Community	Ward	Electorate (1 May 2013)	Current No of Seats	Av. No of Electors per Cllr	Current No. of Seats per Council	Summary of Draft Proposals	Ward	Electorate (1 May 2013) amended	Proposed No of Seats	Av. No of Electors per Cllr	Proposed No. of Seats per Council
Argoed	East	1,647	5	329.4		Removal of the warding arrangement					
	New Brighton	885	3	295.0		Reduction in Councillor numbers					
	South	552	2	276.0							
	West	1,525	6	254.2	16		West	4,609	14	329.2	14
Bagillt	East	1,501	7	214.4		No changes	East	1,501	7	214.4	
	West	1,643	7	234.7	14		West	1,643	7	234.7	14
Broughton and Bretton	East	858	2	429.0		Transfer properties in the Old Warren that is currently part of Penyffordd Community Council					
	North	891	4	222.8			North East	1,749	5	349.8	
	South	2,845	8	355.6	14	Alteration to the warding arrangements	South	2,914	9	323.8	14
Brynford		853	10	85.3	10	No changes		853	10	85.3	10
Buckley	Bistre East	2,729	5	545.8		C	Bistre East	2,729	5	545.8	
	Bistre West	3,370	6	561.7			Bistre West	3,370	5	674.0	
	Mountain	2,342	2	1171.0			Mountain	2,342	4	585.5	
	Pentrobin	3,736	5	747.2	18		Pentrobin	3,736	6	622.7	20
Caerwys		1,025	11	93.2	11	No changes		1,025	11	93.2	11
Cilcain	Cilcain	580	6	96.7		No changes	Cilcain	580	6	96.7	
	Rhydymwyn	565	6	94.2	12		Rhydymwyn	565	6	94.2	12
Connah's Quay	Central	2,523	5	504.6		Alteration to the warding arrangements	Central	3,678	6	613.0	
	Golftyn	4,041	5	808.2		Transfer properties from Golftyn and South wards to Central ward	Golftyn	3,815	6	635.8	
	South	4,443	6	740.5			South	3,514	5	702.8	
	Wepre	1,760	4	440.0	20	Redistribution of councillors across the wards	Wepre	1,760	3	586.7	20
Flint	Castle	1,579	4	394.8		Reduction in Councillor numbers	Castle	1,579	3	526.3	
	Coleshill	3,130	5	626.0			Coleshill	3,130	5	626.0	
	Oakenholt	2,165	4	541.3			Oakenholt	2,165	4	541.3	
	Trelawny	2,767	5	553.4	18		Trelawny	2,767	5	553.4	17
Gwernaffield	Gwernaffield	784	6	130.7		No changes	Gwernaffield	784	6	130.7	
	Pantymwyn	832	6	138.7	12		Pantymwyn	832	6	138.7	12
Gwenymynydd		925	11	84.1	11	No changes		925	11	84.1	11
Halkyn	Halkyn	422	3	140.7		Alteration to the warding arrangements	Halkyn				
	Pentre Halkyn	931	4	232.8		The new ward will need to be renamed	Rhesycae				
	Rhesycae	297	2	148.5			Rhosesmor	1404	8	175.5	
	Rhosesmor	685	4	171.3	13		Pentre Halkyn	931	5	186.2	13
Hawarden	Aston	2,559	5	511.8		Alteration to the warding arrangements	Aston	2,559	4	639.8	
	Ewloe	4,218	4	1054.5		Transfer properties along Cross Tree Lane,	Ewloe	4,218	6	703.0	
	Hawarden	1,532	3	510.7		Glynne Way and two properties on Moor Lane currently in Mancot ward. Reduction in Councillor	Hawarden	1,560	2	780.0	
	Mancot	2,718	5	543.6	17	numbers	Mancot	2,690	4	672.5	16
Higher Kinnerton		1,283	9	142.6	9	No changes		1,271	9	141.2	9
Holywell	Central	1,485	4	371.3		Reduction in Councillor numbers	Central	1,485	3	495.0	
	East	1,408	4	352.0			East	1,408	3	469.3	
	Greenfield	2,114	5	422.8			Greenfield	2,114	5	422.8	
	West	1,858	4	464.5	17		West	1,858	4	464.5	15

Community	Ward (existing)	Electorate	Cllrs	Ratio	Total	Proposals	Total	Ward (proposed)	Electorate	Cllrs	Ratio
Hope	Caergwrle	1,289	6	214.8		Alteration to the warding arrangements		Caergwrle	1,447	6	241.2
	Hope	1,997	8	249.6	14		13	Hope	1,865	7	266.4
Leeswood	Leeswood	1,365	11	124.1		No changes		Leeswood	1,365	11	124.1
	Pontblyddyn	239	2	119.5	13		13	Pontblyddyn	239	2	119.5
Llanasa	Axton	826	4	206.5		Reduction in Councillor numbers		Axton	826	3	275.3
	Ffynnongroyw	1,542	6	257.0				Ffynnongroyw	1,542	6	257.0
	Gronant	1,249	5	249.8	15		14	Gronant	1,249	5	249.8
Llanfynydd	Cefn y Bedd	409	4	102.3		Redistribution of Councillors across the wards		Cefn y Bedd	409	4	102.3
	Cymau	392	2	196.0				Cymau	392	3	130.7
	Ffrith	469	4	117.3				Ffrith	469	3	156.3
	Pontybodkin	204	2	102.0	12		12	Pontybodkin	204	2	102.0
Mold	Broncoed	1,987	4	496.8		Alteration to the warding arrangements. Transfer properties from West to East ward, South to West ward and Broncoed to South ward. Amendment to external boundary transfer 13 properties from Halkyn Community Council		Broncoed	1,880	4	470.0
	East	1,520	4	380.0				East	2,047	4	511.8
	South	2,126	4	531.5				South	1,935	4	483.8
	West	2,029	4	507.3	16		16	West	1,822	4	455.5
Mostyn	Mostyn	1,011	9	112.3		Reduction in Councillor numbers		Mostyn	1,011	8	126.4
	Rhewl	454	3	151.3	12		11	Rhewl	454	3	151.3
Nannerch		409	8	51.1	8	No changes	8		409	8	51.1
Nercwys		461	9	51.2	9	No changes	9		461	9	51.2
Northop	Northop	1,027	6	171.2		No changes		Northop	1,027	6	171.2
	Sychdyn	1,468	7	209.7	13		13	Sychdyn	1,468	7	209.7
Northop Hall		1,274	11	115.8	11	No changes	11		1,274	11	115.8
Penyffordd		3,035	10	303.5	10	Amendment to external boundary transfer 26 properties from Penyffordd Community Council to Broughton and Bretton Community Council. Transfer 6 properties from Higher Kinnerton Community Council to Penyffordd Community Council and transfer 1 property from Leeswood Community Council to Penyffordd Community Council. Increase the Councillor numbers.	13		2,980	13	229.2
Queensferry	Pentre	132	2	66.0		Alteration to the warding arrangements. The new ward will need to be renamed. Reduction in Councillor numbers		Pentre	570	5	114.0
	Queensferry	438	4	109.5				Queensferry			
	Sandycroft	953	7	136.1	13		12	Sandycroft	953	7	136.1
Saltney	Mold Junction	972	5	194.4		Alteration to the warding arrangements. Reduction in Councillor numbers		East	1,786	6	297.7
	Stonebridge	2,759	9	306.6	14		13	West	2,095	7	299.3
Sealand	East	900	4	225.0		Removal of the warding arrangement. Increase the Councillor numbers			2,203	13	169.5
	West	1,303	8	162.9	12		13				
Shotton	East	1,436	4	359.0		No changes		East	1,436	4	359.0
	Higher	1,836	6	306.0				Higher	1,836	6	306.0
	West	1,599	4	399.8	14		14	West	1,599	4	399.8
Trelawnyd & Gwaenysgor	Gwaenysgor	219	3	73.0		No changes		Gwaenysgor	219	3	73.0
	Trelawnyd	498	6	83.0	9		9	Trelawnyd	498	6	83.0
Treuddyn		1,306	11	118.7	11	No changes	11		1,306	11	118.7
Whitford	Carmel	1,534	10	153.4		Reduction in Councillor numbers		Carmel	1,534	10	153.4
	Whitford	356	3	118.7	13		12	Whitford	356	2	178.0
Ysceifiog		1,032	10	103.2	10	No changes	10		1,032	10	103.2
		118,061	**441**		**441**		**435**		**118,261**	**435**	

Table of Draft Final Proposals

Town / Community	Ward	Electorate (1 May 2013)	Current No of Seats	Av. No of Electors per Cllr	Current No. of Seats per Council	Summary of Draft Final Proposals	Ward	Electorate (1 May 2013) amended	Proposed No of Seats	Av. No of Electors per Cllr	Proposed No. of Seats per Council
Argoed	East	1,647	5	329.4		Alteration to the warding arrangements.	Argoed	2,199	7	314.1	
	New Brighton	885	3	295.0		The new wards to be renamed Argoed and New Brighton.					
	South	552	2	276.0							
	West	1,525	6	254.2	16	Reduction in Councillor numbers by 2.	New Brighton	2,410	7	344.3	14
Bagillt	East	1,501	7	214.4		No changes.	East	1,501	7	214.4	
	West	1,643	7	234.7	14		West	1,643	7	234.7	14
Broughton and Bretton	East	858	2	429.0		Transfer properties in the Old Warren that is currently part of Penyffordd Community Council.	North East	1,749	5	349.8	
	North	891	4	222.8							
	South	2,845	8	355.6	14	Alteration to the warding arrangements.	South	2,914	9	323.8	14
Brynford		853	10	85.3	10	No changes.		853	10	85.3	10
Buckley	Bistre East	2,729	5	545.8		Increase the Councillor numbers by 2.	Bistre East	2,729	5	545.8	
	Bistre West	3,370	6	561.7			Bistre West	3,370	5	674.0	
	Mountain	2,342	2	1171.0			Mountain	2,342	4	585.5	
	Pentrobin	3,736	5	747.2	18		Pentrobin	3,736	6	622.7	20
Caerwys		1,025	11	93.2	11	No changes.		1,025	11	93.2	11
Cilcain	Cilcain	580	6	96.7		No changes.	Cilcain	580	6	96.7	
	Rhydymwyn	565	6	94.2	12		Rhydymwyn	565	6	94.2	12
Connah's Quay	Central	2,523	5	504.6		Redistribution of councillors across the wards	Central	2,523	4	630.8	
	Golftyn	4,041	5	808.2			Golftyn	4,041	6	673.5	
	South	4,443	6	740.5			South	4,443	7	634.7	
	Wepre	1,760	4	440.0	20		Wepre	1,760	3	586.7	20
Flint	Castle	1,579	4	394.8		Reduction from 4 to 3 Councillors for the Castle ward.	Castle	1,579	3	526.3	
	Coleshill	3,130	5	626.0			Coleshill	3,130	5	626.0	
	Oakenholt	2,165	4	541.3			Oakenholt	2,165	4	541.3	
	Trelawny	2,767	5	553.4	18		Trelawny	2,767	5	553.4	17
Gwernaffield	Gwernaffield	784	6	130.7		No changes.	Gwernaffield	784	6	130.7	
	Pantymwyn	832	6	138.7	12		Pantymwyn	832	6	138.7	12
Gwenymynydd		925	11	84.1	11	No changes.		925	11	84.1	11
Halkyn	Halkyn	422	3	140.7		Alteration to the warding arrangements.	Halkyn Mountain				
	Pentre Halkyn	931	4	232.8		The new ward being named Halkyn Mountain.					
	Rhesycae	297	2	148.5		Alteration to external boundary with Mold.		1378	8	172.3	
	Rhosesmor	685	4	171.3	13		Pentre Halkyn	931	5	186.2	13
Hawarden	Aston	2,559	5	511.8		Increase the Councillor numbers in the Ewloe Ward by 3.	Aston	2,559	5	511.8	
	Ewloe	4,218	4	1054.5			Ewloe	4,218	7	602.6	
	Hawarden	1,532	3	510.7			Hawarden	1,532	3	510.7	
	Mancot	2,718	5	543.6	17		Mancot	2,718	5	543.6	20
Higher Kinnerton		1,283	9	142.6	9	Alteration to the external boundary.		2,718	9	302.0	9
Holywell	Central	1,485	4	371.3		Reduction in Councillor numbers by 2.	Central	1,485	3	495.0	
	East	1,408	4	352.0			East	1,408	3	469.3	
	Greenfield	2,114	5	422.8			Greenfield	2,114	5	422.8	
	West	1,858	4	464.5	17		West	1,858	4	464.5	15
Hope	Caergwrle	1,289	6	214.8		Alteration to the external boundary.	Caergwrle	1,447	6	241.2	

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Community	Ward	Electorate	Cllrs	Ratio	Total	Proposed Changes	Total	Ward	Electorate	Cllrs	Ratio
Leeswood	Hope	1,997	8	249.6	14	Redrawing the internal boundary.	13	Hope	1,865	8	233.1
	Leeswood	1,365	11	124.1		Alteration to the external boundary.		Leeswood	1,365	11	124.1
	Pontblyddyn	239	2	119.5		Reduction in Councillor numbers by 1.		Pontblyddyn	239	2	119.5
Llanasa	Axton	826	4	206.5	15	Reduction in Councillor numbers by 1.	14	Axton	826	3	275.3
	Ffynnongroyw	1,542	6	257.0				Ffynnongroyw	1,542	6	257.0
	Gronant	1,249	5	249.8				Gronant	1,249	5	249.8
Llanfynydd	Cefn y Bedd	409	4	102.3	12	Redistribution of Councillors across the wards.	12	Cefn y Bedd	409	4	102.3
	Cymau	392	2	196.0				Cymau	392	3	130.7
	Ffrith	469	4	117.3				Ffrith	469	3	156.3
	Pontybodkin	204	2	102.0				Pontybodkin	204	2	102.0
Mold	Broncoed	1,987	4	496.8	16	Alteration to the warding arrangements.	16	Broncoed	1,880	4	470.0
	East	1,520	4	380.0		Transfer properties from West to East ward,		East	2,047	4	511.8
	South	2,126	4	531.5		South to West ward and Broncoed to South ward		South	1,935	4	483.8
	West	2,029	4	507.3		Amendment to external boundary transfer 13 properties from Halkyn Community Council.		West	1,822	4	455.5
Mostyn	Mostyn	1,011	9	112.3	12	Reduction in Councillor numbers by 1.	11	Mostyn	1,011	8	126.4
	Rhewl	454	3	151.3				Rhewl	454	3	151.3
Nannerch		409	8	51.1	8	No changes.	8		409	8	51.1
Nercwys		461	9	51.2	9	No changes.	9		461	9	51.2
Northop	Northop	1,027	6	171.2	13	No changes.	13	Northop	1,027	6	171.2
	Sychdyn	1,468	7	209.7				Sychdyn	1,468	7	209.7
Northop Hall		1,274	11	115.8	11	No changes.	11		1,274	11	115.8
Penyffordd		3,035	10	303.5	10	Amendment to external boundary transfer 26 properties from Penyffordd Community Council to Broughton and Bretton Community Council. Transfer 6 properties from Higher Kinnerton Community Council to Penyffordd Community Council and transfer 1 property from Leeswood Community Council to Penyffordd Community Council and several properties from Hope Community Council. Increase the Councillor numbers by 3.	13		2,980	13	229.2
Queensferry	Pentre	132	2	66.0	13	Alteration to the warding arrangements.	12	Queensferry	570	5	114.0
	Queensferry	438	4	109.5		The new ward will be renamed Queensferry.		Sandycroft	953	7	136.1
	Sandycroft	953	7	136.1		Reduction in Councillor numbers by 1.					
Saltney	Mold Junction	972	5	194.4	14	Redistribution of councillors across the wards.	14	Mold Junction	972	4	243.0
	Stonebridge	2,759	9	306.6				Stonebridge	2,759	10	275.9
Sealand	East	900	4	225.0	12	Removal of the warding arrangements.	13		2,203	13	169.5
	West	1,303	8	162.9		Increase the Councillor numbers by 1.					
Shotton	East	1,436	4	359.0	14	No changes.	14	East	1,436	4	359.0
	Higher	1,836	6	306.0				Higher	1,836	6	306.0
	West	1,599	4	399.8				West	1,599	4	399.8
Trelawnyd & Gwaenysgor	Gwaenysgor	219	3	73.0	9	No changes.	9	Gwaenysgor	219	3	73.0
Gwaenysgor	Trelawnyd	498	6	83.0		No changes.		Trelawnyd	498	6	83.0
Treuddyn		1,306	11	118.7	11	No changes.	11		1,306	11	118.7
Whitford	Carmel	1,534	10	153.4	13	Removal of the warding arrangements.	12		1890	12	157.5
	Whitford	356	3	118.7		Reduction in Councillor numbers by 1.					
Ysceifiog		1,032	10	103.2	10	No changes.	10		1,032	10	103.2
		118,061	441		441		441		117,333	441	

Town / Community Councils
Bagillt Community Council
Broughton and Bretton Community Council
Buckley Town Council
Connah's Quay Town Council
Flint Town Council
Halkyn Community Council
Hawarden Community Council
Holywell Town Council
Llanasa Community Council
Mold Town Council
Mostyn Community Council
Nannerch Community Council
Northop Community Council
Northop Hall Community Council
Penyffordd Community Council
Sealand Community Council
Trelawnyd & Gwaenysgor Community Council
Whitford Community Council
County Councillors
Councillor D. Mackie – Ewloe
Councillor C. Carver – Hawarden
Councillor H. Bateman – Mold Broncoed
Councillor D. Williams – Penyffordd
Councillor N. Steele – Mortimer - Trelawnyd & Gwaenysgor
Residents
K. Young – Flint Mountain
Mrs. G. Harrsion - Greenfield
Mr & Mrs. Thomas – Penyffordd
Mrs. V. Socha – Penyffordd
Mrs. Auty – Greenfield

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Town & Community Council where proposing no alterations to current arrangements

Bagillt

Brynford

Caerwys

Cilcain

Gwernaffield

Gwernmynydd

Nannerch

Nercwys

Northop

Northop Hall

Shotton

Trelawnyd & Gwaenysgor

Treuddyn

Ysceifiog

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 13 MAY 2014

REPORT BY: HEAD OF LEGAL AND DEMOCRATIC SERVICES
                   AND HEAD OF HOUSING

SUBJECT: UPDATE ON THE ESTABLISHMENT OF A HOUSING
                   COMPANY

1.00   PURPOSE OF REPORT

1.01   To update Members on the progress made in establishing a housing
        company, North East Wales Homes, and to seek approval for the
        transfer of future "gifted" units to the company directly from
        developers.

2.00   BACKGROUND

2.01   At its meeting on 19 December Cabinet approved the establishment of
        a housing company and gave delegated authority to officers to take all
        necessary steps to set that company up. Good progress has been
        made and the company has now been incorporated (i.e. the company
        has been created and registered at Companies House). This report
        outlines the steps that have been taken.

2.02   The Council has been given 10 units of housing under two Section
        106 agreements for affordable housing in perpetuity.   Those
        properties were transferred to the Council in two tranches, the first in
        September 2013 and the second in January 2014.   They have
        subsequently been transferred to the company under the delegated
        authority granted in December. In future it would be more efficient if
        any such properties that are to be given to the company are
        transferred directly to it. This is explained in more detail below.

2.03   Welsh Government has been supportive of the move to establish a
        company. It has supplied the Council with free consultancy services
        from someone experienced in the establishment of local authority
        companies.   It has also been very supportive in granting the
        necessary consents to transfer properties to the company.

3.00   CONSIDERATIONS

3.01   The company was incorporated on 3 April 2014. It was agreed that
        there would be 5 councillors, 1 officer and 1 external person as
        directors. So far Councillors Alex Aldridge, Bernie Attridge, Gareth

Roberts and Tony Sharps have been appointed as directors. Katie Davis has been appointed as the council officer director.

3.02   Initially, it was anticipated that there would be one independent director. However, our independent expert solicitors recommended that two independent directors should be appointed which is the minimum quorum for a board. In the event that all County Council directors needed to declare an interest then the board would still be able to function.

3.03   The Council advertised for independent directors and received 8 applications. Following shortlisting by the Head of Housing and the Head of Legal & Democratic Services 3 candidates were interviewed on 17 April by a panel consisting of Councillors Bernie Attridge and Helen Brown plus the Head of Housing and the Head of Legal & Democratic Services. The panel unanimously recommended Jan Lycett and Paul Humphries for the two positions of Independent Director and they have now been appointed under the delegated authority given in December.

3.04   Arrangements have been made to ensure that the Board receives appropriate professional advice. During the first year of its existence when there will be a lot of work establishing the company's infrastructure, it will receive financial advice from the Finance Manager, Community Services. In addition, the County Council will act as a corporate company secretary and one of the solicitors from the Corporate Work Group in the Litigation Team will undertake that role. As outlined in the December report the company will need to appoint its own professional advisors in certain circumstances (where there is a conflict of interest) and arrangements will be made for this at the meeting of the company's board.

3.05   The practical arrangements for establishing the company are also progressing. The company will not initially employ staff and will purchase the necessary services from Flintshire County Council. A service level agreement has been established which has set out the operational arrangements and the roles of both organisations.

        A separate bank account has been set up and financial processes are now in place. The company will use a stand alone financial system alongside a lettings management software package which will enable the company to keep its financial data separate to the Council and on a system more suited to it's size. All the necessary procedures and legal documents have been developed and are in place.

        The company's web site has also been set up via a host server and it has a dedicated telephone line and email address. The company is therefore ready for business as soon as the first Board meeting takes place.

3.06 The company's initial 3 year business plan has been approved under delegated powers as authorised by Cabinet in December 13.

It is the intention for the company to soft launch to a limited audience and initially sign up landlords who are already on our list of potential customers via our market testing and landlord forums. This will enable the company to gather data on the products acceptance in the market place, fine tune the products and react to customer demands quickly and effectively. The soft launch will also include letting the gifted units and inviting landlords currently looking at working in partnership with the Council to let through the company.

THE LANDLORD PACKAGES

As part of this gradual development of portfolio products, the company is starting with two initial landlord offers.

The first will utilise the experience and expertise of the Council as a trusted provider with the company managing and letting a property on behalf of a landlord who owns property through a management agreement

This product will enable the company to carry out all the functions of the landlord in return for a one off £195 sign up fee and a 10% of rental income monthly management fee which will be subject to annual review.

The second landlord offer provides a unique opportunity for home owners over 55 to lease their properties to the company, who will fully manage the property and guarantee the rental income for a fixed 25% of rental income monthly fee and also points to enable access to suitable council accommodation at the same priority as someone who does not own a property. This offer recognises the barriers home owners can face accessing suitable council accommodation designated for older people as they receive insufficient priority on the Council's waiting list, as they own an asset.

Officers have used existing contacts to start generating business. So far sixteen landlords have expressed an interest in using the services of the company. Four property appraisals have been carried out and all of those have been suitable to sign up to one of the landlord packages.

4.00 **GIFTED UNITS**

4.01 The Council has been given 10 units of affordable housing in Penyffordd under two section 106 agreements. They were transferred to the Council before the company was incorporated. Using the delegated authority granted by Cabinet in December to establish the company in accordance with its business plan, officers have, (at the

time of writing), put in place arrangements to transfer those properties to the company. Those properties will have been transferred by the date of the meeting.

4.02   The Council will continue to receive such properties from developers in the future. Rather than undertake two sets of legal transfers (one from the developer to the Council and one from the Council to the company) it would be more efficient if such properties could be transferred directly to the company where that is deemed appropriate. This will save work and legal fees (eg. registration of title). More importantly, it will save time and will enable the units to be brought into occupation more quickly. It is not anticipated that every such property would be transferred to the company and therefore it is recommended that where appropriate for properties to be given to the company that is decided by the Head of Housing in consultation with the Cabinet Member for Housing.

4.03   A nomination agreement will be developed between Flintshire County Council and the company which will set out the arrangements for letting these properties. The agreement will provide full nomination rights to Flintshire County Council. This will ensure that these properties are let to people prioritised for affordable housing by Flintshire County Council.

5.00   RECOMMENDATIONS

5.01   That Cabinet notes the progress and endorses the actions taken to establish the Housing company.

5.02   That Cabinet delegates authority to the Head of Housing in consultation with the Cabinet Member for Housing to decide which of any future gifted units should be transferred directly to the company by developers.

5.03   That Cabinet approve that a nomination agreement be developed between the council and the company, providing 100% nomination rights for all lettings.

6.00   FINANCIAL IMPLICATIONS

6.01   The initial set up costs to date are £4,000 including costs for software, web site, e-mail hosting and membership of a tenant deposit scheme. The set-up loan assumed within the business plan is for £100,000 to be transferred to the company from the council, for cash flow purposes at the start of trading. This loan will incur an interest charge, which will provide a return on investment to the council. .

7.00   ANTI POVERTY IMPACT

7.01   None directly arising from this report.

8.00   ENVIRONMENTAL IMPACT

8.01   None directly arising from this report.

9.00   EQUALITIES IMPACT

9.01   The purpose for establishing the company was to help those people that would not have otherwise qualified for social housing or who are unable to afford private rents as well as to give options to older residents.   It is therefore promoting access to good quality and suitable housing across all sectors of the population.

10.00   PERSONNEL IMPLICATIONS

10.01   None arising directly from the report.

11.00   CONSULTATION REQUIRED

11.01   None as a result of this report.

12.00   CONSULTATION UNDERTAKEN

12.01   None as a result of this report.

13.00   APPENDICES

13.01   None

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

As referred to in the report.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 13 MAY 2014**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **CONSULTATIONS WITH SCHOOLS IN SALTNEY**

1.00   PURPOSE OF REPORT

1.01   To inform Members of the forthcoming consultations with Saltney Ferry Primary School and St. David's High School.

2.00   BACKGROUND

2.01   Following agreement to conduct consultations in schools affected by Post-16 reorganisation, the consultations with the community at Saltney is the last in the series of consultations which have been held at Holywell, Connah's Quay, Queensferry, Buckley and Flint.

3.00   CONSIDERATIONS

3.01   The two options put forward for consideration are related to the post-16 provision at St. David's High School from September 2016 and the possible amalgamation of Saltney Ferry Primary School with St. David's High School to create a new 3-16 age-range school from September 2016. The options for consultation have been agreed with the Governing Bodies of the two schools.

4.00   RECOMMENDATIONS

4.01   That Members note the content of the consultation document which will be circulated to the school community in the area and all statutory consultees as specified by Welsh Government.

5.00   FINANCIAL IMPLICATIONS

5.01   No impact resulting from this phase of consultations.

6.00   ANTI POVERTY IMPACT

6.01   No impact resulting from this phase of consultations.

7.00 **ENVIRONMENTAL IMPACT**

7.01 No impact resulting from this phase of consultations.

8.00 **EQUALITIES IMPACT**

8.01 No impact resulting from this phase of consultations.

9.00 **PERSONNEL IMPLICATIONS**

9.01 No impact resulting from this phase of consultations.

10.00 **CONSULTATION REQUIRED**

10.01 Consultations as required by the Welsh Government, School Organisation Code 2013.

11.00 **CONSULTATION UNDERTAKEN**

11.01 None.

12.00 **APPENDICES**

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Copies of the consultation paper will be placed in the Members' Library.

Contact Officer: **Tom Davies**
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Email: **tom.davies@flintshire.gov.uk**

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 13 MAY 2014

REPORT BY: HEAD OF FINANCE

SUBJECT: REVENUE BUDGET MONITORING 2013/14 (MONTH 11)

1.00   PURPOSE OF REPORT

1.01   To provide Members with the latest revenue budget monitoring information for 2013/14 for the Council Fund and the Housing Revenue Account, based on actual income and expenditure as at Month 11 and projected forward to year-end based on the most up to date information available.

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 10
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

The projected year end position, as estimated at Month 11 is as follows:

Council Fund

- Net in year expenditure forecast to be £2.215m less than budget. (An increase of £0.064m on the £2.151m reported at Month 10).

- Projected contingency reserve balance at 31 March 2014 of £4.901m.

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.171m less than budget (£0.089m as at Month 10).
- Projected closing balance at 31 March 2014 of £1.605m.

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £2.215m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 10	Month 11
	£m	£m	£m	£m
DIRECTORATES (Service Groups)				
Services for Adults	45.642	44.242	(0.793)	(0.780)
Services for Children	11.906	12.135	0.732	0.712
Housing Services	1.800	1.728	(0.258)	(0.254)
Development & Resources	1.688	1.628	0.051	0.114
TOTAL : COMMUNITY SERVICES	**61.036**	**59.733**	**(0.268)**	**(0.208)**
Assets and Transportation	6.015	6.091	(0.180)	(0.175)
Planning	1.708	1.717	(0.045)	(0.042)
Public Protection	3.455	3.464	(0.072)	(0.073)
Regeneration	0.715	0.704	0.022	0.032
Streetscene	19.320	19.210	0.370	0.331
Management, Support & Performance	1.088	1.076	(0.023)	(0.023)
TOTAL : ENVIRONMENT	**32.301**	**32.262**	**0.072**	**0.050**
Culture & Leisure	6.876	6.468	0.364	0.314
Inclusion Services	14.058	13.292	0.016	0.027
Primary School Services	43.374	43.277	(0.190)	(0.176)
Secondary School Services	36.638	37.500	(0.014)	(0.010)
Development & Resources	12.118	12.437	(0.278)	(0.313)
TOTAL : LIFELONG LEARNING	**113.064**	**112.974**	**(0.102)**	**(0.158)**
Chief Executive	2.356	2.303	(0.087)	(0.123)
Finance	14.265	14.225	(1.082)	(1.039)
HR & OD	2.427	2.422	(0.013)	(0.022)
ICT & Customer Services	4.922	5.048	(0.020)	(0.018)
Legal & Democratic Services	3.145	3.142	(0.145)	(0.148)
TOTAL : CORPORATE SERVICES	**27.115**	**27.140**	**(1.347)**	**(1.350)**
TOTAL DIRECTORATES	233.516	232.109	(1.645)	(1.666)
Central and Corporate Finance	26.236	27.643	(0.506)	(0.549)
Total	**259.752**	**259.752**	**(2.151)**	**(2.215)**

3.02   The original budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.03   All the movements from Month 10 are summarised in Appendix 1 with the detailed reasons for all variances by Directorate summarised within Appendices 2 to 8.

Carry Forward Requests

3.04   During the period a number of areas have been identified that may require the carrying forward of funding into 2014/15. These items will be given careful consideration over the coming weeks and an update will be provided in the month 12 report with regard to those recommended for approval.

Programme of Efficiencies

3.05   The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current position in relation to the achievement of these items. The analysis shows that it is currently projected that £4.270m (80%) will be achieved resulting in a net underachievement of £1.061m.

Status of Efficiency	Value of Budgeted Efficiency £m	Valued of Projected Efficiency £m	(Under) Over Achievement £m
ALREADY ACHIEVED	2.583	2.583	0.000
EXPECTED TO BE ACHIEVED IN FULL	1.392	1.392	0.000
ACHIEVABLE IN PART	0.456	0.295	(0.161)
NOT ACHIEVABLE	0.900	0.000	(0.900)
Total	5.331	4.270	(1.061)

4.00   INFLATION

4.01   **Pay Inflation** of £0.734m is included within service budgets to reflect the national pay award agreed earlier in the year.

4.02   **Non Standard price inflation** – amounts for energy, fuel and food costs are included in the budget and held centrally. In month 6, £0.141m for food costs were allocated. The allocation for energy costs continues to be closely monitored and at this stage it is anticipated that all of this budget will be required to meet the increased costs in 2013/14 and this is reflected in the projected outturn.

5.00   MONITORING BUDGET ASSUMPTIONS AND NEW RISKS

5.01   Along with its strategic partners, the Council has intervened in relation to the former chemical plant in Sandycroft (Euticals Ltd). Estimated costs have now been revised and are reflected in the projections to the end of March 2014. This has reduced the anticipated expenditure in 2013/14 to £0.300m from the £0.400m previously estimated early in the financial year.

5.02   The Out of County Service in Lifelong Learning is demand led and is dependent on service user need; young people with a Statement of SEN are entitled to school-based education to the age of 19. Many of these have expensive placements given their severity of need. The numbers of these young people change throughout the year and any change can significantly affect projected expenditure.
Similarly, expenditure for Out of County placements in Children's Services is also highly volatile. The focus of high cost placements are now a North Wales project and will continue to be reviewed.

5.03   Members will be aware that the Council sold its claims in LBI (formerly Landisbanki) in February 2014 and is no longer a creditor of LBI. There will be a need to complete the final impairment adjustment once CIPFA has issued the annual year end guidance on accounting for impairments in Icelandic banks; which will have a final revenue impact on the Central Loans and Investment account.

6.00   UNEARMARKED RESERVES

6.01   The 2012/13 final outturn reported to Cabinet on 16 July showed unearmarked reserves at 31 July 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   An amount of £0.518m has previously been set aside in relation to the Severe Weather costs of last year. The actual severe weather recovery costs of £0.473m have now been allocated to the Environment Directorate from the unearmarked reserves and replaces the previously reported estimate.

6.03   After 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 £4.901m

7.00 HOUSING REVENUE ACCOUNT

7.01 On 19 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 16 July 2013 showed a closing balance at the end of 2012/13 of £1.931m which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the opening balance for 2013/14 by the same amount.

7.03 For 2013/14 there is an overall projected under spend of £0.171m and a projected closing balance at Month 11 of £1.605m, which at 5.61% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

Carry Forward Request:

7.04 It is requested to carry forward £0.085m to fund software costs in relation to job scheduling and PDA's (Personal Digital Assistant hand held devices) that have not materialised in 2013/14 but will be purchased in 2014/15 and £0.015m due to the maisonette decant costs not being fully spent in the year.

7.05 Appendix 8 details the reasons for the 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 6.03).

c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03).

d) Approve the carry forward request (paragraph 7.04)

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**
Council Fund - Movement in Variances from Month 10 - Appendix 1
Council Fund Significant 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**

Contact Officer: Sara Dulson
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COUNCIL FUND - REVENUE BUDGET 2013/14
FLINTSHIRE COUNTY COUNCIL

Sir y Fflint
Flintshire

Budget Monitoring (Month 11)
Summary of Movement from Month 10

	£m	£m
Month 10		
Service Directorates	(1.645)	
Central and Corporate Finance	(0.506)	
Variance as per Cabinet Report		(2.151)
Month 11		
Service Directorates	(1.666)	
Central and Corporate Finance	(0.549)	
Variance as per Directorate Returns		(2.215)
Change Requiring Explanation		(0.064)

Community Services

Services For Adults

- Locality Teams - Domiciliary Care £0.032m, the increase is due to the impact of new clients, including direct payment clients. Locality teams - there have been additional payments to voluntary organisations £0.018m.There has been some additional OT costs £0.015m and minor adaptations costs £0.015m and minor adaptations costs £0.022m due to an increase in service demand. — 0.082

- Disability Services (Resource and Regulated Services) - a review of transition client costs has taken place recently which has resulted in actual care costs in this service being less than originally anticipated. — (0.084)

- Mental Health Services (Residential & Domiciliary) - reflects a budget realignment from Residential & Domicilliary to Mental Health Contract Services £0.024m. The balance £0.013m is due to a reduction of client — 0.037
- Other minor changes of less than £0.025m for Services for Adults — (0.022)

		0.013

Development & Resources

- Commissioning - this budget paid FCC's contribution to the North East Wales commissioning bub which has delivered efficiences for the Council. — 0.025
- Training - expenditure commitments have now been established on the P2P system which has increased previous projections. — 0.031
- Other minor changes of less than £0.025m — 0.007

		0.063

Services For Childrens

- Other minor changes of less than £0.025m — (0.020)

		(0.020)

Housing Services

- Other minor changes of less than £0.025m — 0.004

		0.004

Total: Community Services		0.060

Environment

Assets & Transportation

- Other minor changes of less than £0.010m — 0.005

		0.005

Planning

- Other minor changes of less than £0.010m — 0.003

		0.003

Public Protection

- Other minor changes of less than £0.010m — (0.001)

		(0.001)

Regeneration

- Cumulative minor changes of less than £0.010m — 0.010

		0.010

Streetscene

- Waste Disposal & Collection - reduction in expected leachate monitoring income — 0.015
- Streetscene - Gritting costs reduced due to milder winter weather conditions — (0.050)
- Other minor changes of less than £0.025m — (0.004)

		(0.039)

Total: Environment		(0.022)

Lifelong Learning

Culture & Leisure

- Leisure Services - minor variances.   (0.014)

- Libraries, Culture & Heritage - The projected expenditure has reduced by £0.035m since period 10. £0.010m relates to minor efficiencies in Libraries & Arts. £0.008m relates to minor savings in County Records Office and Records Management. £0.007m relates to minor estimated savings in Museums & Heritage. £0.011m relates to School Library Service.   (0.035)

	(0.049)

Inclusion Services

- Inclusion Services - minor variances.   0.002
- Out of County - minor variances.   0.009

	0.011

Primary School Services

- Primary School Services - minor variances.   0.014

	0.014

Secondary School Services

- Secondary School Services - minor variances.   0.004

	0.004

Development & Resources

- Children, Youth & Community - minor variances.   0.009
- Business Units - minor variances.   (0.023)
- Facilities - minor variances.   (0.007)
- Management & Business Support - minor variances.   (0.015)

	(0.036)
Total: Lifelong Learning	**(0.056)**

Corporate Services

- Legal and Democratic Services - minor variances (£0.003m)   (0.003)
- HR and Organisational Development - reduction in DBS expenditure (£0.004m), vacancy savings (£0.003m), minor variances (£0.002m)   (0.009)
- ICT and Customer Services - registrars income £0.006m, postage spend (£0.004m.   0.002
- Finance - reduced surplus on Council Tax Collection Fund £0.056m, reduced shortfall on CTRS (£0.002m), minor variances (£0.011m)   0.043
- Chief Executives Department - vacancy savings £0.027m, use of LSB Grant (£0.024m), minor variances £0.015m   (0.036)

	(0.003)
	(0.003)

Central Services

- Euticals - Revised Estimate of costs of works   (0.100)
- Write Offs - Higher than anticipated presentation of out of date cheques   0.034
- Minor Variances   0.023

	(0.043)
Total: Central Services	**(0.043)**

Total Changes	**(0.064)**

COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults						
Hospital Social Work (Intake and Reablement)	0.405	0.361	(0.044)	(0.039)	The underspend is mostly due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from Health.	One-off.
Resources and Regulated Services (Intake and Reablement)	5.302	4.974	(0.328)	(0.329)	Extra Care Projected underspend on Llys Jasmine (£0.364m) is due to an initial delay in opening the facility, plus a further £0.002m underspend on Llys Eleanor In-house Domiciliary Care underspend (£0.092m) due to greater use of reablement and independent sector care providers. Client Transportation Service underspend (£0.022m) relates to staff vacancies. Day Services underspend (£0.044m) mostly due to vacancies (£0.050m) - offset by other minor overspends These underspends are offset by a projected overspend within In-house Residential Service (£0.195m) due to the need to ensure staff cover (£0.205m) additional premises costs (£0.064m) and additional supplies and services (£0.044) offset by client (£0.070m) and Health (£0.048m) income.	Extra Care 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. Client Transportation Service Underspend adjusted in budget rationalisation. Residential Service further work required to determine the most appropriate way to address the overspend.

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.881	13.914	0.033	(0.049)	Older People Services > Locality Teams are together expected to underspend (£0.182m) mostly due to vacant posts. > Purchased domicilliary costs are projected to overspend (£0.076m) due to additional service user costs. > Purchased residential costs are projected to overspend (£0.098m) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.067m) due to purchased domiciliary care costs. > Minor adaptations underspend (£0.020m) due to reduced demand following uplift to budget based on 2012/13 activity levels	Keep under review. Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality teams.
Resource and Regulated Services (Disability Services)	15.603	15.383	(0.220)	(0.136)	Learning Disabilities - 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 accounts for a saving of £0.140m within the net underspend projection, and remains unchanged from month 3. There are some other compensating variances across this large service which reflect the changes in client demand.	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.

COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Transition and Disability Services (Disability Services)	0.658	0.764	0.106	0.106	This is mostly due to overspends against staff pay costs (£0.028m), third party payments (£0.044m), transport (£0.013m, and a shortfall of grant income of £0.028m. (Supporting People), offset by some additional other grant income.	Keep under review.
Disability Services (Disability Services)	1.581	1.602	0.021	0.014	The overspend is due to additional transition service user costs.	Keep under review.

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COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.392	0.459	0.067	0.052	This is mostly due to an overspend against staff pay costs (£0.058m) and premises costs (£0.005m)	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.654	0.587	(0.067)	(0.104)	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, there has been a delay in transferring this client into the service. The current underspend would therefore be higher but reflects the cost of current care packages including some other new clients.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.829	0.714	(0.115)	(0.113)	This is mostly (£0.050m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

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COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

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	0.195	(0.110)	(0.109)	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
Forensic Budget (Learning Disability)	0.482	0.509	0.027	0.027	Reflects current care packages for 2013/14.	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.
Other Services for Adults variances (aggregate)	4.149	3.999	(0.150)	(0.113)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	**44.241**	**43.461**	**(0.780)**	**(0.793)**		

COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	1.729	1.743	0.014	(0.049)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	**1.629**	**1.743**	**0.114**	**0.051**		

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COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

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	2.349	0.372	0.368	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.
Youth Offending Team (Children's Services)	0.308	0.266	(0.041)	(0.041)	The underspend within this area is mostly due to vacant posts.	One-off.
Professional Support (Children's Services)	5.517	5.467	(0.050)	(0.029)	The underspend is mainly due to the removal of commitments for expenditure which is not now expected to be incurred in this financial year.	

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COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Out of County Pooled Budget (Children's Services)	3.178	3.610	0.432	0.424	Costs reflect existing placements up until March 2014.	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	1.155	1.155	(0.001)	0.010	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	**12.135**	**12.847**	**0.712**	**0.732**		

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COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 11)

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	0.157	(0.203)	(0.207)	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)	1.103	1.095	(0.008)	(0.006)	Service recently undergone a restructure now fully reflected within projection.	Restructure now implemented.
Other variances (aggregate)	0.265	0.222	(0.043)	(0.045)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	**1.728**	**1.474**	**(0.254)**	**(0.258)**		
Total :	**59.733**	**59.525**	**(0.208)**	**(0.268)**		

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ENVIRONMENT

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 10 (£m)	Cause of Variance	Action Required
Assets & Transportation	6.091	5.916	(0.175)	(0.180)		
Industrial Units	(1.256)	(1.330)	(0.074)	(0.073)	Estimated net income shortfalls across the Industrial Estate portfolio have been offset by the Wales Audit Office recommendation, that a provision for income relating to Deeside Power of £200k due in May 2014, should now be made in 2013/14. Loss of rental income at Catheralls and additional utilities and NNDR costs at Period 10.	Keep Unit rental income closely monitored throughout 2013/14.
Property Holdings	0.083	0.046	(0.037)	(0.041)	Lower than anticipated NNDR charges	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.528	0.430	(0.098)	(0.099)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.813	0.896	0.083	0.086	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures. A commitment of £60k is included for the potential excess payment to be made to the Council's Insurers in relation to a claim.	
Transportation	1.466	1.411	(0.055)	(0.055)	Bus Subsidy payments to Bus Operators that have reduced due to re-negotiated contract prices.	
Aggregate of other Variances	4.457	4.463	0.006	0.002		

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ENVIRONMENT

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 10 (£m)	Cause of Variance	Action Required
Planning	**1.717**	**1.675**	**(0.042)**	**(0.045)**		
Planning Control	0.363	0.364	0.001	(0.004)	No movement in actual planning fee income received in Period 11, levels subject to further application levels up to financial year end.	Further potential for increased planning fee income which will be closely monitored
Aggregate of other Variances	1.354	1.311	(0.043)	(0.041)	Net Vacancy Savings and staff recharge income for specialist planning advice to neighbouring authorities.	
Public Protection	**3.464**	**3.391**	**(0.073)**	**(0.072)**		
Community Protection	1.243	1.195	(0.048)	(0.039)	Includes a Court Costs award following the successful prosecution of Talacre Park Holiday Park by the Health & Safety Enforcement Team.	
Aggregate of other Variances	2.221	2.196	(0.025)	(0.033)	Net Vacancy Savings	
Regeneration	**0.704**	**0.736**	**0.032**	**0.022**		

ENVIRONMENT

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 10 (£m)	Cause of Variance	Action Required
Streetscene	19.210	19.541	0.331	0.370		
Waste Disposal & Waste Collection	9.266	9.638	0.372	0.344	Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k.	
					Staff backfilling costs as a result of the on-going investigation within waste.	
					The Sustainable Waste Management Grant (SWMG) has been reduced in-year by up to 5% resulting in a funding shortfall of at least £150k	Consider impact on MTFP going forward
					Reduction in expected leachate monitoring income of £15k due to reduced capcity at the leachate treatment plant.	
Winter Maintenance	0.999	0.949	(0.050)	0.000	Reduced cost of Winter Maintenance due to milder winter weather through January and February resulting in less Rock Salt being utlised than previous projections indicated.	
Aggregate of other Variances	8.945	8.954	0.009	0.026	Increased cost of winter flooding events	
Management Support & Performance	1.076	1.053	(0.023)	(0.023)		
Management Support & Performance	1.076	1.053	(0.023)	(0.023)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets. Specific vacancy commitments to financial year end removed at Period 9.	
Total :	32.262	32.312	0.050	0.072		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.466	6.780	0.314	0.363	**School Library Service (£0.106m 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. **Libraries, Culture & Heritage (£0.013m saving)** Minor variances **Leisure Services (£0.433m pressure)** A pressure of £0.026m relates to Swim Flintshire, this programme ceased in August 2013. A saving of £0.065m relates to reduced salary costs across centres. £0.330m relates to pressures on income across centres. Pressures of £0.061m relate to premises costs. £0.052m relates to pressures on supplies and services (£0.037m of which relates to security services). The remaining £0.029m relates to minor variances.	Service Manager to place a hold on the Flintshire subsidy. 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.
Inclusion Services & Special Schools	13.292	13.319	0.027	0.015	**Inclusion Services & Special Schools (£0.027m pressure)** Minor Variances	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Primary School Services	43.277	43.101	(0.176)	(0.190)	**Primary School Services (£0.176m saving)** £0.030m relates to controls on expenditure on supplies and services budgets. £0.138m relates to savings on 3 year old placements in maintained and non maintained settings in the Early Entitlement budget. £0.008m relates to minor savings on School SLA income.	Awaiting further information on planned usage of the Foundation Phase grant. Service manager to carry out further work on future estimates for placements to include birth rates and collection for estimated places from settings. Efficiencies have been included in the 14/15 budget.
Secondary School Services	37.500	37.490	(0.010)	(0.014)	**Secondary School Services (£0.010m saving)** Minor Variances	
Development & Resources	12.439	12.126	(0.313)	(0.276)	**Children, Youth & Community (£0.041m saving)** Minor variances. **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. **Service Units (£0.048m saving)** Pressures of £0.101m on Pupil Support (Free School Meals, School Trips and Music Remissions) have been offset by estimated savings on Mobile Classrooms (£0.096m), Insurance (£0.047m) and other minor variances of £0.006m. **Facilities Services (£0.036m saving)** Minor Variances **Management & Business Support (£0.038m saving)** Minor Variances	Efficiencies relating to CYPP and CTC have been included in the 14/15 budget. Service Manager to place a hold on £0.150m of the budget within Schools ICT.
Total :	**112.974**	**112.816**	**(0.158)**	**(0.102)**		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.303	2.180	(0.123)	(0.087)	**£0.018m** Corporate voluntary sector contribution to Dangerpoint (**£0.091m**) Vacancy savings (**£0.022m**) Corporate Communications efficiencies including Consultation and Public Relations (**£0.024m**) use of LSB Grant to offset in year costs (**£0.004m**) minor variances	Request to carry forward £14k for the Emergency Planning Collaborative Project due to project delays.
Finance	14.225	13.186	(1.039)	(1.082)	(**£0.146m**) net Vacancy savings following reallignment of budget (**£0.381m**) in year efficiency following review of the level of funding required to meet Discretionary Housing Payment (DHP) need and review of Housing Benefit Subsidy profile (**£0.060m**) additional income from collection of Housing Benefits Overpayments (**£0.829m**) net surplus on the Council Tax Collection Fund after meeting the £0.305m costs allocated in 2013/14 budget (£0.115m allocated to Software will remain unspent) **£0.377m** CTRS shortfall in funding compared to estimated in year cost	Request to carry forward £10k to fund the purchase of IT equipment due delays in sourcing software. Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.

CORPORATE SERVICES

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.142	2.994	(0.148)	(0.145)	(£0.014m) net Vacancy savings including the use of Agency/Locums and recharges (£0.023m) Members Services underspend (£0.092m) Members Allowances underspend (inc. training, travel etc.) (£0.012m) reduced Legal Subscriptions expenditure (£0.007m) minor variances	Request to carry forward the following amounts: • £10k for the translation of the Council's Constitution, work incomplete • £30k for the purchase and installation of new Legal software due to delays in sourcing software
Human Resources & Organisational Development	2.422	2.400	(0.022)	(0.013)	(£0.025m) reduced DBS Check expenditure (£0.020m) Vacancy savings £0.034m loss of income from external organisations (£0.011m) minor variances	Request to carry forward the following amounts: • £10k for the purchase of DBS software - delays in project • £275k Flintshire Trainee budget which will be required in 2014/15 to continue to fund the Scheme.
ICT & Customer Services	5.048	5.030	(0.018)	(0.020)	£0.045m postage costs (£0.018m) Vacancy savings (£0.014m) additional Registrars Income (£0.024m) ICT Strategy underspend (£0.007m) minor variances	Request to carry forward the following amounts: • £296k for PSBA due to a delay linked with the introduction of LiDW project. • £52k for the Capita One Project (regional project fund to support a regional service not FCC budget). • £22k for the Digital Print unit to support commitments in 14/15. • £12k for the replacement of damaged AirCon units in Data Centre 2 unforseen weather damage • £129k to cover Flintshire Connects staffing costs in 14/15. • £25k allocated to Flintshire Connects Buckley funding previously allocated
Total :	27.140	25.790	(1.350)	(1.347)		

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Budget Monitoring 2013/14 (Period 11)

CENTRAL AND CORPORATE FINANCE

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	15.283	15.020	(0.263)	(0.263)	Review of the Minimum Revenue Provision (MRP) calculation to include MRP on Local Government Borrowing Initiative.	Continue to monitor in line with Treasury Management Strategy.
Coroners	0.193	0.248	0.055	0.055	Due to a change in the lead authority for Coroners service provision (effective from May 2013), it has been brought to our attention that Wrexham CBC are continuing to process a significant number of invoices pertaining to financial year 2012/13 (currently value circa £0.110m) for which the Flintshire share is 50%, resulting in a current year budget pressure.	Overspend is non recurring. Regular monitoring with Denbighshire County Council undertaken on in year spend
Centrally Held Provisions	4.417	3.280	(1.137)	(1.162)	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 budgeted pension fund deficit - final year of three year strategy (-£0.242m), over recovery of corporate windfall income (£0.199m) (First Steps Imp Package)Other minor variances (-£0.016m).	Budgets are considered as part of 2014/15 Council Budget
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.	Subject to an overall review of Support Services
Former Euticals Ltd - Sandycroft site	0.000	0.300	0.300	0.400	Estimated costs have been revised for 2013/14.	Ongoing monthly monitoring

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Budget Monitoring 2013/14 (Period 11)

CENTRAL AND CORPORATE FINANCE

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Mass Matrix Contract	(0.315)	(0.190)	0.125	0.125	A review of the rebate on the Matrix Contract has been undertaken. Agency usage has decreased in 2013/4 and the variance projection reflects the up to date position.	Further analysis to be undertaken to consider the impact in 2014/15
Flintshire Futures	(0.051)	0.131	0.080	0.062	Assets Programme £0.054m will not be achieved due to delays in the full review of hard and soft facilities management across the Council. Customer Programme £0.075m of efficiencies will not be realised until the programme has advanced and the wider network of Flintshire Connects sites are in place. Procurement Programme (£0.067m) of additional efficiencies have been achieved as a result of in year initiatives.	A Workshop is due to take place shortly to review progress and assess the methodology for realising efficiencies. Continued challenge of spend categories will support further efficiencies in 2014/15.
Other variances - aggregate	10.047	10.027	(0.020)	(0.034)		
Total :	27.643	27.196	(0.549)	(0.506)		

2

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)	(5.834)	
Total Reserves above base level		**3.706**
Less - Amount approved by Council on 1st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16th 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		**3.159**
Add projected underspend as at 31st March 2014		2.215
Less - Actual severe weather recovery costs		(0.473)
Projected Level of Total Contingency Reserve as at 31st March 2014		**4.901**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance & Support	2.656	2.413	(0.243)	(0.238)	Support Recharges reflected at 2012/13 actuals, saving £0.106m. Information on 2013/14 has been requested. Pension Fund Strain costs £0.080m lower than anticipated creating saving. Insurance claim non-reimbursement reviewed and reflected at 2012/13 figures, saving £0.021m Carry forward request for £0.085m due to software costs not materialising in 2013/14 but will be purchased in 2014/15. Carry forward request for £0.015m due to Maisonette budget not being fully spent in year.	
Housing Estates	1.852	1.671	(0.181)	(0.194)	Procurement reimbursement for screening received in amount of £0.058m. Void clearance recharges generating a further £0.013m income. Water commission generated a further £0.034m of income due to early bird discount scheme. Cancellation of cleaning contract saving £0.005m on maisonette blocks. Salary savings of £0.028m over all areas.	
Other variances (aggregate)	8.375	8.386	0.011	(0.001)		
Total :	0.497	0.326	(0.171)	(0.089)		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
HRA Subsidy	6.167	6.356	0.189	0.189	Capital Financing charges amended after budget rounds completed. Further amendments to Capital figures for inclusion in 2nd HRAS return. Under payment on 2012/13 of £0.031m calculated on Advance Final return.	Review timings of figures with Capital Financing team.
Rents	(26.946)	(27.148)	(0.202)	(0.210)	Bad Debt provision reviewed based on first quarter impact of "bedroom tax", resulting in a saving of £0.258m	Monitor impact of "Bedroom Tax" and review expected costs
Repairs and Maintenance	8.393	8.648	0.255	0.365	£0.198m net under spend variance on salaries due to long term vacancies and recruitment freeze in place. £0.159m Increase in the anticipated major works being undertaken in voids resulting in a reduction in the revenue spend projections from previous month. Agreed subcontractor overspend of £0.268m due to adverse weather condidtions in March 2013, recent high wind damage in February 2014 and major works on void properties.	Housing Asset Management Team is working closely with Travis Perkins on price reductions due to the volume of materials being purchased through the partnership arrangement. An in-house kitchen team is being created to undertake kitchen installations in void properties which will reduce the level of subcontractor spend in this area.

Budget Monitoring
Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
Community Services						
Residential Charging - Increased Income From Demand	0.100		✓			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	✓				
TOTAL	0.118					
Service Change (APPENDIX 7b)						
Community Services						
Reablement in the level of extra care	0.100	✓				
Preserved Rights - reduced activity levels	0.053	✓				
External Funding for Existing Post - Children's Services	0.043	✓				
Family Placement Team - revision of existing practices	0.040	✓				
Early Retirement - Non replacement of staff - CSA	0.015	✓				
General Office Administration Review	0.021	✓				
Housing Efficiency Savings	0.028	✓				
Homelessness - Timing of presentations	0.106	✓				

Budget Monitoring
Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Youth Justice - Appropriate adult service	0.010	✓				
Legal Fees - Use of solicitors / barristers	0.010		✓			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	✓				
Children's Services - FAST team budget reduction	0.010		✓			The FAST team is currently showing an overspend of £0.027.
Preventative foster care service - day care	0.005	✓				
TOTAL	0.456					
Procurement (APPENDIX 7c)						
Community Services						
PARIS - post implementation expenditure review	0.030	✓				
Housing Services - Supplies and Services	0.003	✓				
Social Care - Supplies and Services	0.075	✓				
Procurement Hub - regional procurement of high cost low volume placements	0.020	✓				

Budget Monitoring
Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Children's Services - out of county placements - improved procurement practice	0.533	✓				As at month 3 this budget was showing an underspend of £(0.344). However due to change in service user circumstances this budget is now showing an overspend of £0.424
Transport Review - revised contracts	0.025	✓				
TOTAL	**0.686**					
Organisational Design (APPENDIX 7d)						
Community Services						
Review of Supported Living Service	0.350				✓	The efficiency is fully achievable from 2014/15, as a result of implementation of the new structure from April 2014. An extensive consultation achieved a successful outcome, and retention of staff goodwill going forward. Some savings have been made as a result of right sizing.
Service Review of Warden Service	0.018	✓				
Children's Services - Removal of one team manager post	0.040	✓				
Development and Resources - Rationalisation of Management Team	0.050	✓				
TOTAL	**0.458**					

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges *(APPENDIX 7a)*						
Environment						
Agricultural Estate rentals	0.008		✓			Agricultural Estates currently reporting a surplus income position.
Public Protection - increase to market rates	0.025		✓			Fees for both Licensing and Bereavement Services were increased from 1st June 2013
Markets Service - increased lettable space	0.019		✓			Markets currently reporting a surplus income position.
Traffic Regulation order Notices	0.013		✓			Budget Reduction met from within Highways Policy Budget
Streetscene - leachate processing	0.075			✓		It is anticipated that the new income target will be met in 2013/14
TOTAL	**0.140**					
Service Change *(APPENDIX 7b)*						
Environment						
Street Lighting - non-residential areas post midnight turn-off	0.050		✓			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		✓			Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI)

Budget Monitoring
Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Public Conveniences - revisit of strategy	0.050			✓		Tower Gardens, Holywell didn't close until 30th April 2013 and Cilcain and Caerwys have been further delayed with ongoing consultation necessary and under achievement on the efficiency by £21k is likely.
Streetscene - implementation of Part III agreement	0.300				✓	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				✓	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	✓				Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Staff travel - reduced mileage payments	0.003		✓			Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008		✓			Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
TOTAL	0.780					

Procurement (APPENDIX 7c)

Environment

Waste Services - Tender Transport arrangements for waste disposal	0.050		✓			New Transport arrangements have been awarded as part of a tender process and are now in place.
Transportation Services - Review of subsidised Bus Service Contracts and re-tender	0.036		✓			Efficiency absorbed within service budget

Budget Monitoring
Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Reduction in use of consultants	0.013		✓			Efficiency absorbed within service budget
Reduction in influencable spend	0.025		✓			Efficiency absorbed within service budget
Streamline current processes within Directorate Support	0.020		✓			Efficiency absorbed within service budget
TOTAL	0.144					
Organisational Design *(APPENDIX 7d)*						
Environment						
Review Management Recharge to the Communities First Programme	0.020	✓				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)*						
Environment						
Agricultural Estates - balance not required	0.025	✓				Specific Directorate Balance in the Environment Balance Sheet
Licensing / Health & Safety - balance not required	0.025	✓				Specific Directorate Balance in the Environment Balance Sheet
TOTAL	0.050					

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges *(APPENDIX 7a)*						
Lifelong Learning						
Library Service - Fines	0.001		✓			
Library - Hire charges increase	0.001		✓			
Leisure Services - increased charges	0.175			✓		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			✓		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)*						
Lifelong Learning						
Operational efficiencies	0.025		✓			
Youth Service - reduction of senior area workers	0.032		✓			The budget for area workers had previously been reduced. This efficiency created a budget flaw 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 S

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Youth Service - term time only contracts	0.026			✓		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		✓			
Youth Service - Building costs savings	0.011		✓			
Youth Service - Building rationalisation	0.005		✓			
Youth Service - Holding back £50k (CC 1/3/13)	(0.050)	✓				This additional contribution is no longer required during 2013/14.
Facilities - Management / Central Office - structure review	0.015		✓			
Facilities - County Hall revised opening hours - reduced energy / overtime costs	0.025				✓	Although we do not expect a pressure on the Facilities budget this year, the decision to revise the County Hall opening hours has not yet been made.
LL ICT - Interim Service review - post reduction	0.025				✓	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		✓			
Directorate Management Team Restructure	0.043	✓				
TOTAL	0.192					

Budget Monitoring
Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Procurement (APPENDIX 7c)						
Lifelong Learning						
Reduction of Postage within the Library Service	0.001		✓			
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385		✓			
School Transport Service - Operational efficiencies	0.080		✓			
TOTAL	**0.466**					
Organisational Design (APPENDIX 7d)						
Lifelong Learning						
Libraries - Flexible retirement	0.015	✓				
Libraries - Library Service Review	0.037	✓				
TOTAL	**0.052**					
Other Efficiencies (APPENDIX 7e)						
Demographic Change in Schools (pupil numbers)	0.132	✓				
TOTAL	**0.132**					

Budget Monitoring
Efficiencies
Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
FINANCE - Corporate Services						
Revenues - increased number of Council Tax fines	0.027		✓			
ICT & CUSTOMER SERVICES - Corporate Services						
Registrars - increased fees	0.019	✓				
Network Services - income from hosting PSBA equipment	0.004	✓				
LEGAL & DEMOCRATIC - Corporate Services						
External Fees - conveyancing / S106 agreements	0.015		✓			
TOTAL	**0.065**					
Service Change (APPENDIX 7b)						
Chief Executive - Corporate Services						
Corporate Comms - reduced workforce bulletins	0.003	✓				
HR & OD - Corporate Services						
CRB checks - review of options	0.035	✓				
LEGAL & DEMOCRATIC - Corporate Services						
Democratic Services - reduced paper usage	0.010	✓				
Members Allowances (Basic Allowance) - no inflationary increase	0.010	✓				
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	✓				
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	✓				
TOTAL	**0.138**					

Budget Monitoring
Efficiencies
Month 11

Sir y Fflint Flintshire

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Procurement (APPENDIX 7c)						
Chief Executive - Corporate Services						
Employee / Residents Consultations - reduction in number	0.003	✓				
Supplies and Services	0.010		✓			
Joint Working - costs reduction	0.002		✓			
Alterations / Improvements reductions - future agile working	0.002	✓				
Employee Safety Measures - reduced demand on budget	0.010	✓				
Conferences/Seminars/Lectures - reduced attendance	0.001	✓				
ICT & CUSTOMER SERVICES - Corporate Services						
Training Budget - Procurement via new solutions	0.001	✓				
Reduced maintenance costs due to new security equipment	0.025	✓				
Networking Hardware - reduced procurement	0.002	✓				
ICT Cabling - reduction enabled by IPT solution	0.002	✓				
Leasing - budget adjustment	0.006	✓				
Software Licensing - Microsoft licences procured through other agreements	0.010	✓				
Hardware Mainatenance - letting of MFD contracts	0.001	✓				

Budget Monitoring
Efficiencies
Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Reduce influencable spend by 3%	0.004	✓				
Reduced ICT Expenditure	0.003		✓			
Rationalisation of third party software costs	0.013		✓			
Avoidance of inflationary rises - software maintenance costs	0.020		✓			
Reduced licence costs - via renegotiation	0.018	✓				
Supplies and Services	0.061		✓			
Training budget reduction – build around training solutions	0.001	✓				
Alterations & Improvements - Datacentres	0.004		✓			
Other Consumables - reduction in expenditure	0.001	✓				
Hardware Maintenance - new technology with warranty	0.015	✓				
Listing Paper - More use of electronic means	0.002		✓			
Enterprise Servers – hardware	0.003		✓			
Services work and Consultancy	0.004		✓			
Supplies & Services	0.009		✓			
FINANCE - Corporate Services						

Budget Monitoring
Efficiencies
Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Supplies & Services	0.012		✓			
TOTAL	0.245					
Organisational Design *(APPENDIX 7d)*						
Chief Executive - Corporate Services						
Reduction in mileage travelled - Emergency Planning	0.001		✓			
TOTAL	0.001					

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Service Change (APPENDIX 7b)						
Central & Corporate Finance						
Clwyd Theatr Cymru - agreed reduction to contribution	0.015	✓				
TOTAL	**0.015**					
Procurement (APPENDIX 7c)						
Central & Corporate Finance						
Flintshire Futures - E-procurement and improved processes	0.102	✓				
Flintshire Futures - Internal Fleet Review	0.160	✓				
TOTAL	**0.262**					
Other Efficiencies (APPENDIX 7e)						
Central & Corporate Finance						
Reduced contingencies - one-off investment costs	0.240	✓				
Reduced contingencies - NDR	0.077	✓				
Reduction in Fire Levy due to formula changes	0.027	✓				
Flintshire Futures Assets Workstream - Facilities Management	0.060				✓	

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position		Further information to support current position status or other relevant information
Flintshire Futures - Customer Workstream Contact Centre	0.100	✓		*Detailed work being undertaken to assess the timing of efficiency*
Flintshire Futures - Customer Workstream face to face customer contact	0.100		✓	*Detailed work being undertaken to assess the timing of efficiency*
Flintshire Futures - Customer Workstream Channel Shift	0.100	✓		*Detailed work being undertaken to assess the timing of efficiency*
TOTAL	0.704			

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 13 MAY 2014**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **BUSINESS RATE DEBT - WRITE OFFS**

1.00 **PURPOSE OF REPORT**

1.01 To request authorisation to write off multiple business rate debts for two Charitable organisations that have gone into liquidation, namely :

- Public Safety Charitable Trust – debt equating to £336,923.11
- Life Foundation Trust – debt equating to £60,732.50

2.00 **BACKGROUND**

2.01 Financial Procedure Rules (section 9.5c) requires that debts in excess of £25,000 being considered for write off are referred to cabinet for consideration and approval.

2.02 Since 2008 and particularly during the recent economic downturn, owners have also been seeking to mitigate and minimise their business rates liabilities in respect of empty properties and a number of rate avoidance schemes have operated across the UK. Many of the schemes have sought to exploit Charitable Rate Relief rules, in partnership with a small number of registered charities, to avoid payment of empty rates by landlords/owners.

2.03 In recent High Court rulings brought about by ongoing disputes between a small number local authorities, supported by separate court action by Flintshire County Council, the Courts have now adjudicated on the complex legal issues surrounding 'wholly and mainly' occupation and found in favour of the local authorities in cases associated with Public Safety Charitable Trust (PSCT) and Life Foundation Trust (LFT).

3.00 **CONSIDERATIONS – PUBLIC SAFETY CHARITABLE TRUST (PSCT)**

3.01 The multiple write offs in respect of PSCT, equating to £336,923 relate to the alleged occupation of 66 premises across the Flintshire area.

3.02   PSCT functioned by leasing a large number of premises within the UK. It is reported that PSCT leased over 2,000 properties across 240 local authority areas. The premises were always previously unoccupied and the Trust installed 'Wi-Fi' transmitters, similar in size to a domestic broadband box, to send out public safety messages to Bluetooth devices.

3.03   Other than the installation of a 'Wi-Fi' transmitter, the premises were otherwise completely empty. PSCT made a number of applications to the Council for Charitable Rate Relief claiming that the Trust was not liable for rates on the basis that it was a charity in occupation of various premises in Flintshire.

3.04   Senior officers in the Finance Division declined to award Charitable Rate Relief and contested that PSCT were not in occupation and putting the premises to use 'wholly and mainly' for charitable purposes.

3.05   Matters were referred to the Courts as part of the Councils application for Liability Orders but were subsequently put on hold by the Courts in the light of other similar cases being referred to the Higher Courts of Justice but in May 2013, judgement in favour of the local authorities which ruled that PSCT was not entitled to Charitable Rate Relief and needed to pay the full amount of rates due on all properties.

3.06   Following the judgement by the Higher Courts, action was quickly taken by several local authorities to recover the unpaid business rates which resulted in a winding-up order for PSCT in July 2013. Wilkin Chapman Solicitors were appointed liquidators at a meeting of creditors in September 2013.

3.07   The Council has lodged a claim with the Liquidators, but with claims amounting to at least £17.7m, there is no prospect of the Council recovering the debt of £336,923

3.08   In the light of the winding-up of PSCT all ongoing attempts by the Council through the courts to secure full payment must be suspended as no legal action can be taken once an organisation is the subject of winding up proceedings.

3.09   The Charity Commission has now begun an investigation into the charity following formal concerns being raised by many local authorities, including Flintshire, and following the court ruling the Commission has now escalated this to a statutory inquiry.

3.10   Council officers will continue to monitor the outcomes of the statutory inquiry by the Charity Commission and the work of the liquidators to establish whether claims can be pursued for the benefit of creditors against persons connected with PSCT, especially as the loss to the public purse in relation to business rates is many millions of pounds.

3.11   The rate avoidance scheme has at the very least been brought to a close following the early intervention of a small number of local authorities, including the actions taken by Flintshire County Council.

4.00   CONSIDERATIONS - LIFE FOUNDATION TRUST (LFT)

4.01   Life Foundation Trust (LFT), a registered Charity that was incorporated in February 2012 operating in the same way as PSCT, by entering into short term leases on otherwise empty commercial property and installing a small 'Wi-Fi' box at the premises.

4.02   A decision was then taken to refuse relief that having full regard to the circumstances in which the eight properties were occupied.

4.03   Payment was not received and the accounts became subject to usual recovery of unpaid balances.

4.04   At the request of the Council a Liability Order hearing was listed at the Magistrates Court in the autumn of 2013 for two of the properties occupied by LFT but prior to the hearing payment was made on the basis that LFT considered it was not economically viable to prepare for a trial.

4.05   The Council continued to seek full payment of rates for other properties occupied by LFT and further court hearings were arranged for December 2013. Around this time, successful prosecutions were being secured by a small number of Councils, but despite the court rulings, LFT declined to make payments.

4.06   The Trustees of LFT then decided to convene a meeting of members and creditors to place LFT into Voluntary Liquidation. BDO LLP from Manchester has now been appointed as Liquidators.

4.07   The initial report from BDO indicates that LFT assets total £65,100 and with initial claims amounting to £3,390,735, there is an estimated deficit for credits of £3,325,635. As an unsecured creditor, although the Council has lodged a claim with the Liquidators there is little prospect of recovering the balances or receiving any dividend from the liquidation.

4.08   Again, the rate avoidance scheme has at the very least been brought to a close following the early intervention of a small number of local authorities, including the early actions taken by Flintshire County Council.

5.00   RECOMMENDATIONS

5.01   That Cabinet approves the write off of debts relating to £336,923.11 for PSCT and £60,732.50 for LFT.

6.00 FINANCIAL IMPLICATIONS

6.01 There is no direct loss of income to the Council as the Business rates which local authorities collect are all distributed via the Business Rates Collection Pool which is, at the moment, supported by HM Treasury under the current funding arrangements. As the Pool is supported by the UK Government, Business Rates avoidance does mean though that there is a wider loss to the UK taxpayer.

6.02 Flintshire will continue to take a robust approach through the courts to tackle aggressive rate avoidance schemes where it is in the public interest to do so.

7.00 ANTI POVERTY IMPACT

7.01 None.

8.00 ENVIRONMENTAL IMPACT

8.01 None.

9.00 EQUALITIES IMPACT

9.01 None.

10.00 PERSONNEL IMPLICATIONS

10.01 None.

11.00 CONSULTATION REQUIRED

11.01 None.

12.00 CONSULTATION UNDERTAKEN

12.01 None.

13.00 APPENDICES

13.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Financial Procedure Rules (section 9.5c)
Local Government Finance Act 1988 (as amended)

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 13 MAY 2014

REPORT BY: HEAD OF ICT AND CUSTOMER SERVICES

SUBJECT: MERGER OF FLINTSHIRE AND DENBIGHSHIRE
                  CORPORATE PROCUREMENT UNITS

1.00   PURPOSE OF REPORT

1.01   For Cabinet to consider and agree the final business case for the
         merger of the Flintshire and Denbighshire Corporate Procurement
         Units (CPU).

2.00   BACKGROUND

2.01   At its meeting on 17th September 2013, Cabinet agreed to support the
         merger of the two CPUs subject to a final business case and detailed
         arrangements for the merger being agreed.

3.00   CONSIDERATIONS

3.01   Since September 2013, a considerable amount of work has been
         undertaken in agreeing the final business case for the merger. There
         have been workshops with both procurement teams and HR, IT and
         Finance representatives from both Councils.

3.02   The business case attached at Appendix 1 has been agreed by the
         project board and will be considered by Cabinets of both Councils this
         month.

3.03   The proposals build on the arrangements already in place for
         management support of the Flintshire CPU which has been provided
         for the past 2 years by the Denbighshire Strategic Procurement
         Manager. This approach has been successful in terms of moving the
         Flintshire procurement function forward and increasing its profile
         within the Council. It has also been extremely cost effective for
         Flintshire as the management support over the 2 years has cost
         £30,000, whereas a full time dedicated Flintshire Manager would have
         cost approximately £110,000 over the same period.

3.04   The increased profile and importance of procurement particularly as
         part of both Councils' change and efficiency programmes means the
         current joint management arrangements cannot be sustained due to

the increased call on the Denbighshire Strategic Procurement Manager in both Councils which is creating major capacity issues. If the merger did not proceed there would be a significant additional cost for Flintshire in terms of management support.

3.05   A proposed new Operating Model and structure for the combined unit has been designed which is attached at Appendix 4 of the Business Case. It is not intended to increase the headcount across the current 2 units but by creating a single team we will reduce duplication and increase productivity, developing specialist category and policy roles which is not possible currently due to the small size of the 2 individual units.

3.06   Other benefits from the merger will include enabling us:-

- To leverage the current level of limited procurement resource capacity across both councils.
- To reduce the duplication of effort across various procurement projects and initiatives, where staff in both councils undertake similar tasks.
- To maximise the cashable efficiencies through economies of scale by greater collaboration across a combined total spend of over £220 million.
- To introduce a Category Management structure by ensuring officers are focused on individual category areas with specific savings targets allocated.
- To ensure a greater cohesive approach in the implementation and management of the common e-procurement solution, which will have benefits of not duplicating implementation effort and also potentially sharing system support and helpdesk facilities in the future.
- To implement more robust contract management especially across strategic critical contracts.
- To ensure greater focussed capacity can be allocated in ensuring procurement policy is integrated within all procurement projects, especially around delivery of community benefits and supporting SME friendly procurement initiatives.

3.07   It is proposed that the new Joint Corporate Procurement Unit (JCPU) will be hosted by Denbighshire and the current Flintshire procurement team will transfer over and be employed by Denbighshire. The staff implications have been fully considered, HR advice has been given and full consultation has taken place with employees and trade unions. A recent meeting held between HR staff from both Councils considered the need to apply TUPE provisions, DCC are to confirm following discussions locally with the Trade Unions. The team fully support the proposals and see development opportunities for both the service and themselves professionally and career wise.

3.08   The new JCPU will be overseen by a Joint Management Board with equal senior management representation from both Councils. The service will be provided to Flintshire under a robust SLA to ensure service and organisational needs and expectations are met. It is proposed that the costs of the JCPU are split on a 55% Flintshire and 45% Denbighshire basis reflecting the level of individual Council procurement spend, this split will be kept under review.

3.09   It is proposed that there will be team members located both in Flintshire and Denbighshire offices, so ensuring direct support and availability for services. A business Partner Approach will be adopted with individual member of the JCPU allocated to services; this approach has not been possible to date due to the size of the existing teams.

3.10   The business case includes ambitious efficiency targets arising from the new operating model and the introduction of category management. These savings targets, £2 million for Flintshire, are detailed in Appendix 2. There may need to be some adjustment to the targets to take account of agreed procurement savings as part of our current Medium Term Financial Plan. However it is recognised that further efficiencies are needed for future years and procurement spend will need further reductions to achieve these.

3.11   The operating model and structure have been designed to minimise additional costs to both Councils and do not recommend an increase in headcount. The harmonisation of salaries between Denbighshire and Flintshire staff will result in a small increase in costs for Flintshire as Denbighshire procurement officers are currently higher paid. The grades for the Flintshire procurement team under the Single Status agreement are based on 2009 job descriptions which do not reflect the full range of duties which they now undertake. All members of the team will be in a pay protection situation, maintenance submissions have been submitted by team members, which could result in increased pay costs.

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

4.01   Cabinet endorse the final business case for the merger of the Flintshire and Denbighshire procurement teams into a single JCPU.

4.02   Cabinet agree to the JCPU being hosted by Denbighshire County Council.

4.03   The development and agreement of the SLA for the service be delegated to appropriate officers (Head of ICT & Customer Services, Head of Legal and Democratic Services and Head of Finance) in consultation with the Cabinet Member for Corporate Management.

5.00   **FINANCIAL IMPLICATIONS**

5.01   The additional costs over the existing base budget in Year 1 will be £31,575 this includes one off IT costs relating to the merger, In year 2 and future years; the on-going budget increase will be £26,836. These additional costs can be met from the residual North Wales Procurement Partnership subscription budget.

5.02   To recruit a full time Procurement Manager would cost approximately £55,000 per annum, £40,000 more than we pay for the existing joint arrangements which cannot be sustained on the current shared management basis.

6.00   **ANTI POVERTY IMPACT**

6.01   None directly from this report

7.00   **ENVIRONMENTAL IMPACT**

7.01   None directly from this report

8.00   **EQUALITIES IMPACT**

8.01   None directly from this report.

9.00   **PERSONNEL IMPLICATIONS**

9.01   As detailed in 3.07 above and the attached business case.

10.00   **CONSULTATION REQUIRED**

10.01   Full consultation will continue with the procurement team and trade unions up to implementation of the new joint arrangements.

11.00   **CONSULTATION UNDERTAKEN**

11.01   Full involvement of procurement team members in developing operating model, structures and business case has taken place.

12.00   **APPENDICES**

12.01   Appendix 1 – Merger of DCC and FCC Corporate Procurement Units Business case version 2.5

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Denbighshire County Council and Flintshire County Council

Merger of DCC and FCC Corporate Procurement Units

Business Case

Version 2.5

17 th April 2014

CONTENTS

APPENDICES

1.   **EXECUTIVE SUMMARY**

1.1   Both Denbighshire and Flintshire Councils face a significant challenge of delivering services for less money. The acceptance of this reality is demonstrated in the nature of the collaboration for which both Councils are currently planning. In a time of unprecedented financial pressures set against high customer expectations, working together is becoming a significantly more important option to be considered as part of the solution.

1.2   Following on from an existing arrangement whereby DCC Strategic Procurement Manager has been managing on a temporary basis the FCC Corporate Procurement Unit for the last two years, both Councils wanted to explore the option of formalising this on-going arrangement by exploring the benefits of merging both Corporate Procurement Units.

1.3   There is an acceptance that there is a need to "modernise" and further develop procurement improvements across both the Councils. The proposed new target operating model within this business case, will aim to create increased resource capacity in order to provide a more focussed approach to procurement delivery that will allow further improvements to be made.

1.4   A project board and working group was established and this is the business case for Denbighshire County Council (DCC) and Flintshire County Council (FCC) to collaborate and form a Joint Corporate Procurement Unit (JCPU).

1.5   It is proposed that the JCPU will be hosted by DCC and that current Flintshire Corporate Procurement Unit staff will transfer over and be employed by DCC, to form an expanded JCPU consisting of 10 staff. The staffing implications have been considered fully and a full consultation process has been and will continue to be undertaken with affected staff and the trade unions.

1.6   Although DCC will be the host and employing authority, the JCPU will be governed equally through a Joint Management Board. The Management Board will have the appropriate senior officer representation from both Councils.

1.7   The primary objectives of the newly formed JCPU will be to:

1.7.1 **Efficiency**

- Achieve economies of scale through maximising and leveraging procurement volumes across the two participating authorities to realise savings and improved value for money

- Positively contribute to delivering efficiency improvements through procurement of excellent and cost effective services

- Modernise procurement processes and systems to develop a standardised approach and a better customer experience

1.7.2 Capacity

- Provide greater capacity and introduce the concept at a high level of category management capability across the procurement spend

- Provide greater resilience in terms of capacity and staffing structure and ensure duplication of effort is minimised

- Improve recruitment and retention of qualified procurement staff

1.7.3 Markets

- Maximise supplier relationships (getting the best from suppliers, where possible, local suppliers and SME's in particular)

- Increase competition and innovation

1.8   Smarter procurement is an important contributor to the wider success of each authority's individual efficiency programme and this proposal through collaboration will secure cash savings on purchasing costs, with further process and resource efficiency savings as well as providing resilience in terms of increased capacity and staff retention.

1.9   In addition there will be other benefits: streamlining policies and procedures which will generate further efficiency gains; developing and stimulating local markets; developing and ensuring procurement supports wider corporate objectives such as sustainability and economic development.

1.9   A new procurement approach will be introduced, by implementing a "Procurement Business Partner" concept. This will ensure that each Service Area will be allocated dedicated procurement support, in order to deliver continuity of expertise, allow procurement staff to have a greater understanding of individual service needs, the supplier markets and providing the required commercial support.

1.10   As part of the new approach a more holistic view of spend areas will also be undertaken through the introduction of category management principles. A category management approach will ensure improved internal collaboration across category areas as well as providing opportunities for collaboration across DCC and FCC. This new way of working will be looking for opportunities arising from a variety of techniques including aggregation, removal of duplication, standardisation of specifications or streamlining processes.

1.11   Under the new joint service, it's proposed that FCC will "buy in" the procurement service from DCC, with a robust Service Level Agreement, being in place in order to ensure service expectations are managed and that adequate governance arrangements are put in place. This will be delivered and managed through the creation of a Joint Management Board.

1.12   The creation of the new JCPU will result in some additional costs for increased capacity with the retention of two temporary Senior Procurement Officer positions as well as a salary grade harmonisation exercise relating to transferred staff from FCC. The annual costs for the operation of the JCPU in year 1 are estimated as £351,977, against current joint budget for the 2 separate units of £323,399. The total additional operating cost for the new JCPU over and above the current core budgets will be £ 28,578 in year 1 rising to £47,192 in year 5 of the operation taking account of annual pay increments but does not include inflationary salary increases. (See Appendix 6). There will one off ICT costs in year 1 estimated at £15,000

1.13   It is proposed that the costs of the JCPU be split on a 55% FCC to 45% DCC based on current procurement spend. In terms of affordability in Year 1 DCC will contribute a maximum additional amount over and above existing budgets of £12,002 to cover the merger costs and the costs of the combined unit and FCC will contribute £31,575.

1.14   The alternative to the creation of the JCPU would be for Denbighshire and Flintshire individually to increase their own procurement capacity to the same level as the proposed JCPU staffing structure. This option would cost both individual Councils in the region of £170,000 each. However, if both Councils continue to operate as individual procurement functions, there would be no benefit from aggregated spend and / or volumes therefore each council on its own would be less likely to achieve significant savings.

1.15   The implementation of the new JCPU, the introduction of category management as well as implementing a Procurement Business Partner approach is likely to unlock additional opportunities for cashable and process efficiencies. It's estimated that the new service has the potential to deliver additional total procurement savings of £2.9m for DCC and £3.6m for FCC (See Appendix 1). However a more prudent estimate of revenue budget savings opportunities would be of circa £1.0m (DCC) and £2.0m (FCC). (See Appendix 2)

1.15   Initial consultation with staff commenced in October 2013, with the JCPU implementation scheduled for July 2014.

2.0 INTRODUCTION

2.1 There are significant financial challenges facing the wider public sector, and a number of collaborative procurement arrangements between Denbighshire County Council (DCC) and Flintshire County Council (FCC) already exist to deliver efficiencies. These include joint working in relation to various framework agreements e.g. 21st Century Schools, Street Lighting Materials and Temporary Agency staff. At a more strategic level the DCC Strategic Procurement Manager has for the last two years been providing procurement management support to FCC Corporate Procurement Unit on a part-time basis.

2.2 There have been numerous examples of collaborative procurement initiatives being developed, such as the North Wales Procurement Partnership which came to an end in 2013 and the newly created National Procurement Service developed by Welsh Government to procure "once for Wales" in respect of common and repetitive spend.

2.3 This business case sets out the case for establishing a new Joint Corporate Procurement Unit (JCPU), which would formalise the existing arrangements of collaboration across both Corporate Procurement Units in DCC and FCC by establishing a Joint Corporate Procurement Unit team.

2.4 In both Councils there is recognition that procurement needs transforming and offers huge potential to deliver efficiencies, both in terms of process and levels of spend. This is reflected in the corporate plans of both Councils where procurement transformation is a seen as a key priority;-
- Denbighshire Corporate Plan 2012-2017 priority : Modernising the Council to deliver efficiencies and improve services for our customers

- Flintshire Improvement Plan 2012-2017 priority : Modern and Efficient Council, sub-priority Procurement Strategy

2.5 This business case sets out the significant opportunities available to both Councils to drive improvements, share the best procurement practice from both organisations, increase capacity and develop a more resilient resource model, and jointly leverage spend where appropriate.

2.6 To achieve substantial savings, both Councils recognise the need to engage in a procurement transformation journey, by initially

reorganising and transforming their corporate procurement functions into a joint service arrangement and then exploring the options of reviewing how procurement is carried out within the current devolved service areas, where its estimated that circa 480 staff have some procurement responsibilities across both Councils. It's anticipated that the wider procurement service review will be considered as part of the Three County Sub Regional Procurement business case, which is a separate project.

3.   CURRENT SITUATION AND CONTEXT

3.1   Current Procurement Initiatives

3.1.1   There is a lot going on in procurement in Wales. Procurement is being seen as the solution to a number of issues – saving money by using larger contracts, supporting the local economy through using smaller contracts, increasing local control to benefit communities through using social benefits clauses and increasing central control through the creation of the National Procurement Service.

3.1.2   The following is a summary of the various procurement initiatives:

- The creation by Welsh Government of a new National Procurement Service, established in November 2013 to address the 20% of the common and repetitive spends across the Welsh public sector. The service is not yet fully operational.

- The ending of the North Wales Procurement Partnership (NWPP), in June 2013. As a result, DCC and FCC have subsequently joined the Welsh Purchasing Consortium which now consists of 19 Local Authorities.

- Ensuring the Welsh Procurement Policy Statement launched by Jane Hutt AM, Minister for Finance & Leader of the House is incorporated in local procurement activities, in order to promote SME friendly procurement as well as realising Community Benefits.

- Implementation and greater use of e-procurement solutions. Both Councils have implemented the same Proactis e-procurement solution.

- Incorporating the procurement actions arising from specific regional initiatives as well as corporate priorities e.g. Economic and Community Ambition Strategy in DCC.

3.1.3   In 2011 the Chief Executives of the six North Wales local authorities, commissioned the North Wales Procurement Partnership Management Board to develop a Business Case on 'North Wales Regional Procurement', Capita were commissioned to produce the business

case which was delivered in November 2012. Following consideration of the business case recommendations for a full regional procurement service by the Chief Executives it was decided not to progress any further on the basis of six local authorities, due to the set up costs and likely return on investment.

3.1.4   However in order to progress procurement transformation on a sub-regional basis, two new individual projects have emerged out of the original Capita Business Case report. Both projects have been successful in securing funding from Welsh Government through the Regional Collaboration Fund.

The two projects are;

- The merger of DCC and FCC Corporate Procurement Units – in order to create a JCPU. The benefits are highlighted in this Business Case.

- The Three County Sub-regional Procurement Project - DCC, FCC and Gwynedd Council (GC) have set up a project to develop a detailed business case on the basis of a 'Three County Procurement Service, with category management being core to the proposed solution.

3.1.5   These projects are seen as complementary and logical steps in the procurement transformation journey.

3.1.6   The above projects and initiatives all have one thing in common – they are attempting to improve the capacity, capability and resilience of procurement in the region as well as within each Council. Procurement is a specialist skill that is in short supply – both Flintshire and Gwynedd have vacancies at manager level, Anglesey has an interim manager. Other Councils are carrying vacancies at various levels. The creation of the National Procurement Service by Welsh Government has already seen corporate procurement staff in Denbighshire leave to take up roles which attract higher salaries.

3.1.7   Across both Councils the majority of procurement and purchasing resources are based in teams within each Service Areas. Based on a recent procurement staff survey undertaken, it's estimated that 480 officers undertake various commissioning and procurement activities (280 in FCC & 200 in DCC). The 480 staff identified will not be in scope of this Business Case but will be considered as part of the Three County project.

3.2   **Medium Term Financial Plans**

3.2.1   Both Councils are under significant pressure to make efficiency savings whilst continuing to drive improvements in a tough financial climate.

The table below shows at a high level the efficiency savings required to balance the medium term financial plans for both DCC and FCC.

Figure 1: Savings required in meeting Medium Term Financial Plans for DCC and FCC

Financial Year	DCC (Efficiency Savings Required)	FCC (Efficiency Savings Required)
2014/15	£8.5m	£11.9m
2015/16	£6.0m	£9.0m
2016/17	£6.0m	£9.0m
TOTAL	**£20.5m**	**£29.9m**

3.2.3 Both Councils recognise that driving improvements and savings through procurement can significantly contribute to the overall financial efficiencies demanded by their MTFPs Both Councils recognise the need to review the way procurement is carried out, hence the recognition that collaborative working across both Corporate Procurement Units is seen as a catalyst for driving further improvements. It's also recognised that the implementation of category management, which has been implemented across a number of Councils in the wider UK public sector, has the potential to deliver and unlock further cashable efficiencies.

3.2.4 The creation of the JCPU will allow both Councils to pilot the use of category management principles. This in turn will set the foundation for a wider review of procurement delivery involving the service departments and the potential wider category management implementation across all service areas.

3.3 **Current Procurement spend and Corporate Procurement Unit Structures**

3.3.1 DCC and FCC currently spends circa £99 million and £122 million respectively per year procuring goods, services and works (See Appendix 1).

3.3.2 Procurement improvements have already delivered major savings in both organisations, with a significant role being played by the individual CPUs. During the last three years, over £3m and £4m have been secured respectively, by DCC and FCC. It's recognised that in order to unlock greater efficiencies going forward that a more innovative approach to the procurement delivery model is required in order to further support the delivery of a combined total of £50m efficiency targets across both Councils over the next 3 years.

3.3.3 The current DCC Corporate Procurement Unit (see Appendix 3) consists of a small corporate procurement team of 5 x Procurement

professionals (MCIPS qualified) and 1 x Procurement Support Officer (position currently vacant). Two of the current MCIPS officers are on temporary fixed term contracts that are due to expire in May and July this year.

3.3.4 The current FCC Corporate Procurement Unit structure is attached at Appendix 4. The Head of Procurement post has remained vacant since 2010 with the Strategic Procurement Manager from DCC providing management support for the existing team of 2 x Procurement Professionals (MCIPS qualified) and 2 x Procurement Support Officers.

3.4 **Current Corporate Procurement Unit's Roles and Responsibilities**

3.4.1 Both Councils have in place a corporate procurement function, which undertakes the following common roles and responsibilities:

3.4.2 **Policy**

- Provide advice on legislation and regulatory framework policies, that impact on procurement e.g. Contract Procedure Rules and European Procurement Directives.

- Develop, maintain and implement the Council's Corporate Procurement Strategy.

- Implement the Wales Procurement Policy Statement objectives as developed by Welsh Government.

- Develop and promote guidance reflecting procurement best practice.

3.4.3 **Day-to-day management**

- Implement and manage all corporate contracts.

- Champion procurement in the Council.

- Provide the strategic lead covering all procurement activities.

- Work with service areas to identify opportunities for co-ordination and co-operation.

- Co-ordinate initiatives aimed at improving purchasing power and lowering prices.

- Lead on corporate procurement initiatives and projects (e.g. e-procurement and joint procurement initiatives with other organisations).

- Undertake performance measurement, monitoring and comparison of the procurement function as well as suppliers or contractors.

- Carry out procurement research and Intelligence (including market intelligence).

3.4.4 Advice

- Advise and support service areas on the preparation of tender and pre-qualification documents including drafting specifications and terms and conditions.

- Develop and deliver a corporate procurement training programme.

- Develop and produce clear, user-friendly guidance and information on procurement rules and best practice.

- Develop, maintain and disseminate through regular communication procurement best practice.

3.4.5 Compliance

- Develop corporate systems and performance indicators to monitor the supply of goods and services to the Council.

- Ensure that agreed procurement processes are adhered to including the Contract Procedure Rules and the European Procurement Directives.

- Develop, promote and maintain supply chain management solutions including promoting best practice in relation to approved list management; supplier/contractor appraisals; supplier/contractor monitoring.

- Analyse trends and expenditure to identify areas for improved co-ordination of purchasing.

- Produce an annual report on procurement activity, expenditure and savings for corporate contracts.

- Support internal audit, legal services and s151 officers.

- Ensure corporate procurement standards across all Service Areas.

3.4.6 Liaison

- Represent the Council on external procurement related bodies e.g. Welsh Purchasing Consortium.

- Liaise and manage relationships with other public sector purchasing bodies and external consortia to explore potential benefits of co-ordinated procurement and market intelligence.

- Provide a central link between the Council and the supply / provider market including voluntary and statutory agencies.

3.5 It's anticipated that the core deliverables of the JCPU would remain as described above. However a new way of working would be introduced by creating a Procurement Business Partner approach to deliver improved support to individual service areas as well as implementing category management principles.

4. NEED FOR CHANGE

4.1 As outlined above, both organisations have significant savings targets to meet in order to deliver their respective medium term financial plans. It is anticipated that through working together to establish a JCPU, the ability to contribute to meet the targets will be strengthened.

4.2 It is apparent that the Corporate Procurement Unit's roles and responsibilities outlined in the section above are being duplicated across both Councils on a day to-day basis, resulting in massive duplication of effort. Both units have severe capacity issues in trying to deliver against a common procurement agenda. The approval of this business case will cut across the duplication of effort and streamline processes and roles in order to realise capacity to deliver further cashable and process efficiencies.

4.3 A recent PwC survey of Local Authority Chief Executives in UK identified that changing support services, and reviewing and improving existing procurement service delivery were two of the three approaches expected to contribute most to savings over the next two years. The approach outlined in this business case supports this view.

4.4 The past few years have seen an increase in demand for procurement support and advice from services, particularly in dealing with complex legal and compliance requirements and advising on innovative approaches to procurement and commissioning. This increase demand and expectation has put considerable pressure on existing Units to deliver from a capacity perspective, often resulting in the Units being reactive rather than proactive in their support.

4.5 The demand to deliver strategic procurement initiatives e.g. implementation of e-procurement solutions alongside the implementation of the Welsh Procurement Policy has also increased the workload of both CPUs resulting in further capacity reduction to deliver against an ever increasing workload.

4.6   At both Councils the initial tranche of savings identified from "low hanging fruit" have now been delivered across most of the categories and further savings will be more difficult to realise and are likely to require service re-design, use of different commercial models to provide services, a stronger focus on how we manage our major suppliers and increased partnership working with others to leverage our spend. Working in partnership across both Councils will position both Councils in a strengthened position to move forward.

4.7   Both DCC and FCC have experienced difficulty in recruiting and retaining high quality procurement staff due to the high demand in both the private and public sector job markets against a limited supply pool. Both have invested internally in increasing the number of procurement staff. Establishing a JCPU will create a very attractive organisational model that should further strengthen staff retention. A JCPU will also create a resilient organisational structure, better able to manage resource demands across the two organisations.

4.8   Without ongoing improvements in the procurement approach and a real focus on sharing and building on best practice, developing shared category plans, and on joint contract management of our major supplier relationships, there is a likely to be a gradual reduction in the savings that can be achieved through retendering activities alone. Working together towards a more integrated function will, over time, strengthen the ability to manage common areas of major spend, shared suppliers and markets, and consolidate the resource structure.

4.9   The proposed changes will enable greater influence and control over the supplier market and provide for more effective and efficient procurement whilst not forgetting the socially responsible procurement agenda. It will also encourage and set up a greater collaborative approach to purchasing decision making which will unlock cost savings by consolidating purchases through economies of scale and more coherent procurement activities.

4.10   With a combined larger team of professional procurement staff, both Councils have greater resilience and increased capacity, avoiding duplication of effort as well as creating improved procurement capability by sharing information and an enhanced procurement knowledge base.

5.   **PROCUREMENT VISION**

5.1   Flintshire has made a great deal of progress over the past couple of years with joint management arrangements in improving procurement practice, Adopting an approach of simplification, standardisation and automation for procurement across the organisation . This has resulted in significant levels of process and spends efficiencies. It recognises it now needs to make a step change if it is to deliver procurement transformation and greater savings.

5.2 Denbighshire, whilst having more stability within it's procurement structure with a more experienced corporate procurement team, is now at a place where more focussed partnership working can help increase general resource capacity and to leverage even greater savings.

5.3 Building upon this context the shared procurement vision of both Councils can be summarized by the following three key objectives:

- to implement a shared, skilled and excellent JCPU that ensures the required support for the two organisations and individual services in delivering corporate and service objectives and efficiency targets.

- to maximise procurement savings for the benefit of the residents and businesses of Denbighshire and Flintshire.

- to develop professional capacity and resilience to create a top performing procurement team, delivering organisational benefit and personal professional development for the team.

5.4 The core principles underpinning the joint working will be:

- A desire to deliver high quality cost effective services
- A strong ethos of commercial skills supporting public value
- Determining the right procurement solution through the introduction of effective category management principles
- A shared cultural fit.

5.5 The shared cultural fit, is crucial and, whilst intangible, has been evident from the early stages of this project. Early officer and senior management engagement meetings have been extremely constructive. In work so far, officers from both DCC and FCC have demonstrated a strong desire to learn from one another, and share ideas and learning. The cultural fit has been evident across both the organisations e.g. common e-procurement solutions that will create a good foundation on which to build and develop the JCPU working arrangements.

6. PROCUREMENT SERVICE DEVELOPMENT MODEL

6.1 As indicated earlier in this document the creation of a JPCU is seen as the first phase of a Procurement Transformation journey for both Councils, which will develop and evolve in a series of stages over time.

6.2 The indicative stages of the procurement transformation are described below:

- Stage 1 - Approve and implement the merger of both Corporate Procurement Units in order to establish a JCPU as per this Business Case.

- Stage 2- Individual Council's to review their current procurement activities involving the potential re-design of the way procurement is carried out, by reviewing how procurement is undertaken in service areas. This currently involves circa 480 officers across both Councils. This stage could see the introduction of formal category management approach per individual Council.

- Stage 3 - Move towards a genuinely shared resource model (i.e. shared category management teams as well as shared Corporate Procurement Units), either involving DCC and FCC or DCC, FCC and Gwynedd CC.

6.3   Both organisations recognise that across the wider public sector in the UK the principle of clustering of procurement expertise, and the development of category specific 'procurement hubs' is beginning to be explored. Both Denbighshire and Flintshire are involved in these emerging discussions through the 3 County Procurement Project, and expect that over the next 6 – 12 months it is likely these will become more active. Denbighshire and Flintshire have strong ambitions to drive and lead the regional direction for procurement, and the creation of the joint procurement arrangements between the two organisations will ensure that both are well placed to do so, especially in light of further collaboration expectation by Welsh Government.

7.   TARGET OPERATING MODEL - OPTIONS APPRAISAL

A short list of five viable options has been considered which can be summarised below:

- Do Nothing
- Expansion of individual Corporate Procurement Units in both Councils
- Outsourcing of the Service
- Private Sector Partnership
- Public Sector Partnership

7.1   Option 1 - Do Nothing

7.1.1   Brief Description

This option, Do nothing means that there would be no change to the current offering between both DCC and FCC. Corporate Procurement Unit operational delivery would remain contained within each Council with the exception of the DCC Strategic Procurement Manager who could potentially still work across both Councils.

7.1.2   Cost Comparison

- There would be no change to the cost of delivery, unless FCC needed to appoint a full time Head of Procurement, which would cost an additional £50,000.

7.1.3 Time Comparison

- There would be no impact on timescales since no changes would be made.

7.1.4 Quality Comparison

- The same quality of procurement service would be delivered, but resource capacity would still be an issue.
- The use of the DCC Strategic Procurement Manager across both Council would be difficult to continue due to individual councils' procurement vision and expectations.

7.1.5 Benefits Comparison

- The benefits realised would see no change, with very limited scope for additional benefits.

7.1.6 Recommendation

- This is not an option and is discounted, since it does not deliver any further procurement transformation and does not give additional capacity and capability to deliver smarter procurement and align with the vision and core principles.

7.2 Option 2 - Expansion of Individual Corporate Procurement Units in both Councils

7.2.1 Brief Description

- This option would require both DCC and FCC to invest individually in expanding their current individual Corporate Procurement Units to the same level as option 5 in order to provide a more robust and fit for purpose service.

7.2.2 Costs Comparison

- This option would require additional investment in both Councils in order to recruit extra procurement resources in order to provide a "fit for purpose" corporate procurement function. It's estimated that for each Council to recruit five additional resources the cost would be £170,000 each for both DCC and FCC.

- The increased number of staff could be scaled down but even an increase of one per authority would have a greater cost that the recommended option.

7.2.3   Time Comparison

- This option could be achieved in a timely manner, provided there was professional procurement staff available who wished to apply for positions.

7.2.4   Quality Comparison

- This option would deliver additional capacity, capability and resilience to the current Corporate Procurement Units. However, there would still be duplication of effort across both Corporate Procurement Units.

7.2.5   Benefits Comparison

- The benefits arising from this option would similar to creating a JCPU in terms of capacity, but not providing the benefits of greater collaboration.

7.2.6   Recommendation

- This is discounted, since the costs of implementation would be far greater for both Councils, since both Authorities would need to invest in additional resources and would be competing against each other in trying to recruit in a very restricted procurement job marketplace.

7.3   Option 3 - Outsourcing of the Service

7.3.1   Brief Description

- This option would require both DCC and FCC to individually or jointly consider outsourcing its corporate procurement function to a private sector provider.

7.3.2   Costs Comparison

- This option would probably cost more to implement, since an outsourced partner would be paying higher employee costs than currently paid within both Corporate Procurement Units, although TUPE of current staffing would be applicable.

7.3.3   **Time Comparison**

This option could take considerably longer to implement, since the appointment of an outsourced partner would need to go through a full OJEU procurement tender process, which could take up 6-9 months, as well as TUPE implications.

7.3.4   **Quality Comparison**

- This option could potentially deliver additional capacity, capability and resilience to the procurement function, and there would not be duplication of effort across both Corporate Procurement Units, if the service was outsourced jointly. However, there would be a high risk that a private sector outsourcing partner would be highly focussed on driving costs down to the detriment of economic and social procurement policy.

7.3.5   **Benefits Comparison**

- The benefits arising from this option are unclear, since there are limited examples of where this approach has been undertaken.

7.3.6   **Recommendation**

- This option is discounted. The outsourcing of the corporate procurement function in the local government sector is currently relatively underdeveloped and we have not identified any examples where procurement has been fully and successfully outsourced. There are outsourcing examples in the broader public sector, although these are also limited, with the use of DHL to provide clinical supplies to the NHS being one of the best known. On the basis that there is currently a lack of a suitably developed private sector supplier market then this option is discounted.

7.4   **Option 4 - Private Sector Partnership**

7.4.1   **Brief Description**

- This option would involve a private sector provider working in partnership with existing in house Corporate Procurement Unit resources. There is a range of private sector firms who offer procurement support on a consultancy basis and these could be used to support an internally led improvement plan,

7.4.2   **Costs Comparison**

- This option would probably cost more to implement, since the Private Sector Partner would be paying higher employee costs

than currently paid within both Corporate Procurement Units .For example the cost of consultants typically would be at c £750 - £1,000 per day. These costs and risks could be mitigated to some extent by using a payment by results arrangement ,where fees would be contingent on achieving agreed savings targets and/ or are paid as a percentage of savings achieved, however it may be difficult to be clear what additional savings have been as the result of the private sector partner's intervention.

7.4.3 **Time Comparison**

- This option could take longer to implement, since the appointment of a Private Sector Partner would need to go through a full OJEU procurement tender process, which could take between 6-9 months.

7.4.4 **Quality Comparison**

- This option could potentially deliver additional capacity, capability and resilience to the procurement function, and there would not be duplication of effort across both Corporate Procurement Units, if the service was delivered jointly.

7.4.5 **Benefits Comparison**

- The benefits arising from this option on face value could be attractive, since it would mean the best of both worlds with public sector procurement resources working alongside a private sector partner.

7.4.6 **Recommendation**

- This option is discounted. Following initial market dialogue with several Private Sector Partners, the favoured model was based on a service fee rather than on a gain share model. The service fee considerations would be typically on consultancy day rates which would far exceed the costs of employing additional staff directly or by partnering with another public sector partner.

7.5 **Option 5 - Public Sector Partnership**

7.5.1 **Brief Description**

- This option would involve seeking another public sector organisation (preferably within same sector) that would be willing to enter into a public sector partnership with each other in delivering common procurement improvement.

7.5.2 Costs Comparison

- This option would be the most cost effective in comparison to the other options excluding Option 1. The estimated additional costs of merging both Corporate Procurement Unit teams in year 1 would be £28, 578 to increase permanent capacity and the re-alignment of salary grade differences between DCC and FCC procurement staff. Other costs would be ICT related in order to ensure joint team members could access shared files, emails etc across both Councils.

7.5.3 Time Comparison

- This option would be similar in timescales to the other options, since it would involve staff consultations and could be delivered after a 90 day staff consultation period.

7.5.4 Quality Comparison

This option provides the greatest opportunity to improve the quality of the service being delivered by bringing together specific Welsh public sector procurement knowledge and skills that is sensitive to the Welsh Government procurement policy landscape and direction, as well as understanding the Welsh local government sector and the individual Councils in particular.

7.5.5 Benefits Comparison

This option has the potential to deliver the following benefits:

- opportunities to develop and strengthen the management of key supply markets through working jointly e.g. Common supplier spend is circa £92m.
- to significantly up-skill procurement and commercial resources, capacity and competency across both authorities through joint training and development plans, sharing scarce resources and offering better career progression.
- to standardise terms and conditions and, where it is in line with commissioning requirements, specifications and performance measures for a range of categories.
- to create additional capacity in order to deliver more efficient contract management and driving down cost throughout the supply chain.
- to standardise procurement processes and in doing so remove duplication of effort including developing joint Contract Procedure Rules and other guidance / codes of practice, sharing and adopting common best practice across categories.
- to leverage spend of both organisations to deliver increased savings through economies of scale and to support wider

social, economic and environmental targets, and sharing existing best practise.
- to create greater access to skills where individual Councils have identified gaps in its current capacity and capability which are likely to accelerate delivery of improvements / savings.

A more detailed list of additional benefits arising from this option is included in section 9.0 of this document.

8. **CONCLUSION AND RECOMMENDATIONS**

8.1   The recommended option is Option 5 (Public Sector Partnership) since it provides the greatest opportunities for procurement improvements. It's affordable and it provides the best cultural fit. It is recommended that the creation of a Joint Corporate Procurement Unit (JCPU) between DCC and FCC is progressed at pace, with the staff hosted and employed by DCC, with a formal Service Level Agreement being in place to ensure FCC receives the required service that meets organisational and service requirements and corporate improvements objectives.

8.2   There are risks associated with all of the options considered. The initial high level risks identified are:

- Partnership risks – cultural fit, agreement of shared objectives, communication and ownership at senior officer and member level – these can be mitigated through the proposed Joint Management Board and the other measures set out in the joint business case.

- Capacity – In reality we believe that this option presents the lowest risk to both individual Councils, since the capacity issues could be addressed through either recruitment of additional resource or by the management of the work programme of the Joint Unit through the Joint Management Board.

- Financial Risks – If the JCPU arrangement itself would fail any financial loss would be minimal with the service being disbanded and staff that had been transferred, transferring back to their original Authority as part of the Service Level Agreement, but the main impact would be the slowing down the speed of change of procurement improvements and delivery of efficiency savings.

9.0   **JCPU – COMMERCIAL AND FINANCIAL CASE**

9.1   This section presents the commercial and financial case, which considers how each Council would contribute to, and benefit from, the preferred option, and the operational delivery of the new Joint Unit.

9.2 Target Operating Model (TOM)

9.2.1 The new proposed Target Operating Model is shown in Appendix 5; this will form an integral part of the consultation with staff and trade unions before the final structure is confirmed. The proposed TOM will involve a straight merger of both existing Corporate Procurement Units, involving a flat structure including the following:

- 1 x Strategic Procurement Manager (Grade 13)
- 5 x Senior Procurement Officers (Grade 9)
- 4 x Procurement Officers (Grade 6)

The new structure will create a JCPU consisting of a total of 10 staff, compared to 6 staff and 4 staff respectively in DCC and FCC currently.

In order to ensure the new structure will be fit for purpose there will be a need to address the 2 x Senior Procurement Officer position's which are currently temporary positions in DCC. It is deemed critical that these two positions are retained within the service in order to maintain sufficient resource capacity and capability to drive procurement improvements and efficiency savings.

9.2.2 Its proposed that the new JCPU will be hosted by DCC and all officers in the new Joint Unit will be employed by DCC. This will involve the current FCC Corporate Procurement Unit employees being transferred and incorporated into the proposed new structure. However, the newly formed JCPU will operate on a virtual basis, with officers having the facility to work across both Councils. In the short-term it's anticipated that FCC staff will primarily remain based in County Hall, Mold and DCC staff will be primarily based in County Hall, Ruthin.

9.2.3 As part of the design principles for creating the TOM it has been agreed that the harmonisation of salary grades would need to be achieved in order to avoid the new structure being "two tiered" with officers working in similar roles but on different grades. As a result of this approach, all transferring staff from FCC will benefit and be allocated a higher salary grade.

9.2.4 The JCPU resources will be allocated to ensure a presence in each Council and resources will be based at each Council, albeit not necessarily the same officers each day. The officers will work closely with individual service areas but will also be available to provide on-site professional advice, guidance and support. The JCPU will also continue to review the length of time officers spend at each participating authority to ensure it provides the best possible level of service.

9.2.5 It is envisaged that some staff will adopt remote working techniques and will need to access systems from multiple locations. The JCPU will use the Proactis e-sourcing solution which is a web-based e-Tendering

system; however, an ICT work stream has been established to ensure access to shared network files, emails, etc. regardless of location.

9.2.6 The whole JCPU team will come together every two weeks for team briefings, work planning and supervision, administration and other shared activities.

9.2.7 The new JCPU will adopt a "Procurement Business Partner "approach as well as piloting the use of category management techniques. Under this new way of working the combined procurement spend will be split into market facing categories e.g. construction, social care, transport etc (see Appendix 1) and each individual officer will be allocated individual categories to oversee, with clear efficiency targets set against each category which in turn will link into individual performance appraisals.

9.2.8 This approach will ensure greater individual knowledge of the supplier market in each category of spend area, and also allow individuals to work with specific service areas on a "Partner" basis, strengthening communication and collaboration with individual services.

9.2.9 Each team member in the JCPU will also take the lead on specific strategic procurement work under the following general headings:

- Compliance and Regulation
- Contract Management and Supplier Relationship Management
- Procurement Policy
- E-procurement

9.3 FINANCIAL CASE

This section presents the financial case, which considers the costs, benefits and practical financial arrangements for the preferred option:

9.3.1 Indicative Costs

9.3.1.1 The core budget provision for the current individual Corporate Procurement Units across both Councils is £ 153,137 (DCC) and £170,262 (FCC) respectively. The combined current core budget available is £323,399.

The total maximum costs of operating the new JCPU, is estimated to be £370,591 which is projected in Year 5 (See Appendix 6).

It's estimated that the maximum additional annual costs, associated with the implementation of the JCPU will be £47,192 in Year 5.

In order to put these additional merger costs into context, If DCC and FCC were inclined to enhance their individual Corporate Procurement Units to the same staffing levels that would created by the JCPU, it would cost each

Council in the region of £170,000 per annum to establish a similar set up on an individual Council basis.

In order to share the total merger costs on an equitable basis it's proposed that the costs are split based on the % of the total combined procurement spend percentage for each Council. This equates to 45% (DCC) and 55% (FCC) respectively. (See Appendix 6)

9.3.2 Indicative Benefits

9.3.2.1 Financial Benefits

The spend analysis table at Appendix 1 shows the combined total procurement spend of both Councils on a per category of spend basis for the 2012/13 financial year.

The combined total procurement spend is £222m. Combining spend significantly increases the efficiency opportunities through economies of scale.

Based on the introduction of a "Procurement Partner" approach and the introduction of high level category management principles, It is estimated that efficiencies of circa **£2.9m for DCC and £3.6m for FCC** could be realised based on the total procurement spend (see Appendix 1).

The 3% savings calculations have been calculated on improvements targets which are deemed consistent with other such business cases. However, within this business case the 3% savings will be realised through the combination of:

- improved demand management
- smarter procurement from tendering and negotiation
- cost avoidance.

Taking into account that not all the £222m procurement spend is revenue funding since the above figure includes capital, schools, HRA, Grants etc, then the estimated efficiencies which relate to revenue budgets, which are deemed influencable and directly cashable is circa **£1.0m for DCC and £2.0m for FCC.** (See Appendix 2)

9.3.2.2 Common Suppliers

Based on further spend analysis in relation to assessing how may suppliers are common across both Councils i.e. used by both DCC & FCC, there are 1,126 suppliers that jointly account for £92.8million spend, which equates to 42% of the total combined spend.

A joint approach to the management of these key supplier relationships will form the basis for further efficiency savings opportunities through

benchmarking pricing and by negotiating further efficiencies with common suppliers. It would not be unreasonable to assume that based on the level of spend with these common suppliers that an additional **£100,000 savings** could be realised.

9.3.2.2   **Non- Financial Benefits**

In addition to the financial benefits detailed above, there are also non-financial benefits that will be realised:

- Both authorities have identified a need for an increased commercial focus throughout their organisations. Working together will ensure that best practise can be developed and shared.

- An opportunity to develop and strengthen our ability to manage key supply markets through working jointly (e.g. taking a common approach to managing key strategic suppliers

- Significantly up-skill the JCPU by joint-working and mentoring

- Standardise procurement processes, including Contract Procedure Rules and other guidance / codes of practice, sharing and adopting common best practice across categories;

- Reduced duplication of effort through a professional service; and increased operational agility as well as greater resilience to staffing capacity and retention

- Reduced process costs and risks by eliminating duplicated activities e.g. recording and monitoring of efficiency savings. This is task is currently undertaken by two officers across DCC and FCC.

- Improved "customer service" to individual services

- Speedier delivery of strategic corporate priorities and procurement policy initiatives

- More joined up thinking and engagement between the technical/ service areas and the commercial / procurement areas;

- Move away from reactive short term focus with regard to supplier and market development and management to a proactive approach;

- Improvement in contract compliance and contract performance data

- Help services to deliver better service outcomes through smarter procurement & commissioning.

- Facilitate the achievement of the commissioning and procurement priorities particularly regeneration & economic development and encouragement of SME's and Third Sector involvement.

- The creation of the JCPU and further phased development of the procurement model will be highly innovative and this will be recognised within the sector and beyond. Both Councils will be positively associated with modern and efficient working.

9.3.2.3 Additional Contract Legal Support Capacity (for information not part of business case)

The creation of the JCPU will no doubt result in greater compliance with the procurement legal regulatory framework. Consequently, it has been recognised that in order to compliment the joint working across procurement officers, that more joint-collaborative working is also required across contract solicitors in both Councils in order to ensure that contracts entered into are robust, fit for purpose and compliant.

Currently, both Councils have limited contact solicitor capacity, therefore in order to attempt to address this issue; agreement in principle has been secured from both Head of Legal Services in both DCC and FCC to jointly fund an additional Contract Solicitor post.

The creation of the new Contract Solicitor post which will be hosted and employed by DCC will not only provide much needed legal specialist expertise but will also ensure contracts that are procured will be compliant, fit for purpose and robust and appropriate to the level of risk.

With the regular emergence of case law relating to contracting, the new post will ensure that the JCPU and service officers are made aware of new legislation affecting procurement as well giving more appropriate legal support on more innovative and complex procurement projects.

Finally, with an ever increasing risk of supplier legal challenges to tender award decisions, accessibility to enhanced contract legal support will ensure both Councils are able to robustly defend any claims that may arise in respect of aggrieved suppliers seeking financial damages in respect of alleged non-compliance within procurement processes.

9.3.2.4 Economic, Environmental and Social Benefits

An important consideration for the new JCPU will be the issue of local spend and community benefits.

A more collaborative approach will also improve relations with the local SME business community, by providing a single source of information for businesses across both Councils

.A single source of contact for suppliers reduces their frustration and confusion regarding public procurement procedures. Also, central procurement control helps to ensure the fair and equitable treatment of all suppliers and can proactively support the social, economic and environmental agendas.

Increased staffing capacity will also help provide more training for local SME's and greater support for events such as Meet the Buyer days, as well as delivering against individual corporate priorities e.g. DCC Economic and Community Ambition Strategy

The new "Procurement Partner" approach with service areas will allow for greater opportunities with regard to improved procurement planning. This in turn will allow earlier considerations of social, economic and environmental benefits to be delivered as part of forthcoming procurement projects.

Currently, these benefits are not being realised to the full potential due to procurement officers not having sufficient capacity to ensure service area officers consider these benefits in a timely manner when procuring.

The design and set up of the new Joint Unit should be able to evidence a commitment to the following key areas:

- engage effectively with suppliers through market days,
- pre-procurement dialogue,
- provide transparent feedback,
- making suppliers aware of trading opportunities and securing their input and expertise.
- engage with the Chamber of Commerce and the Federation of Small Businesses, voluntary sector representatives and other representative trade and industry bodies.
- seek feedback from suppliers and use this learning to further improve procurement processes.

9.2.2.5   Staff Benefits

There are also a number of staff benefits that will be derived from the merger of both Corporate Procurement Units:

- career progression opportunities
- improved personal development by allowing staff to engage in new procurement techniques
- professionalise the function
- provide the infrastructure for staff to work more flexibly across the two counties
- achieve parity in terms of job responsibilities, pay and reward e.g. some of the FCC staff will see their salary grades improve through harmonisation of the pay grades as a result of the staff transfer

- allow for agile and flexible working
- allow for staff to embrace in more innovative procurement techniques e.g. category management
- allow for staff to be given greater opportunities to be coached and mentored and develop new skills as a result of access to a wider pool of procurement expertise.

9.2.2.6 Benefits Realisation

Capturing the benefits is critical in the new operating model, since the focus will be on further developing the opportunities through potential collaborative savings.

It is proposed that action plans for delivery of these savings will be completed within three months after implementation of the JCPU, at which stage it will be clearer which categories will provide the greatest return and will therefore be prioritised for collaboration. Details of these opportunities will be presented to the Joint Management Board for agreement.

Parallel to the identification of saving opportunities, there will be a requirement to establish an agreed model of benefits tracking to ensure that all collaborative activity benefits are realised and captured. DCC have developed an approach to identifying, tracking and reporting benefits. It is recommended that this system is reviewed in terms of being fit for purpose and scalable for use by the JCPU.

This would accomplish a number of objectives:

- clearly show the amount of benefits to be realised through the identified savings opportunities
- clearly show timescales for the expected realisation of benefits
- demonstrate how each benefit would be achieved
- show accountability for collaborative efficiency targets against each Council
- provide clear visibility of whether benefits are on target to be realised as expected, enabling the joint management board to make key decisions

A robust benefits model which provides management information that is timely, accurate and consistent will be critical to the successful delivery of savings.

10. HUMAN RESOURCES AND EMPLOYEE IMPLICATIONS

10.1   In total there will be 10 current procurement staff affected by the creation of the JCPU.

10.2 Whilst it's recognised that the current structures across both Councils are not identical, it is anticipated that a newly created joint-structure will broadly align the current roles.

10.3 Staff Transfer

10.3.1 Its proposed that DCC will become the host and employing Authority for the JCPU. The current 4 x FCC staff would transfer over to DCC and be appointed into a new organisational structure, with no detriment to their current employment terms and conditions. It's also proposed that FCC staff salary grades would be harmonised with existing DCC staff salary grades for similar procurement roles. This process would ensure that the creation of a two-tier staff pay structure is avoided.

10.3.2 In the event that the JCPU is disbanded in the future, an exit strategy provision will be included within the Service Level Agreement.

10.4 Skills

10.4.1 Both DCC and FCC have a commitment to the professional development of their staff, and through working together it is anticipated that the procurement staff in both organisations can benefit from a joint skill development and training plan as well as opportunities for formal mentoring and coaching, especially the current procurement support staff.

10.4.2 All staff in the new JCPU will be given not only an opportunity to put into practice category management skills and techniques, but also be given an opportunity to be "Subject Matter Leads", on strategic procurement strands e.g. Community Benefits, Contract Management etc. This approach will ensure staff is exposed to strategic and operational procurement activities.

11. PROJECT MANAGEMENT CASE

This section presents the project management case, which considers the practicalities of implementing the preferred option.

11.1 Governance

The collaboration will be underpinned by a formal Service Level Agreement which will set out the extent of delegation from each council and associated support service infrastructure.

Governance will operate on various levels, in the normal way, but three key aspects will be paramount:

(a) Agreement by respective individual Cabinets and Chief Officer Teams of the general procurement strategy approach and annual service business plan

(b) Routine reporting, liaison and, where necessary, conflict resolution, with a "Joint Management Board". This will comprise as a minimum the respective lead Head of Service for Procurement in both Councils. The Management Board will also be responsible for agreeing and monitoring performance against the strategic targets, benefits realisation and the work programme delivery of the Unit.

(c) An agreed cycle of regular formal performance reporting to the respective: Cabinet, Chief Officer Management Teams and Scrutiny processes.

(d) Clearly, events and emergencies can result in client demands for changes of planned activity during the year. The presumption is that the JCPU will resolve resource versus work conflicts in a professional manner – but with the Joint Management Board in a position to help resolve such conflicts also.

(e) The Strategic Procurement Manager will be empowered to make decisions to enable day to day delivery of the service to meet the agreed priorities of the participating authorities within agreed resources.

(f) DCC will be the "host and employing authority" for the JCPU and will therefore be responsible for the day to day management of "pay and rations" for all staff.

(g) In terms of legal structures, the working presumption in the short term is that the JCPU will not have separate incorporated status, but rather will be a 'virtual' arrangement in the sense that staff will be employed and hosted by DCC and a shared Service Level Agreement will be put in place between both Councils. However, the development of the SLA will be undertaken by DCC Legal Services in consultation with FCC.

(h) One of the immediate priorities will be to try and agree a consensus of the respective Contract Procedure Rules etc. to ensure sensible alignment with new ways of working.

(i) Although tendering activities may be coordinated and, where appropriate, completed as a single process, both Councils will still enter into contractual arrangements in their own name. As such neither party will take on any contractual liabilities for the other in relation to any external supplier agreements.

(j) Day to day staffing and line management will be undertaken by DCC under the management of the Head of Finance and Assets. The Strategic Procurement Manager for the Joint Unit will continue to be employed directly by DCC but will have an additional reporting line into the Chief Officer (Governance) at FCC.

11.2 Project Management responsibilities

The implementation of this project will be managed using DCC Project Management methodology and the following arrangements will be put in place to ensure its successful development:

11.2.1 Project Board

A Project Board has been established with named Project Sponsors providing representation from each Council. The Project Sponsors are:

DCC- Head of Finance and Assets at Denbighshire Council
FCC - Head of ICT and Customers at Flintshire Council

The Project Sponsors own the business case and are ultimately responsible and accountable for realising the benefits of the project to each organisation.

11.2.2 Project Manager

DCC has allocated a Project Manager who will agree, manage, and monitor against, the project plan, allocating work packages to individuals within the project team for completion.

11.2.3 Senior Users

The Senior User will be DCC Strategic Procurement Manager who will be responsible for making sure that the needs of the users are clearly and fully defined, for committing user resources, liaising between the user and the project team, and ensuring that the outcome meets the users' needs.

11.2.4 Project Team

In addition to the above, specialist representatives from both Councils including officers from procurement, HR, Legal and ICT will be included in the project team and allocated work streams accordingly.

12. RISK MANAGEMENT

Risk management arrangements will be crucial to ensure the implementation of the collaboration occurs as painlessly and swiftly as possible and that as many benefits as possible can be realised from the change.

12.1 Risks and Issues

A full list of Project Delivery Risks can be found in Appendix 7. Whilst some of the high impact risks remain, their likelihood is anticipated to diminish as commitment and understanding of the JCPU grows. Also, there is risk associated with failure to realise benefits that needs to be included, this risk

will be mitigated by agreement of the work programme by the Joint Management Board;

The work undertaken by the HR leads on the consultation process will help reduce the risks associated with the staffing of the JCPU.

The following risks and issues have been identified and will need to be managed through the Joint Management Board governance arrangements:

- culture - cultural fit at senior officer and procurement officer level has been a key pre-determinant of the creation of the Joint Unit, and this will need to be maintained as the Unit develops and modelled at all levels within the respective procurement communities.

- communication - co-ordination of communication and consistency of key messages will be managed through the Unit's governance arrangements and will be a key role for the Strategic Procurement Manager and the procurement officers within the new Unit.

- ownership at member and senior officer level - in the first instance this will be achieved through the signing off of the business case by both Councils, engagement in the Joint Management Board, and regular reporting to Cabinet, Scrutiny and Chief Officer Management Teams.

- level and timing of savings - the Joint Management Board will set clear targets both short and medium term for savings and other deliverables / key milestones, and these will be subject to regular progress reporting in order to manage expectations of both councils.

- HR local terms and conditions differentials between the two councils - this will be carefully and equitably managed through the development process with support from both HR services.

- capacity – the management of workload and expectations will need to be tightly controlled, to ensure benefits can be realised. The opportunities to maximise and consolidate the use of skill sets across both councils are recognised. However, the fact that a Joint Unit is created, will not address the potential risk that there will still remain capacity issues, since the Unit will still need to manage procurement spend across both Councils, albeit the development of the new Unit will allow greater opportunities for capacity to be increased by reducing duplication of effort.

- relationships with procurement officers within the individual service areas and other partners – the relationship will need to be carefully and positively managed especially in communicating with individual service areas as well as existing external partners.

13   NEXT STEPS

Strategically and operationally there are a number of initial activities which must occur in order for implementation planning to get underway in earnest.

13.1   Strategic next steps

In order to provide the environment in which an implementation team stands greatest chance of success, it will be necessary for both Councils to undertake the following actions:

- agree to the principle of creating the JCPU through the approval of this business case
- agree to the principle behind the cost allocation for the recurring and one off costs
- provide the required funding to develop and implement the required collaborative arrangements;
- empower the implementation team with a mandate to undertake operational activity across organisational boundaries.
- develop and agree the Service Level Agreement for the JCPU.

13.2   Operational next steps

Operationally, the implementation team face a number of challenges and will require input and support from the Project Sponsors in order to develop the new approach.

A number of joint workshops have already been held involving the procurement officers from both Councils. An on-going procurement alignment work plan has been developed jointly across both individual teams, with allocation of tasks being given to individual staff to develop jointly. It's anticipated that the initial key operational deliverables will include the following:

- creation of a Joint Management Board.
- document roles and responsibilities in order to ensure duplication of effort is minimised.
- develop a strong procurement work programme and procurement plan which will include:-
    - allocation of individual category spend profile to individual team members, so that category efficiency targets can be allocated to individuals
- develop a "Procurement Business Partner" approach, so specific service areas are allocated a lead procurement representative that understand their particular service challenges and vision and ensure continuity of procurement personnel to ensure the procurement support delivered is consistent.
- develop a common Corporate Procurement Strategy allowing for local variations.

- develop detailed category sourcing plans and procurement schedules in order to provide the supplier markets with advance notifications as well as ensuring resource capacity is managed.
- harmonise different processes, policies and procedures, deliverables will include central library of standard procurement documents and templates including standardised Contract Procedure Rules.
- review current contracts and suppliers and populate a joint contract register including a short-term plan for letting immediate contracts where common end dates exist.
- jointly implement and provide helpdesk support for the implementation of the Proactis e-sourcing solution across both Councils.
- undertake a joint full spend analysis to identify category spend and opportunities involving common suppliers.

Early work has already begun to explore the approach to standardising some of our processes and systems– sharing learning and ensuring both organisations are operating in the best possible way. This includes sharing the approaches to supplier data; with common classification codes to enable analysis of spend at greater detail to identify opportunities for savings.

A comparison of each contract register to identify common suppliers and contract expiry has also commenced, and this will further support the development and timing of shared category action plans.

Both organisations are well on the road to having a common approach for how technology can enhance the procurement process, and both Authorities have invested in a common e-procurement solution (Purchase-to-Pay and E-Sourcing) from Proactis. Currently, the Proactis e-sourcing solution is being implemented across both Councils via a joint implementation team.

Both authorities use Masterpeace as their core finance system and there are some quick wins to be achieved by FCC adopting the approach DCC has developed to access procurement spend data analysis using the MPOWER data warehouse solution. This would allow detailed category spend analysis to be undertaken across the combined spend. This in turn will allow category of spend areas to targeted for efficiency savings.

13.3 Timescales

Key Milestones	Completion Date
FCC – Cabinet approval of Business Case	10th May 2014
DCC – Cabinet approval of Business Case	23rd May 2014
Development and signing of Service Level Agreement	15th June 2014
Completion of procurement process review	1st September 2014
Joint Corporate Procurement Unit – Established	1st July 2014

Appendix 1 - TOTAL PROCUREMENT SPEND

Sum of LINE NET

Pclass Level 1	DCC Spend	FCC Spend	Grand Total Spend	FCC-Demand Management Savings (1%)	FCC-Smarter Procurement Savings (1%)	FCC-Cost Avoidance Savings (1%)	FCC-Demand Management Savings (1%)	FCC-Smarter Procurement Savings (1%)	FCC-Cost Avoidance Savings (1%)	DCC Total Procurement Savings	FCC Total Procurement Savings
Construction	25,907,580	29,421,824	55,329,404	259,076	259,076	259,076	294,218	294,218	294,218	777,227	882,655
Social Community Care	25,585,813	28,613,659	54,199,472	255,858	255,858	255,858	286,137	286,137	286,137	767,574	858,410
Public Transport	6,825,137	8,894,222	15,719,359	68,251	68,251	68,251	88,942	88,942	88,942	204,754	266,827
Information Communication Technology	4,956,514	5,409,059	10,365,574	49,565	49,565	49,565	54,091	54,091	54,091	148,695	162,272
Utilities	3,855,815	6,198,250	10,054,065	38,558	38,558	38,558	61,983	61,983	61,983	115,674	185,948
Uncategorised	3,738,312	4,924,439	8,662,750	37,383	37,383	37,383	49,244	49,244	49,244	112,149	147,733
Education	3,265,938	4,964,660	8,230,598	32,659	32,659	32,659	49,647	49,647	49,647	97,978	148,940
Construction Materials	2,164,619	5,180,601	7,345,220	21,646	21,646	21,646	51,806	51,806	51,806	64,939	155,418
Human Resources	2,669,158	4,597,916	7,267,074	26,692	26,692	26,692	45,979	45,979	45,979	80,075	137,937
Vehicle Management	2,651,213	3,870,208	6,521,421	26,512	26,512	26,512	38,702	38,702	38,702	79,536	116,106
Financial Services	1,853,276	3,705,797	5,559,073	18,533	18,533	18,533	37,058	37,058	37,058	55,598	111,174
Environmental Services	3,621,916	1,936,217	5,558,133	36,219	36,219	36,219	19,362	19,362	19,362	108,657	58,087
Facilities & Management Services	1,832,000	2,896,709	4,728,710	18,320	18,320	18,320	28,967	28,967	28,967	54,960	86,901
Catering	1,679,453	2,858,195	4,537,648	16,795	16,795	16,795	28,582	28,582	28,582	50,384	85,746
Healthcare	1,680,570	1,461,783	3,142,352	16,806	16,806	16,806	14,618	14,618	14,618	50,417	43,853
Highway Equipment & Materials	1,657,829	739,058	2,396,887	16,578	16,578	16,578	7,391	7,391	7,391	49,735	22,172
Consultancy	763,181	1,287,859	2,051,040	7,632	7,632	7,632	12,879	12,879	12,879	22,895	38,636
Cleaning & Janitorial	678,647	883,321	1,561,968	6,786	6,786	6,786	8,833	8,833	8,833	20,359	26,500
Mail Services	623,347	544,277	1,167,624	6,233	6,233	6,233	5,443	5,443	5,443	18,700	16,328
Arts & Leisure Services	596,367	454,940	1,051,307	5,964	5,964	5,964	4,549	4,549	4,549	17,891	13,648
Legal Services	413,468	528,074	941,542	4,135	4,135	4,135	5,281	5,281	5,281	12,404	15,842
Furniture & Soft Furnishings	352,408	547,010	899,418	3,524	3,524	3,524	5,470	5,470	5,470	10,572	16,410
Street & Traffic Management	215,673	649,802	865,475	2,157	2,157	2,157	6,498	6,498	6,498	6,470	19,494
Sports & Playground Equipment & Maintenance	252,130	612,256	864,386	2,521	2,521	2,521	6,123	6,123	6,123	7,564	18,368
Stationery	370,885	444,411	815,296	3,709	3,709	3,709	4,444	4,444	4,444	11,127	13,332
Horticultural	472,161	249,053	721,215	4,722	4,722	4,722	2,491	2,491	2,491	14,165	7,472
Housing Management	343,731	120,589	464,321	3,437	3,437	3,437	1,206	1,206	1,206	10,312	3,618
Clothing	106,521	346,056	452,577	1,065	1,065	1,065	3,461	3,461	3,461	3,196	10,382
Domestic Goods	301,813	75,415	377,246	3,018	3,018	3,018	754	754	754	9,055	2,262
Health & Safety	104,101	161,594	265,695	1,041	1,041	1,041	1,616	1,616	1,616	3,123	4,848
Cemetery & Crematorium	8,780	269	9,049	88	88	88	3	3	3	263	8
Grand Total	**99,548,375**	**122,577,523**	**222,125,898**	**995,484**	**995,484**	**995,484**	**1,225,775**	**1,225,775**	**1,225,775**	**2,986,451**	**3,677,326**

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Appendix 2 - Cashable and Inflenceable Spend and Savings (Revenue Budget)
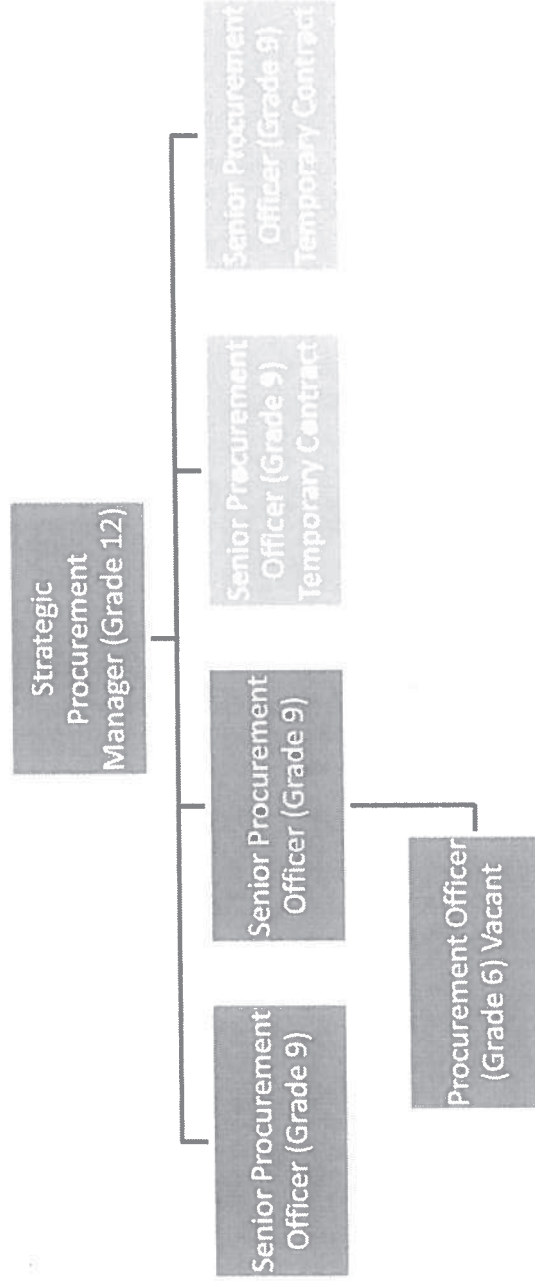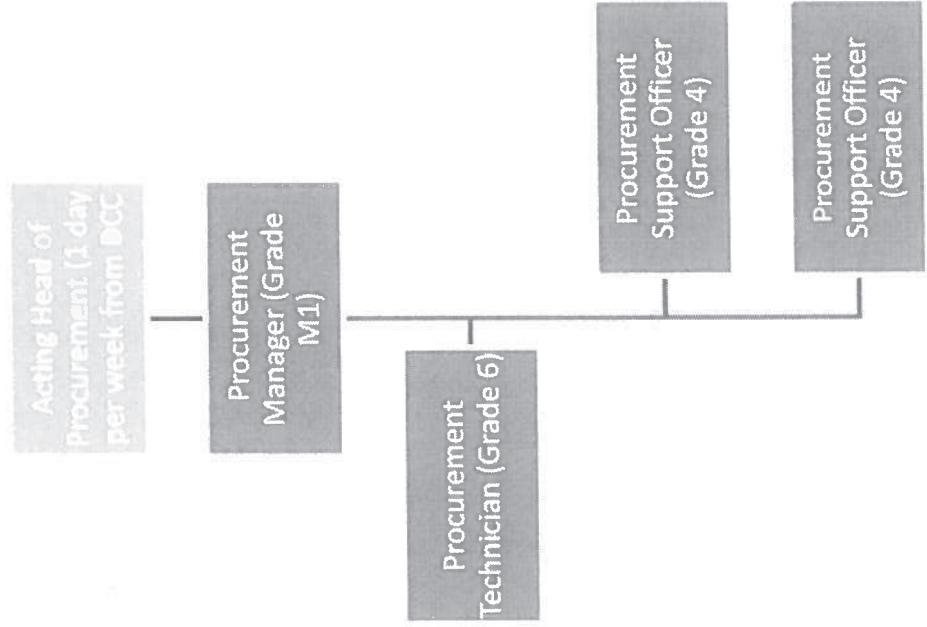
Sum of LINE NET

Proclass Level 1	Authority OCC	FCC	Grand Total	FCC-Demand Management Savings (1%)	FCC-Smarter Procurement Savings (1%)	FCC-Cost Avoidance Savings (1%)	FCC-Demand Management Savings (1%)	FCC-Smarter Procurement Savings (1%)	FCC-Cost Avoidance Savings (1%)	DCC Total Procurement Savings	FCC Total Procurement Savings
Social Community Care	11,104,307	25,882,331	36,986,639	111,043	111,043	111,043	258,823	258,823	258,823	333,129	776,470
Public Transport	6,251,652	6,217,193	12,468,845	62,517	62,517	62,517	62,172	62,172	62,172	187,550	186,516
Construction	1,857,719	4,920,386	6,778,106	18,577	18,577	18,577	49,204	49,204	49,204	55,732	147,612
Utilities	2,090,103	3,503,575	5,593,678	20,901	20,901	20,901	35,036	35,036	35,036	62,703	105,107
Vehicle Management	1,271,586	3,635,323	4,906,909	12,716	12,716	12,716	36,353	36,353	36,353	38,148	109,060
Information Communication Technology	1,905,008	2,917,623	4,822,631	19,050	19,050	19,050	29,176	29,176	29,176	57,150	87,529
Uncategorised	1,012,557	3,052,115	4,064,672	10,126	10,126	10,126	30,521	30,521	30,521	30,377	91,563
Human Resources	1,298,270	2,480,630	3,778,899	12,983	12,983	12,983	24,806	24,806	24,806	38,948	74,419
Education	498,618	2,702,078	3,200,696	4,986	4,986	4,986	27,021	27,021	27,021	14,959	81,062
Catering	302,420	2,417,875	2,720,294	3,024	3,024	3,024	24,179	24,179	24,179	9,073	72,536
Construction Materials	1,126,079	1,345,187	2,471,266	11,261	11,261	11,261	13,452	13,452	13,452	33,782	40,356
Facilities & Management Services	715,719	1,420,921	2,136,639	7,157	7,157	7,157	14,209	14,209	14,209	21,472	42,628
Financial Services	444,943	1,601,548	2,046,491	4,449	4,449	4,449	16,015	16,015	16,015	13,348	48,046
Environmental Services	419,280	1,192,413	1,611,693	4,193	4,193	4,193	11,924	11,924	11,924	12,578	35,772
Highway Equipment & Materials	726,179	505,098	1,231,277	7,262	7,262	7,262	5,051	5,051	5,051	21,785	15,153
Consultancy	330,728	745,309	1,076,038	3,307	3,307	3,307	7,453	7,453	7,453	9,922	22,359
Cleaning & Janitorial	259,062	633,862	892,925	2,591	2,591	2,591	6,339	6,339	6,339	7,772	19,016
Mail Services	321,425	427,393	748,819	3,214	3,214	3,214	4,274	4,274	4,274	9,643	12,822
Arts & Leisure Services	289,579	327,220	616,799	2,896	2,896	2,896	3,272	3,272	3,272	8,687	9,817
Legal Services	81,696	453,530	535,226	817	817	817	4,535	4,535	4,535	2,451	13,606
Horticultural	298,858	169,551	468,408	2,989	2,989	2,989	1,696	1,696	1,696	8,966	5,087
Healthcare	116,526	302,108	418,633	1,165	1,165	1,165	3,021	3,021	3,021	3,496	9,063
Clothing	69,624	276,920	346,544	696	696	696	2,769	2,769	2,769	2,089	8,308
Housing Management	287,227	36,997	324,223	2,872	2,872	2,872	370	370	370	8,617	1,110
Stationery	131,573	176,602	308,175	1,316	1,316	1,316	1,766	1,766	1,766	3,947	5,298
Sports & Playground Equipment & Maintenance	99,807	185,161	284,968	998	998	998	1,852	1,852	1,852	2,994	5,555
Furniture & Soft Furnishings	72,980	176,479	249,459	730	730	730	1,765	1,765	1,765	2,189	5,2??
Street & Traffic Management	146,697	92,496	239,194	1,467	1,467	1,467	925	925	925	4,401	2,7??
Health & Safety	69,552	82,651	152,203	696	696	696	827	827	827	2,087	2,4??
Domestic Goods	13,333	48,493	61,825	133	133	133	485	485	485	400	1,4??
Cemetery & Crematorium	8,780	63	8,843	88	88	88	1	1	1	263	
Grand Total	33,621,887	67,929,130	101,551,017	336,219	336,219	336,219	679,291	679,291	679,291	1,008,657	2,037,87?

Current DCC Corporate Procurement Unit Structure

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                    ┌─────────────────────┐
                    │     Strategic       │
                    │    Procurement      │
                    │  Manager (Grade 12) │
                    └──────────┬──────────┘
          ┌────────────┬───────┴────────┬────────────┐
          │            │                │            │
┌─────────────────┐ ┌─────────────────┐ ┌─────────────────┐ ┌─────────────────┐
│ Senior          │ │ Senior          │ │ Senior          │ │ Senior          │
│ Procurement     │ │ Procurement     │ │ Procurement     │ │ Procurement     │
│ Officer         │ │ Officer         │ │ Officer         │ │ Officer         │
│ (Grade 9)       │ │ (Grade 9)       │ │ (Grade 9)       │ │ (Grade 9)       │
│                 │ │ Temporary       │ │ Temporary       │ │ Temporary       │
│                 │ │ Contract        │ │ Contract        │ │ Contract        │
└─────────────────┘ └─────────────────┘ └─────────────────┘ └────────┬────────┘
                                                                      │
                                                           ┌─────────────────┐
                                                           │ Procurement     │
                                                           │ Officer         │
                                                           │ (Grade 6) Vacant│
                                                           └─────────────────┘
```

Current FCC Corporate Procurement Unit Structure

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┌──────────────────────┐
│ Acting Head of       │
│ Procurement (1 day   │
│ per week from DCC)   │
└──────────┬───────────┘
           │
┌──────────┴───────────┐
│ Procurement          │
│ Manager (Grade       │
│ M1)                  │
└──────────┬───────────┘
           │
     ┌─────┴─────────────────┬───────────────────┐
     │                       │                   │
┌────┴──────────┐   ┌────────┴────────┐  ┌───────┴────────┐
│ Procurement   │   │ Procurement     │  │ Procurement    │
│ Technician    │   │ Support Officer  │  │ Support Officer│
│ (Grade 6)     │   │ (Grade 4)       │  │ (Grade 4)      │
└───────────────┘   └─────────────────┘  └────────────────┘
```

New Joint DCC/FCC Corporate Procurement Unit Structure

Strategic Procurement Manager (Grade 13)

- **Senior Procurement Officer (Grade 9)**
  - Procurement Officer (Grade 6)
- **Senior Procurement Officer (Grade 9)**
  - Procurement Officer (Grade 6)
- **Senior Procurement Officer (Grade 9)**
  - Procurement Officer (Grade 6)
- **Senior Procurement Officer (Grade 9)**
  - Procurement Officer (Grade 6)
- **Senior Procurement Officer (Grade 9)**
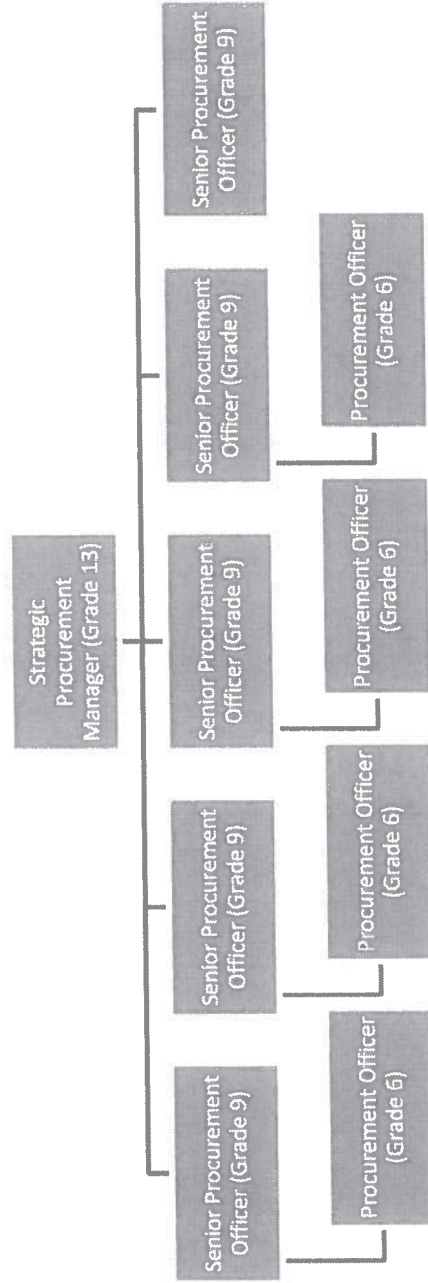
Appendix 6

Projected JCPU costs

	14/15 £	15/16 £	16/17 £	17/18 £	18/19 £
Current staffing structure costs:					
Grade 13 x 1	58,522	60,211	60,211	60,211	60,211
Grade 9 x 3	124,637	125,853	125,853	125,853	125,853
Grade 6 x 4	112,961	115,631	118,466	121,445	124,472
Total Employee costs	296,120	301,695	304,530	307,509	310,536
Training costs (12/13)	315	315	315	315	315
Mileage & travel costs (12/13)	6,475	6,475	6,475	6,475	6,475
Supplies & Services (12/13)	9,302	9,302	9,302	9,302	9,302
Total Current Recurring costs	312,212	317,787	320,622	323,601	326,628
Additional staffing costs:					
Grade 9 x 1	37,753	38,561	39,604	40,735	41,951
Grade 9 x 1 (Funded by Matrix contract mgr post by 3 county HR)	0	0	0	0	0
Mileage, travel, office costs (based on 12/13 costs above)	2,012	2,012	2,012	2,012	2,012
Total Employee costs	39,765	40,573	41,616	42,747	43,963
Total Recurring Costs (Current & Additional)	351,977	358,360	362,238	366,348	370,591
One-off Costs					
ICT Merger Costs e.g. Laptops etc	15,000	0	0	0	0
	15,000	0	0	0	0
TOTAL MERGER COSTS (RECURRING & ONE-OFF)	366,977	358,360	362,238	366,348	370,591
TOTAL CURRENT CORE BUDGET (DCC & FCC)	323,399	323,399	323,399	323,399	323,399
ADDITIONAL DIRECT COSTS OF MERGER OVER ABOVE CORE BUDGET	43,578	34,961	38,839	42,949	47,192

COST ALLOCATION AND BUDGET PRESSURES

	14/15	15/16	16/17	17/18	18/19
Denbighshire					
45% allocation of costs	165,139	161,262	163,007	164,856	166,766
E-sourcing maintenance (DCC 15/16+)	0	10,200	10,200	10,200	10,200
TOTAL PROJECTED COSTS	165,139	171,462	173,207	175,056	176,966
Budget	153,137	153,137	153,137	153,137	153,137
Pressure:	-12,002	-18,325	-20,070	-21,919	-23,829
Flintshire					
55% allocation of costs	201,837	197,098	199,231	201,491	203,825
E-sourcing maintenance (FCC 17/18+)	0	0	0	10,200	10,200
TOTAL PROJECTED COSTS	201,837	197,098	199,231	211,691	214,025
Budget:	170,262	170,262	170,262	170,262	170,262
Pressure:	-31,575	-26,836	-28,969	-41,429	-43,763

Risk Register

ROYG Status	Risk Number	Date Last Reviewed	Title	Description	Mitigating Action	Risk Owners	Trend	Active	Project Name
E4	00001	04/03/2014	Change Management	A risk that the staff at either or both councils are resistant to the proposed merger	Full consultation, engagement and involvement in the project as it progresses. Keep well communicated and listen to their issues and objections	Keith Amos, Arwel Staples	Better	Yes	FCC and DCC Joint Strategic Procurement Service
D2	00002	04/03/2014	Accommodation and Property	There is a possibility that there is either a lack of appropriate accommodation, or staff are unwilling to work at a new location	Liaise with Terry Marland. Keep updated re proposed DCC project regarding formalising hot desk arrangements throughout DCC buildings (May 2014).	Terry Marland, Keith Amos	Same	Yes	FCC and DCC Joint Strategic Procurement Service
D2	00003	28/02/2014	ICT Infrastructure	Collaboration of two councils systems may not be feasible and extensive workarounds may be required	DCC and FCC ICT teams working together to establish infrastructure and system requirements. Solutions identified in Jan 2014 based on a the same setup as emergency planning joint team and minimal workarounds are required	Roy Kewley	Better	Yes	FCC and DCC Joint Strategic Procurement Service
D4	00004	04/03/2014	Staff may not wish to transfer to new organisation		Consultation from an early stage, regular involvement of all effected staff and open discussions	Hilary Evans	Better	No	FCC and DCC Joint Strategic Procurement Service
D4	00005	04/03/2014	Lack of resources to implement	Potential lack of resource at project and service level to implement requirements within specified timescales.	Closely monitor and review project plan and milestone schedule to ensure all activities remain achievable and that other threats/risks have suitable remedial actions recorded	Keith Amos	Same	Yes	FCC and DCC Joint Strategic Procurement Service
E2	00006	04/03/2014	Staff 'Formal' Consultation delays	Untimely commencement of staff communication will result in a delay to implementation.	Full engagement with HR and other services to ensure some state of readiness for the consultation to commence. Consulation commenced October 2013 with formal one to ones scheduled in April/May.	Keith Amos, Hilary Evans	Better	No	FCC and DCC Joint Strategic Procurement Service
G2	00007	09/01/2014	Public Services Commission announcement	PSC will have an impact on the new service provided. The outcome of the review will determine the strategic alignment of procurement	Will be determined upon publication of the review	Arwel Staples	Same	Yes	FCC and DCC Joint Strategic Procurement Service

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 13 MAY 2014**

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

SUBJECT: **AGILE WORKING POLICY / FLEXIBLE WORKING HOURS SCHEME**

1.00   PURPOSE OF REPORT

1.01   To seek approval to proposed changes to the Flexible Working Hours scheme and to implement an Agile Working Policy.

2.00   BACKGROUND

2.01   There is an increasing demand for the Council to deliver services at times when they are most needed by the Flintshire residents and customers. This requires a change to the flexible working arrangements currently in operation. The priority for the organisation is to ensure that service delivery is protected and greater flexibility is developed to better meet the changing needs of our customers.

2.02   There is also recognition that developing flexible and modern working practices, which enable employees to maximise their performance whilst maintaining a work life balance, is key to improve service delivery.

2.03   In support of these two aims, it is proposed to amend the Flexible Working Hours scheme to remove core hours to enable employees to have greater flexibility on how and when they undertake their duties. Equally, the scheme provides more flexibility in service delivery for the benefit of our customers.

2.04   In addition, the introduction of agile working practices aims to improve service delivery, increase employee engagement and optimise the use of workspace whilst improving the work life balance of employees. Agile working practices are also a key enabler for achieving the objectives of the Council's Asset Management Strategy.

2.05   Agile working replaces the traditional working practices of employees at a fixed desk in one location with a more flexible, responsive and customer focused approach. Employees will share work space and desks, work from various locations enabled by appropriate technology and have more flexible working time arrangements.

2.06   The Council has already operated a number of pilot agile working projects in front line services such as Housing, Public Protection and Revenues and Benefits. Employees have adopted agile working styles of operation and the core hours under the Flexible Working Hours Scheme have been temporarily relaxed. Without exception, the managers and the teams have identified significantly improved levels of performance and productivity, re-energised and engaged employees, better accessibility of services for customers and improved worklife balance for employees.

3.00   **CONSIDERATIONS**

3.01   The Agile Working Policy in Appendix 1 provides a detailed summary of the proposals to formalise the introduction of agile working arrangements within the Council.

3.02   The Flexible Working Hours Policy in Appendix 2 supports the need to amend the current flexible hours working patterns. The two policies support each other, in order for employees to work in a more agile, flexible way to meet the demands of our customers there is a requirement to fundamentally change the reliance upon fixed location and core hour working practices.

3.03   The organisation has had the opportunity to pilot agile working practices, has achieved successful outcomes and has generated some valuable learning from which other services can benefit. There is now the need to underpin these new working practices with formal policies and procedures to enable the consistent implementation of agile and more flexible working across all service areas.

4.00   **RECOMMENDATIONS**

4.01   That Members approve the two policies, Agile Working and Flexible Hours Scheme, as success of each is dependent on both being implemented in tandem

4.02   That Members fully support and endorse the ethos of agile and flexible working styles to modernise working practices, to improve the accessibility of services to customers and to act as a key enabler for the Council's Asset Management Strategy.

5.00   **FINANCIAL IMPLICATIONS**

5.01   The implementation of agile working is partly dependent on the availability of appropriate IT kit and on the reconfiguration of office accommodation and equipment. Some financial provision has been made in the 2014/15 budget to meet additional costs.

6.00   ANTI POVERTY IMPACT

6.01   None identified

7.00   ENVIRONMENTAL IMPACT

7.01   None identified

8.00   EQUALITIES IMPACT

8.01   Equality Impact assessments will be undertaken for individual service areas to assess the impact of agile and flexible working

9.00   PERSONNEL IMPLICATIONS

9.01   There will be implications for each employee in moving from core hours to flexible working across a longer working day. Any actions arising during implementation will be documented and consideration jointly between line managers and employees in agreeing flexible and agile working arrangements will be made. There will be a period of transition and a phased implementation approach to the introduction of agile working which will be service demand led.

10.00   CONSULTATION REQUIRED

10.01   On-going involvement will be required with Trade Union colleagues as the agile working arrangements are implemented across the Council.

11.00   CONSULTATION UNDERTAKEN

11.01   Consultation with trade unions has taken place in the drafting of the agile working and flexible working hours policies and the attached documents have full Trade Union support

12.00   APPENDICES

12.01   Flexible Hours Scheme
Agile Working Policy

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

**Contact Officer: Helen Stappleton, Head of HR & OD
Telephone: 01352 702720
Email: helen.stappleton@flintshire.gov.uk**

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FLINTSHIRE COUNTY COUNCIL

(Excluding staff employed by School Governing Bodies)

Agile Working Policy

Policy owner for review	Head of Human Resources and Organisation Development
Date implemented	
Date last reviewed	
Date of last amendment	October 2013
Date of next review	October 2014

Contents

1. Introduction

Flintshire County Council recognises that developing flexible and modern working practices which enable employees to maximise their performance whilst maintaining a work life balance is key to improve service delivery.

2. Aim

The principle drivers for Agile working arrangements are to deliver Council Services in the most effective way and provide a better work life balance for employees. The development of agile working is part of our continuous change management process which supports the modernisation of our working practices and adapts the way we use our workspace and technology.

This policy aims to ensure that agile working at Flintshire County Council doesn't compromise service delivery in any way. The introduction of agile working practices aims to improve service delivery, increase employee engagement, and optimise the use of work space whilst improving the work life balance for employees.

This policy will provide a framework for consistent and fair practice on the issues to be taken into account when considering and implementing agile working arrangements. Employees should know what is expected of them when working in this way, to ensure that there is fairness, equality and that working arrangements are safe.

3. Scope

This policy applies to all employees at any level within the organisation. The nature and extent of agile working will depend upon the job undertaken and considerations will include the impact on access to services by customers and employee welfare.

This policy covers all agile working arrangements, and there is an expectation that sharing of workstations (known as "hot-desking") will apply. However, it must be made clear that any form of working from home will be with the consent of the employee and with management agreement. Working from home will not be imposed upon employees.

4. Agile Working Definition

Agile Working replaces the traditional working practices of employees at a fixed desk in one location with a more flexible, responsive and customer focussed approach. Employees will share work space and desks, work from various locations enabled by appropriate technology and more flexible working time arrangements.

Agile working is a term used to describe:

- **W**here employees can work; whether it is from a Council building, in the community, from home or any combination of these
- **H**ow employees can work: with appropriate technology
- **W**hen employees can work: with appropriate working time arrangements

The nature of most of the Council's services place certain requirements that will shape the extent of flexibility and agile working. The different ways in which agile working can be undertaken is dependent on the demands and needs of the Council, but can include; a mutually agreed change to contractual hours e.g. compressed hours or the use of other policies and agreements. Appendix 1 provides more detailed considerations for:

- What Agile working means at Flintshire County Council
- Guidelines for changing hours
- Other relevant policies / procedures

5. Policy Details

Each post will be considered separately according to the potential impact of using agile working practices on the service area, including consideration of customer needs and the effect on work colleagues.

The manager and employee will determine and agree the extent of agile working that is appropriate to the role.

This policy needs to be read in conjunction with the Flexible Working Hours Scheme.

Regardless of where an employee is working, the Council must comply with applicable legislation including Health and Safety, Working Time Regulations and Information Security.

Regardless of where and when work is carried out, all of the Council's terms and conditions of service are unchanged and will still apply to employees who undertake agile working, including: sickness reporting, booking leave, training, lone working etc.

A commitment from all parties must be obtained for effective communication to be maintained. A Team Agreement template is available (Appendix 1)

An Equalities Impact Assessment will be undertaken where necessary; Equalities screening forms are available on the infonet.

An employee's designated base must be agreed with the line manager and used in relation to mileage claims. The work base is an important distinction for travel expense purposes.

The designated base must be a Council office (usually the office / locality where the team's shared work space is located.)

Travel time must be managed in order to limit travel and achieve the environmental benefits of agile working.

Mileage claims will be reimbursed under the usual terms and conditions of claiming expenses and subsistence allowance.

Travel time between the designated office base and home is not reimbursable.

Working from Home is a voluntary decision and will not be imposed upon employees.

When working from home, even on an ad-hoc basis, The Home working Corporate Standard incorporating the Agile Working Corporate Standard Checklist and DSE assessment must be completed and reviewed before commencing working from home; these can be obtained from the Health and Safety Management System on the Infonet.

Employees who want to access the workplace electronically from home will do so at their own expense. In the same way they are responsible for getting to an office at their own expense.

When working from home employees are responsible for:

- Any energy or heating costs
- Providing their own broadband and PC ("dial up" is not an option for anyone wishing to access the Council's systems from home)
- Completing the PC technical requirements checklist and reviewing this with their manager
- Consulting anyone with an interest in their property such as mortgage lenders, landlords, leaseholders etc of the agile working arrangement (a standard statement is attached)
- Consulting their Building and Contents insurer of their working from home arrangement (a standard statement is attached)

It is expected that employees will utilise council facilities wherever possible in order to minimise personal costs i.e. photocopying, postal services.

Employees are not expected to hold meetings at their home, there are suitable and adequate meeting facilities at Council premises for undertaking meetings.

Computers and other items of equipment provided by the Council as part of the agile working arrangement will be covered by the Council's insurance policy. If health and safety risk assessments are completed satisfactorily, the liability insurance arranged by the Council will operate. If, as a result of the risk assessment, risk control measures are identified, then these must be addressed prior to the arrangement commencing.

Agile working is part of the continuous change management process, requiring the organisation to adapt the way it uses its current workspace and equipment. To support this change managers and employees must work to the following principles:

- Office redesigns must result in a reduction in space and desks, with a re-design start point of 2 people to 1 workstation
- Future workspace will be "open plan" and single offices will remain only where it is impracticable to remove or transfer use
- Employees have an allocated office /team zone where they will have access to desk space and normal office facilities
- All employees will adhere to a clear desk policy as they can expect to share desks with other employees

Appropriate facilities will be provided to secure personal effects e.g. lockable pedestals /cabinets

Fixed desk PCs will be gradually replaced by the provision of a suitable device that supports agile working. The Council will provide employees with suitable equipment that will enable them to perform their role. The particular device provided will be dependant on the degree of mobility and what access to systems and information is required for the role. All equipment can be shared and no employee will have a workstation which is for their exclusive use only.

Where employees do not have portable devices e.g. laptops or /and they wish to use their own personal PC equipment outside of FCC offices they will be provided with an RSA key fob to ensure data security or other relevant access devise. (GCSX users will require a Council issued devise).

Mobile phones or blackberries will only be issued where the job role demands it, in accordance with the Council's Mobile Phone Policy.

Employees will be able to use FCC laptops or similar portable devices in an FCC office or any other remote location where public access WiFi connectivity is available.

6. Procedure

Managers and Employees will come to an agreement about the application of agile working practices including the degree of flexibility to suit the service and the extent to which practices are used. A team approach and flexibility will be required to reach a decision, and discussions are expected to be conducted in an open and constructive manner, in order to reach agreement.

It must be remembered that the final decision about the nature and extent of agile working will be based on the impact it has on the Service, so although all employees have access to agile working in principle, it may not translate into the same outcome for all teams and all employees. A variety of factors need to be taken into consideration, and their impact on different Services may not be the same.

7. Responsibilities of Managers

Managers must come to an agreement with employees about the application of suitable agile working practices

The following will be taken into account:
- The effect on the ability to meet customer demand
- The ability to organise work among team members and teams
- The impact on work quality or performance (SMART objectives will be set during the Appraisal and reviewed at each one-to-one meeting)
- Planned structural changes to the team or service
- Team or individual departmental rotas
- Whether the job can only be carried out in an office environment (but shared working space will always apply)
- Performance related issues (as already discussed between the manager and employee)
- Work life balance requirements for individuals

In the exceptional circumstance where agile working practices cannot be applied, due to the nature of the role, managers should aim to gain a shared understanding about the rationale for their decision.

Regardless of the type of agile arrangements in place, the manager should always:-
- Make arrangements for both regular individual and team meetings, ensuring communication is maintained between themselves and team members, providing support for employees and implementing ways of measuring work output
- Agree working hours in advance, facilitated by the Council's Flexible Working Hours Scheme
- Allow employees who are using their homes to work from to have a right to privacy out of working hours and the ability to separate their working and home lives.

- Identify any additional training needs as a result of agile working, at Performance Appraisals.
- Consider "Reasonable Adjustments" that are relevant under the Equality Act 2010.

A Team Agreement Template is available to support this process in Appendix 1.

The manager must ensure compliance with Health and Safety policies available on the infonet. The Health and Safety at Work Act (1974) requires that appropriate risk assessments must be carried out on the work activities of agile workers in order to comply with the Management of Health and Safety at Work Regulations 1999. The Agile Working Corporate Standard Checklist and Checklist must be completed. Display Screen Equipment (DSE) must also be completed for (i) at the Councils premises (ii) at Home and (iii) whilst in the community

Managers must ensure the Council's Remote Access Policy is adhered to.

If employees do not have access to the infonet the Manager should provide the information in an appropriate format.

Managers are responsible for monitoring employees compliance to the Working Time Regulations.

Managers must carry out Appraisals annually, with regular reviews in order to monitor performance of each employee and assess any concerns.

Managers must ensure the provisions of the Data Protection Act 1998 are complied with in relation to the security of information; this includes information held in electronic and physical formats. Where there is a need to remove personal information held in physical format a risk assessment must be completed (http://infonet.flintshire.gov.uk/servlet/intranet/Data-Protection/Data-Protection--Policy-on-Security-of-Documents-Containing-Personal-Information).

Where personal information is being accessed electronically the following must be adhered to:

- Personal data must only be stored on Council owned devices
- Under no circumstances is personal data be saved to unencrypted laptops, tablets or USB sticks
- Under no circumstances is personal data permitted to be emailed to personal/private email accounts. The only approved email system is that provided by the IT department
- Personal data displayed on screens must not be viewed by unauthorised persons i.e. customers, members of the public, friends or family
- Passwords must not be shared or written down
- Any loss or theft of personal data or IT equipment storing personal data must be reported to the Information Governance Manager immediately

Further details can be accessed via the Infonet.

Managers should screen any changes using the Equalities Impact Assessment tool on the infonet and then where necessary undertake an Equalities Impact Assessment,

Managers will provide appropriate employees with an RSA key fob.

8. Responsibilities of Employees

When working from home, even on an ad-hoc basis, employees must ensure they have an appropriate workspace with adequate security, storage and screening from activities and noise in the rest of the home. There must also be adequate ventilation and lighting. The Agile Working Corporate Standard Checklist Checklist and Display Screen Equipment (DSE) Risk Assessment must be completed.

The Council's Remote Access Policy must be adhered to.

Employees who work in an agile way have the same responsibilities as all employees under the Health and Safety at Work Act 1974 and must take reasonable care of their own safety and maintain a safe working environment

Employees must complete the Council's Display Screen Equipment (DSE) Risk Assessment Checklist (i) at the Councils premises (ii) at home (iii) whilst in the community and review this with their manager.

Agile working will be supported by various Flexible Working hours. Employees should not exceed an average of 48-hours working time over each period of 7 days. (This is averaged over the previous 17 weeks). Overtime and second jobs count toward this.

Employees should ensure they take breaks in accordance with the Working Time Regulations. Any employee who works more than 6 hours in a day must have a 20 minute break. A break is defined as an uninterrupted period where an employee may freely dispose of their time. This break must be taken during the working day - not at the end or beginning of a shift.

Employees must take a weekly and daily rest periods. The rest period must be not less than 11 consecutive hours in every 24 hours. (This does not have to be on the same day). In addition employees should have an uninterrupted rest period of not less than 24 hours in each seven day period. This is in addition to the daily rest period, but the two can overlap.

Employees who are night workers should not work more than an average of 8 hours in every 24-hour period. The 48-hour a week rule also applies to Night workers. (Night time is defined by the Regulations as between 11pm and 6am.) To be classed as a night worker the employee must work a minimum of three hours within that period, as a matter of course.

Drivers are also subject to rules for European and UK Drivers hours. Specific advice from HR should be sought.

When working in an agile manner, the employee is responsible for the security of equipment, software, files and any other information in their possession. It is particularly important to ensure that non-authorised personnel (in the home environment or whilst working off site) cannot gain access to confidential or personal information as defined by the Data Protection Act 1998.

- All Council paperwork should be securely locked away and only be accessible to the employee.

- Information on IT equipment should be safe and precautions taken to ensure that the screen cannot be overseen by others

Employees must attend team meetings and maintain communication between themselves and other team members / colleagues.

Employees must ensure that they transfer their own telephone extension number to each place of work

Employees must not give out personal telephone numbers for work purposes.

It is important that all employees manage their travel and limit it in order to achieve the environmental benefits of agile working.

Where an employee cannot connect to the central Citrix facilities it is their responsibility to travel to their designated office or contact their manager to be delegated work which they can continue to do effectively away from the office/ base.

Where employees have their own personally adapted equipment (e.g. left hand orientation) they will be able to keep this for personal use and move it with them when working at other locations. For Health and Safety reasons if employees can't work safely from remote locations without their specially adapted equipment they won't be able to do so.

9. Monitoring

Agile working arrangements will be open to review at any point because of the need for continuous improvement and acknowledging that not all agile working arrangements will always be successful, either from the service or the individual's point of view.

If problems arise, every effort will be made to resolve these however; in some cases it may be necessary to end the arrangement. If that is necessary, the employee will revert to the previous working arrangements.

Managers will only end agile working arrangements for sound business or performance reasons and after consulting fully with the employee.

10. Training and Development

An Agile working "Toolkit" is available on the Council's infonet to provide Agile working support.

Training and Development will be available for managers and employees. Individuals should contact a member of the Learning and Development team for specific advice.

11. Appendix 1

Agile Working Team Agreement Template

Directorate/ Service		
Team(s)		
Manager(s)		
Team Members (list names party to this agreement)		
Date Agreement Finalised		
Date Reviewed		

This table is designed to support teams in reviewing and reaching Agreement to support Agile Working in practice. The headings and questions are not exhaustive and should be added to and adapted as appropriate.

Once Agreement is reached, each team member should be given a copy of the Team Agreement by the Manager. It should be regularly reviewed (at least annually) and adapted to support the on going development of Agile Working as a team.

Agile Working Boundaries	Issues raised	Agreement
☐ Are people clear on the Agile Working boundaries within the team? ☐ Are there core periods when everyone/individuals need to be available?		
Communication:		
☐ How regularly does the team need to meet face 2 face? ☐ How regularly does the manager/ team leader need to meet face 2 face with individuals? ☐ Does the team need to have regular teleconferences? If so, how often will these be held? ☐ Does the team need to establish any ground rules to ensure successful teleconferences? ☐ Does the team need to agree appropriate response times to e-mails/voicemails sent by		

colleagues/ team members/customers? ☐ Do the team want to have social events?		
Team Flexibility:		
☐ What are the expectations around people's flexibility to attend meetings/ training on days people are not planning to be in the office? ☐ How much notice can they reasonably be expected to be given?		
Customers:		
☐ Does the team need to communicate its working arrangements to its customers? If so, how will it do this? ☐ How will the team maintain an appropriate level of contact with its customers? ☐ Will there be any peak in demand and how will the team deal with this? ☐ How will the impact to the customer be assessed? ☐ As a customer, are you aware of other key teams' working arrangements and will this affect you?		
Contact:		
☐ Does the team need to agree emergency situations where people may be contacted outside of these hours? ☐ Is the team aware of each other's contact details and who they can/cannot be issued to? ☐ Does the team need to agree appropriate response times to e-mails/ voicemails sent by colleagues/team members/customers?		
Training & Development:		
☐ Would it be helpful for team members to have mentors or buddy's identified? ☐ How will the team ensure that Agile workers have the same		

opportunities to get involved in particular projects or development activities within the team? ☐ Are there any specific training needs that need to be addressed for individuals/ managers as a result of Agile working?		
Knowledge Sharing:		
☐ How will new employees be inducted to Agile team? ☐ How will the team need to set-up a 'share drive' /EDRMS or make better use of technology to share information?		
Help & Support:		
☐ How will people get help/support from their Agile team ☐ Is there a need for a 'buddy' system within the team ☐ What support/direction does the team/each team member need from his or her manager? It is recommended this form part of the ongoing 1:1 meetings ☐ Would it be useful/practical to have 'team office days'? e.g. a 'Team Tuesday' every other week so the team is together ☐ How will the team ensure workload is evenly shared among team members so people do not feel overloaded?		
Performance Management:		
☐ Are team members aware of the team's objectives? ☐ Do the team objectives need to be recorded in writing and a copy issued to each member of team? ☐ Are each of the team members aware of their individual objectives and are these recorded in line with the Council's performance appraisal process? ☐ How regularly will the manager/ team leader speak to/meet individual team members to review progress against individual objectives? ☐ Is this sufficient for each team		

member? Less experienced employees/new employees may want/need more regular conversations/meetings? ☐ Is the team clear on what information the manager/team leader regularly requires from them to be assured they are meeting their objectives? Providing the manager with information about everything the individual is doing will be too much/not providing enough information can make the employee feel their work is not being recognised		
Absence:		
☐ How will absence be communicated within the team? i.e. holidays/sickness. ☐ Do special arrangements need to be made to ensure any 'handover' of work which might not have been necessary when everyone was working in the same environment?		

Agile Working - Home Based Workers Letter to Mortgage Lender, Landlord etc

Address Line 1
Address Line 2
Address Line 3
Address Line 4   <date>

Dear <salutation>

Policy No. (Where appropriate)

I have agreed with my employer, Flintshire County Council that I may work at home on occasions under Flintshire County Council's Agile Working Employment Policy.

Any equipment I use which is provided by Flintshire County Council will remain the property of Flintshire County Council, and is insured by them in respect of property damage and third party liability risks.

I will also be using my own equipment and furniture whilst working at home, which is covered by my home contents insurance.

The area set aside in my home will not be used exclusively for business purposes and there will be no structural alterations to the property. There will not be a marked rise in traffic or in people visiting at the property and there will be no disturbance to neighbours as a result of my working from home.

I require written confirmation of receipt of this letter and acceptance of these terms. I would be grateful for an early response.

Yours sincerely

Agile Working - Home Based Workers Letter to Insurers

Address Line 1
Address Line 2
Address Line 3
Address Line 4   <date>

Dear <salutation>

Insurance Policy No (where appropriate)

I have agreed with my employer, Flintshire County Council that I may work at home on occasions under Flintshire County Council's Agile Working Employment Policy.

Any equipment I use which is provided by Flintshire County Council will remain the property of Flintshire County Council, and is insured by them in respect of property damage and third party liability risks.

I will also be using my own equipment and furniture whilst working at home, which is covered by my insurance policy with you.

I would appreciate your confirmation that my policy includes public liability cover and this will not affect in any way the validity or cost of my household insurance cover which is placed with you (policy number as above).

Yours sincerely

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FLINTSHIRE
COUNTY COUNCIL

Flexible Hours Scheme (In association with Agile Working)

Policy owner for review	Head of HR&OD
Date implemented	
Date last reviewed	n/a
Date of last amendment	n/a
Date of next review	

1. Introduction

The flexibility required by the organisation to embrace agile working, extend the opening hours of the Council so services can be delivered at times when they are most needed requires a change in how we apply flexible working arrangements.

The priority for the organisation is to ensure that we protect and develop service delivery. This must be the focus of all employees when considering the application of this new flexitime system.

Utilising the increased flexibility will in turn enable employees to work in a more agile way and help staff better combine work and private commitments.

2. Aims of the Policy

- **Improve access and quality of provision to the citizen of Flintshire**

The concept of flexible working time is that it is unnecessary for all employees to begin and end work at the same time. This scheme if applied provides more flexibility in service for the benefits of the citizens of Flintshire

- **Enable a flexible approach to work by giving staff more control over their work time**

The scheme should enable the employee to have greater flexibility on how and when they undertake their duties.

3. Scope

All employees can implement some degree of flexible working hours. Managers will determine the level of flexibility offered in each area.

4. Definition

The underlying concept of flexible-time is that it is unnecessary for all employees to begin and end work at the same fixed times. This scheme if applied provides more flexibility in service delivery for the benefit of our service users. It is also intended to enable employees to have greater flexibility on how and when they undertake their duties. It helps employees to better combine work and private commitments.

5. Policy

Flexible working hours are working arrangements that allow employees, in the same team or organisation, to begin and end work at different times. In order to do this, the manager's will agree, in consultation with the team, the extent of flexibility the service can provide to customers and employees. This will include:

- ➢ Bandwidths i.e. opening/closing hours
- ➢ Office cover periods – including staffing numbers
- ➢ Remote working period

Managers have the final decision, as it is their responsibility to ensure the needs of the service are covered. For this reason some service areas will not be able to implement flexi time to its fullest extent.

Managers should consider the following when deciding the level of flexibility offered:
- ➢ Meeting service provision and operational requirements including accessibility to external and internal customers/ clients
- ➢ Contractual hours of employment being fulfilled
- ➢ Personal work objectives and targets being met

In agreeing to exercise flexibility in hours, line managers and employees have a collective obligation to ensure that service delivery is unaffected as a minimum; and where possible flexibility in hours should improve service delivery.

Each line manager has a prime duty to ensure that the work of the section is efficiently carried out to a schedule, making pre-planning arrangements (as necessary) for the attendance of employees, at specific times to ensure the service is delivered effectively.

Employees will need to ensure service provision is always paramount and in consultation with their line manager and team members ensure that adequate cover is provided throughout the working day. Employees have a duty to communicate with their line manager. Flexible working practices will require more communication, planning and organisation than previously needed.

If working remotely, employees have a responsibility to ensure that they access their work stations and must ensure that they are available via the telephone and or email, this includes transferring their phone extension

When working outside of normal office opening hours or at an alternative location, employees must be aware of their own safety and adhere to Health and Safety procedures.

Core Hours

There are no set core hours under this scheme.

Although there are no core times, employees must accrue a minimum of three hours per day and a maximum of eleven hours per day. An excess of 37 hours a week (pro rata for part time) should only be worked when work is available and meets the needs of service users/or the organisation.

Bandwidths

This refers to the earliest start time and latest finish time. There is no set bandwidth under this scheme, however, Individual service managers in consultation with their

teams will determine the service need and staffing levels and therefore any bandwidths for their teams.

Settlement Period

This refers to the period of time, at the end of which a balance needs to be struck by comparing how many hours were actually worked as compared with the contracted hours. In this case, the settlement period is <u>six weeks</u>.

Carry Over Hours/Debit Hours

Employees are able to work more or less hours than their contract hours in a settlement period. The maximum time that can be carried over to the next settlement period will be

Credit = 16 Hours
Debit = 7 Hours

This rule applies on a pro-rata basis for part time staff.

Any employee with a credit balance in excess of 16 hours at the end of the settlement period will loose any accrued time over and above this maximum.

Flexi Leave

Employees are able to take up to 10 days flexi leave per year (pro-rata for part time employees). Time granted must be in line with management approval in order to meet the needs of the service. The flexi-leave year will start from an <u>employee's birthday</u>. (When you start the scheme you should work out a pro-rata amount of days from the start date of the scheme to your birthday with regards to the 10 days annual flexi allowance).

Where the maximum flexi leave has already been taken or booked, in exceptional circumstances additional flexi leave, can be agreed by the line manager subject to the employee complying with the debit conditions of the flexitime agreement by the end of the next settlement period. Exceptional circumstances will be relevant to each case; however, these arrangements would include adverse weather conditions.

Leave must be authorised in advance. The notice period for leave should generally be twice as long as the leave period requested, for example to take 1 day off, at least 2 days notice should be provided.

Line Managers can refuse the request, -justifiable reasons include
 ➢ Needs of the service cannot be met
 ➢ Other absence within the department
 ➢ Annual leave takes precedence over flexi leave

Working Time Directive

In line with the Working Time Directive the maximum number of hours worked in a week should not exceed 48hours (40 hours if under the age of 18). Employees are therefore required to arrange their hours of work having due regard to their workload, responsibilities and the service needs. Employees must have in any 24 hour period a minimum of an 11 hour break.

Employees are required to take a minimum of 20 minutes break after any six consecutive hours worked. These breaks shall not count towards working time.

Breaks may be taken at any time as long as it is in line with service needs and team agreements. Employees can therefore clock in/out as required. However, it is not possible to take the break at the beginning or end of the period worked. If an employee works **up to** 6 hours they are not required to take a break. There is no maximum limit to the duration of any breaks, however the service provision must be paramount and the impact of too many interruptions should be considered

Employees should also be mindful of their own general well being especially in relation to the maximum number of hours per day.

Overtime

Overtime may be paid to employees who are eligible to receive payment in accordance with their conditions of service.

Overtime must, by mutual agreement, be authorized in advance by the line manager and it is necessary for employees to agree with their line manager when overtime starts

Medical and Hospital Appointments

With the increased flexibility that has been given to employees, any appointments made to visit the Doctor, Dentist, Optician or hospital should be arranged during time off, i.e. you must clock out during appointment times and the hours should be made up during the current settlement period.

Employees will however be credited for absences on medical grounds for attending Cancer Screening. For employees on a recognised care plan and undertaking treatment, managers will be able to use their discretion in allowing time off. Further advice is available from HR.

Employees will still remain entitled to time off for antenatal appointments as per the Maternity Entitlements Guidelines.

Abuse

Success of the scheme depends on trust and goodwill. Any employee found to be abusing this scheme will be dealt with in accordance with the Authority's Disciplinary Procedure. Abuse may also result in the withdrawal of the flexi-time benefit to the individual.

Examples that would constitute abuse of working hours include:-

➢ Deliberate falsification of time keeping records
➢ Failure to communicate with the line manager
➢ Unable to demonstrate productivity during working hours
➢ Persistent accumulation of debit hours in excess of the balance allowed
➢ Failure to comply with workforce requirements

Termination

Employees leaving the employment of the Council will be required to ensure that they have completed the appropriate number of contractual hours up to the time of their termination of employment. Line managers are expected to help these employees to ensure that they have a nil balance at the time of leaving. If this has not been achieved any hours in debit will be deducted from the employee's final salary

Flexible Working Remotely/Outside the Office

It is a basic principle that employees travel to and from work in their own time. Where days or part days are spent working from home the time to be recorded will be the actual time spent working.

Where an employee spends a day or part of a day at a different location only excess time of travelling can be claimed.

6. Monitoring and Evaluation

Flexible Working arrangements will be open to continuous review to ensure these arrangements are working and are enabling the service to be more flexible and meet its aims and objectives.

7. Training and Development

Training and Development will be available for managers and employees, individuals should contract a member of the Learning and Development team. Advice and coaching is also available from Employment Services and the HR Business Partner Team.

8. Procedure

Mangers must complete a Flexible Working Scheme for their own team – Please see Appendix 1.

Managers should complete A Flexible Working Team Agreement – please see Appendix 2 – to help facilitate dissection and ensure operational details are agreed in advance of any

Where managers do not think Flexible Working can apply in any form within their team they will need to submit a business case to the Head of Service as to the reasons and rational why flexible working hours cannot be applied.

9. Role of the Manager

It is the Managers responsibility to agree, in consultation with the team, whether or not the service can accommodate the extent of flexibility offered in this scheme.

Managers have the final decision, as it is their responsibility to ensure the needs of the service are covered. For this reason some service areas will not be able to implement flexi time to its fullest extent

Managers should consider the following when deciding whether an employee's role can accommodate flexibility in the times that they work

> ➢ Meeting service provision and operational requirements including accessibility to external and internal customers/ clients
> ➢ Contractual hours of employment being fulfilled
> ➢ Personal work objectives and targets being me

In agreeing to exercise flexibility in hours, line managers and employees have a collective obligation to ensure that service delivery is unaffected as a minimum; and where possible flexibility in hours should improve service delivery.

Each line manager has a prime duty to ensure that the work of the section is efficiently carried out to a schedule, making pre-planning arrangements (as necessary) for the attendance of employees, at specific times to ensure the service is delivered effectively

Managers must ensure that there is effective communication particularly when employees are working on a flexible basis from a remote location

Managers are responsible for administering and managing flexi-time working arrangements within their section

Managers must ensure employees are not abusing the flexi time scheme and are advised to discuss their concerns with the HR if a situation occurs.

10. Role of the Employee

Employees are responsible for ensuring they complete their full contractual hours, and ensure that they have a flexi deficit of no more than 7 hrs.

Employees will need to ensure service provision is always paramount and in consultation with their line manager and team members ensure that adequate cover is provided throughout the working day.

Employees have a duty to communicate with their line manager. Flexible working practices will involve more communication, planning and organisation than previously

If working remotely employees have a responsibility to ensure that they access their work stations and must ensure that they are available via the telephone and or email.

When working outside of normal office opening hours or at an alternative location, employees must be aware of their own safety and adhere to Health and Safety procedures.

11. Appendices

Appendix 1 - Flexible Working Scheme.

Appendix 2 - A Flexible Working Team Agreement.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 13 MAY 2014

REPORT BY: HEAD OF HUMAN RESOURCES AND
                  ORGANISATIONAL DEVELOPMENT

SUBJECT: WORKFORCE INFORMATION QUARTER 4
                  JANUARY - MARCH 2014

1.00   PURPOSE OF REPORT

1.01   To provide Members with an update for the fourth quarter 2013/14. This
        report provides details of the following:

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

2.00   BACKGROUND

2.01   The format of the detailed Workforce Information report was approved by
        Scrutiny on 9 March 2009 and agreed by Corporate Management Team on
        26 March 2009.

2.02   This report now includes additional details on agency workers, including
        number of placements, level of spend and the savings which have been
        achieved through the Matrix contract and information on Early Retirements,
        the latter being reported bi-annually (first and third quarter reports).

2.03   The format of this accompanying report has been adapted to provide
        commentary on changes and trends that have occurred during the quarter
        on an exceptional basis.

3.00   CONSIDERATIONS

        Establishment

3.01   As a result of Service Reviews across the Council, the iTrent system is
        reporting a decrease of 64 vacancies from the previous quarter. However,
        this does not reflect the current position as the Council is undertaking a
        thorough review exercise to establish the 'true' vacancies and funding

arrangements (e.g. grant funded, base budget etc). The iTrent system will be updated accordingly to reflect the actual position on vacancies when this exercise has been completed.

Headcount

3.02   The headcount report figures continue to reflect the removal of relief and school supply workers. The headcount figure in quarter 4 is 7,292 compared to the comparative figure of 7,535 last year.

Agency

3.03   The statistics below provide a breakdown of spend and net savings per month during quarter 4.

Month	Spend £	Net Savings £	Net Savings %
Jan	£253,081.90	£20,037.85	7.92%
Feb	£257,620.12	£20,245.35	7.86%
Mar	£243,789.13	£15,349.26	6.30%

3.04   Snapshot figures taken from Matrix on 31st March indicate 124 placements were active.

Year	2013	2014
Jan	159	137
Feb	141	132
Mar	120	124

3.05   The table below indicates the overall number of hours completed by workers during quarter 4 of the current financial year and the previous two years. These figures show that the usage of the temporary agency workforce in has slightly increased compared to the usage of 2012/13, but the usage is still significantly less than 2011/12. Further work will be carried out to ensure a reduction in usage of temporary agency workers is carried out.

Q4	Total Hours Worked
2011/12	65,817.25
2012/13	36,563.25
2013/14	41,538.00

3.06   The Agency net savings for quarter 4 is £43,351.15, compared to £78,757.53 savings for the same quarter last year. This is due to an overall reduction in the volume of agency workers used. A total saving of £197,130.51 was made for the financial year 2013/14.

Turnover

3.07 The turnover report figure continues to reflect the removal of relief and school supply workers. The turnover figure of 8.20% provides positive reading for 2013/14 compared with the turnover figure for 2012/13 of 9.90%.

Diversity

3.08 The increase in the quality and quantity of data continues to be identified in this quarter with the comparison from quarter 4 last year. The quality and quantity of the data has also been highlighted in the Annual Equalities Monitoring Report which has recently been published.

Absence

3.09 The number of days lost due to absence in quarter 4 has shown a slight increase from the comparative quarter 4 last year. There is an improved trend for absence levels during the whole year comparative to last year which equates to an improvement of 0.30 FTE days lost.

Average FTE Days Lost							
	All Wales Avg Whole Year 2010/11	2011/ 12 Actual FCC	All Wales Avg Whole Year 2011/12	2012/ 13 Actual FCC	All Wales Avg Whole Year 2013/14	2013/14 Actual FCC	2013/14 Target FCC
Qtr 1		2.27		2.52		2.53	2.25
Qtr 2		2.17		2.13		2.06	1.95
Qtr 3		2.89		3.18		2.83	2.45
Qtr 4		3.21		3.26		3.38	2.95
Whole Year	10.34	10.54	10.90	11.10		10.80	9.80

3.10 An additional absence report is included that shows the breakdown of absence reasons by long and short term periods. This report has been extended to show the breakdown by Directorate.

This report aligns to the breakdown developed as part of our benchmarking work across Wales. This means that each service area can now compare its long and short term absence at each level of the organisation, throughout Wales.

There is a continued programme of attendance management reporting and action planning across each Directorate. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.

100% Attendance – Flintshire

3.11   When looking at the quarter 4 data, 70% of all employees have had 100% attendance. This represents a stagnate figure when compared to the same quarter last year. That said, there is an overall improvement of 3% on the figure for the whole year compared to last year.

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual
Quarter 1	78	77	75	75
Quarter 2	78	84	80	81
Quarter 3	65	75	67	72
Quarter 4	69	67	70	70
Whole Year	40	42	41	44

100% Attendance by Directorate

3.12   When looking at each Directorate, the rate for Community Services compared to the same quarter last year has increased by 4%, while Corporate Services has decreased by 4%. With the exception of Corporate Services, comparative figures from last year show that all other Directorates have an improved trend for the overall attendance figure.

	2012/13					2013/14				
	Q1	Q2	Q3	Q4	Whole Year	Q1	Q2	Q3	Q4	Whole Year
Community Services	69	71	63	65	30	76	75	68	69	36
Corporate Services	81	83	74	76	45	82	82	76	72	43
Environment	76	74	66	68	37	76	76	69	69	41
Lifelong Learning	78	79	72	71	44	77	79	75	70	45
Schools	76	85	65	70	44	73	85	72	70	47

Community Services

3.13   The end of year report shows an improvement in attendance levels across the whole of Community Services; a reduction in absences by 3.5 days per FTE is very encouraging.

The Directorate continues to actively manage attendance through the Council's Attendance Management Policy and Procedure. The introduction of the Return to Work Pathway has supported managers and employees to facilitate an early return to work following long term absence, which has had a positive impact on absence rates.

In addition, the establishment of an Attendance Management Working Group bringing officers together from Community Services and HR & OD to review both short and long term absence has been a positive approach to managing attendance. This has resulted in members of the HR team working closely with Managers to support them to address poor attendance. This has resulted in formal action being taken, sanctions issued and where continued poor attendance has been identified, dismissals have followed.

Services will continue to focus on improving attendance during 2014 / 2015 as this remains a key priority for the Council.

| | 2012/13 | | 2013/14 | | | | |
	Qtr 4	Whole Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year
Development and Resources	2.35	**11.24**	1.21	**2.59**	2.39	**2.10**	8.29
Housing Services	3.06	**13.25**	2.47	**2.07**	3.36	**3.48**	11.38
Social Services for Adults	6.35	**20.92**	4.01	**3.18**	4.01	**4.60**	15.80
Social Services for Children	5.11	**14.91**	2.97	**3.77**	2.78	**4.32**	13.84
Senior Management and Support	0.00	**1.02**	0.26	**0.00**	0.23	**0.00**	0.49
Community Services	**5.16**	**17.57**	**3.33**	**2.97**	**3.59**	**4.12**	**14.01**

Corporate Services

3.14 Maximising attendance and dealing effectively with absence remains a key priority across the respective services. Additional HR Advisor support was prioritised to support managers with challenging cases which resulted in the return of a number of employees from long term absence, utilising occupational support and phased returns as key tools. Activity levels of interventions (Occupational Health, Attendance Review Meetings, Stage 1 and 2) have all increased. The 'FTE days lost' impact compared to 2012/13 are mixed with improvements in some areas and not in others. Despite this maximising attendance will remain a key priority for the services in the new operating model.

	2012/13		2013/14				
	Qtr 4	Whole Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year
Chief Executives Dept	2.71	**11.25**	3.87	**4.50**	3.86	**1.05**	13.28
Clwyd Theatr Cymru	0.95	**2.51**	0.53	**0.22**	1.35	**1.46**	3.56
Finance	6.01	**10.75**	1.56	**1.35**	1.47	**2.88**	7.26
HR & OD	2.71	**7.29**	6.30	**2.78**	2.03	**1.73**	12.84
ICT & Customer Services	1.06	**3.97**	0.98	**0.50**	1.91	**2.75**	6.14
Legal and Democratic Services	1.04	**10.80**	2.01	**1.09**	0.78	**2.96**	6.84
Corporate Services	**1.75**	**6.44**	**1.61**	**1.43**	**1.72**	**2.40**	**7.16**

Environment

3.15 Managing attendance at work remains a priority for the Directorate and managers have continued to work hard with the support of HR & OD to keep absences to a minimum wherever possible.

We are pleased to report that two out of the six service areas in the Directorate have achieved figures which are better than the Corporate target for 2013/14 and the Directorate remains focussed on improving attendance at work across all services

Directorate management, supported by the HR team, continue to identify areas of poor attendance and develop actions to address this in line with the Council's Attendance Management policy and procedure. Despite these efforts, there has been a slight increase in absence levels across four out of the six service areas at the end of this financial year. Long term absence accounts for the majority of this increase and formal action has been taken for some employees resulting in ill-health dismissals.

	2012/13		2013/14				
	Qtr 4	Whole Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year
Assets and Trans	2.23	**8.35**	2.26	**1.93**	3.14	**3.46**	10.79
Mgt, Supp and Perf	4.37	**8.92**	0.74	**1.40**	0.94	**0.72**	3.80
Planning Services	4.02	**10.27**	4.23	**2.36**	1.46	**2.66**	10.71
Public Protection	1.30	**6.83**	1.79	**1.27**	2.20	**3.05**	8.31
Regeneration Division	4.90	**13.44**	3.46	**0.78**	0.80	**3.49**	8.53
Streetscene Services	4.34	**15.61**	3.68	**4.28**	4.70	**4.99**	17.65
Senior Management and Support	0.00	**2.67**	0.00	**0.00**	0.00	**0.00**	0.00
Environment	**3.55**	**12.34**	**3.14**	**3.08**	**3.58**	**4.09**	**13.89**

Lifelong Learning

3.16 In comparison with 2012/13 the 2013/14 out turn is positive as absence has decreased from 11.12 days per FTE to 10.93 per FTE. A reduction in absence was consistently achieved for quarters 1, 2 and 3 comparative to last year, however an increase in quarter 4, comparative to the same period last year has impacted on the size of the reduction. Resources and Development as well as Libraries, Culture and Heritage have achieved an overall reduction compared to 2012/13, whilst Schools Services has experienced a slight increase and Culture and Leisure has seen an increase of 2 days per FTE which appears to be attributed to absence in quarter 4. Policies continue to be used to support absence management including first and second stage capability meetings.

	2012/13		2013/14				
	Qtr 4	Whole Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year
Culture and Leisure	2.34	**8.30**	1.92	**2.20**	2.03	**4.14**	10.29
Resources and Dev	3.90	**13.77**	3.27	**3.49**	2.87	**3.28**	12.91
Lib, Culture and Heritage	2.98	**10.99**	0.69	**1.39**	2.44	**4.27**	8.79
School Services	3.44	**10.86**	2.40	**1.51**	3.10	**4.09**	11.10
Senior Management and Support	0.00	**7.14**	0.00	**0.57**	0.00	**0.11**	0.68
Lifelong Learning	**3.13**	**11.12**	**2.22**	**2.23**	**2.58**	**3.90**	**10.93**

4.00 **RECOMMENDATIONS**

4.01 Members note Workforce Information Report for quarter three for 2013/14.

5.00 **FINANCIAL IMPLICATIONS**

5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

6.00 **ANTI POVERTY IMPACT**

6.01 None.

7.00 **ENVIRONMENTAL IMPACT**

7.01 None.

8.00 **EQUALITIES IMPACT**

8.01 This increased reporting and monitoring within this area will result in more informed analysis of the impact our policies and procedures have across these groups.

9.00 **PERSONNEL IMPLICATIONS**

9.01 None.

10.00 **CONSULTATION REQUIRED**

10.01 None.

11.00 **CONSULTATION UNDERTAKEN**

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 **APPENDICES**

12.01 Available in Members' Services.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: **Helen Stappleton, Head of HR & OD**
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<u>FOR INFORMATION</u>

<u>FLINTSHIRE COUNTY COUNCIL</u>

<u>REPORT TO:</u>   **CABINET**

<u>DATE:</u>   <u>**TUESDAY, 13 MAY 2014**</u>

<u>REPORT BY:</u>   **CHIEF EXECUTIVE**

<u>SUBJECT:</u>   **EXERCISE OF DELEGATED POWERS**

1.00   <u>PURPOSE OF REPORT</u>

1.01   To inform Members of action taken under delegated powers.

2.00   <u>BACKGROUND</u>

2.01   At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00   <u>RECOMMENDATION</u>

3.01   Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00   <u>FINANCIAL IMPLICATIONS</u>   **5.00   <u>ANTI-POVERTY IMPACT</u>**

4.01   As detailed in each report.   5.01   As detailed in each report.

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

6.01   As detailed in each report.   7.01   As detailed in each report.

8.00   <u>PERSONNEL IMPLICATIONS</u>

8.01   As detailed in each report

9.00   <u>CONSULTATION REQUIRED</u>

9.01   Not applicable

10.00 <u>CONSULTATION UNDERTAKEN</u>

10.01 Not applicable

11.00 <u>APPENDICES</u>

11.01 Summary of Decisions taken under Delegated Powers.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</u>

Background documents: See individual report.
Contact Officer: Detailed on the individual reports.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate	**Subject**
Corporate Services	Business Rates – Write Offs
	Council Tax – Write Offs
	Organisational Change Strategy Consultancy Support – Part 2
Community Services	Entering into a Number of Private Sector Leasing Agreements in Order to Ensure Flintshire County Council can Provide Adequate Levels of Smaller Accommodation Units to Alleviate and Prevent Homelessness
Environment	Public Protection Fees and Charges for 2014/15

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
MAY 2014 TO AUGUST 2014

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
May					
Social & Health Care Overview & Scrutiny Committee	1 May 2014	Community Services	**CSSIW Inspection Report – Commissioning Dementia** To inform members of the outcome of the Dementia Inspection		
Social & Health Care Overview & Scrutiny Committee	1 May 2014	Community Services	**Annual Fostering Inspection** To inform members of the outcome of the Annual Fostering Inspection		
Social & Health Care Overview & Scrutiny Committee	1 May 2014	Community Services	**Annual Council Reporting Framework** To consider the final draft of the Flintshire County Council Social Services Annual Performance Report 2013-14.		

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	1 May 2014	Community Services	**Comments, Compliments & Complaints** To receive a report on the compliments, representations and complaints received by Adult and Children Social Services for the year April 2013 – March 2014.		
Social & Health Care Overview & Scrutiny Committee	1 May 2014	Overview and Scrutiny	**Social & Health Care Forward Work Programme** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	2 May 2014	Community Services	**Corporate Parenting** To provide Members with an up-date on activity surrounding the Corporate Parenting responsibilities of the County Council since last reported		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	2 May 2014	Community Services	**Visual Impairment Support to Children & Adults in Flintshire** To advise Members of the range of services provided to support children and adults with a visual impairment and their families in Flintshire		
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	2 May 2014	Lifelong Learning	**Educational Attainment of Looked After Children** To update members of the attainment of Looked After Children (LAC) in Flintshire - March 2014 (Academic Year 2012 - 2013).		
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	2 May 2014	Community Services	**Safeguarding and Child Protection Report** To provide Members with information in relation to Child Protection and Safeguarding within the County boundaries.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Audit Committee	7 May 2014	Finance	**Public Sector Internal Audit Standards** To inform Members of the results of an initial assessment of compliance with the new Public Sector Internal Audit Standards (PSIAS).		
Audit Committee	7 May 2014	Finance	**Audit Committee Self Assessment Against CIPFA Guidance** To inform Members of the results of the Audit Committee self assessment which will feed into the preparation for the Annual Governance Statement 2014/15. It will also form the basis for the provision of any further training required by the committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Audit Committee	7 May 2014	Finance	**Internal Audit Annual Report** To inform Members of the outcome of all audit work carried out during 2013/14 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.		
Audit Committee	7 May 2014	Finance	**Whistleblowing Policy** To outline to Members the updated Whistleblowing Policy.		
Audit Committee	7 May 2014	Finance	**Action Tracking** To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.		
Audit Committee	7 May 2014	Finance	**Forward Work Programme** To consider the Forward Work Programme for the Audit Committee for next year.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Corporate Resources Overview & Scrutiny Committee	8 May 2014	Finance	**Revenue Budget Monitoring 2013/14 (Month 11)** To provide Members with the Revenue Budget Monitoring 2013/14 report as at Month 11.		
Corporate Resources Overview & Scrutiny Committee	8 May 2014	Human Resources and Organisational Development	**People Strategy Update** To provide Overview and Scrutiny Members with a progress report on the delivery of the People Strategy for 2009–12 (extended to 2014) to conclude the current strategy as at March 2014. To advise Overview and Scrutiny Members of the key themes and priorities for the next People Strategy for 2014–2017 prior to the full review and development of the new strategy.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Corporate Resources Overview & Scrutiny Committee	8 May 2014	Overview and Scrutiny	**Corporate Resources Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	13 May 2014	Chief Executive's	**2014/15 Improvement Plan** to approve the draft prior to consultation	Strategic	Cabinet Member for Corporate Management
Cabinet	13 May 2014	Finance	**Revenue Budget Monitoring 2013/14 (Month 11)** To provide Members with the most up to date revenue budget monitoring information (Month 11) for the Council Fund and the Housing Revenue Account 2013/14.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	13 May 2014	Finance	**Business Rate Debt - Write Off** To request Member authorisation to write off a number of business rate debts relating to the Life Foundation Trust.	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	13 May 2014	ICT and Customer Services	**Merger of Flintshire and Denbighshire Corporate Procurement Units** To provide an update on progress with the previously agreed collaboration projects.	Operational	Cabinet Member for Corporate Management
Cabinet	13 May 2014	Human Resources and Organisational Development	**Agile Working Policy / Flexible Working Hours Scheme** To seek agreement on the proposed Agile Working Policy and Flexible Working Hours Scheme	Operational	Cabinet Member for Corporate Management
Cabinet	13 May 2014	Human Resources and Organisational Development	**Workforce Information Quarter 4 - January - March 2014** To provide Members with an update for the fourth quarter / whole year 2013/14.	Operational	Cabinet Member for Corporate Management
Cabinet	13 May 2014	Legal and Democratic Services	**Community Review Update** To recommend to Cabinet draft final proposals on the community review	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	13 May 2014	Legal and Democratic Services	**Update on the Establishment of a Housing Company** To update Members on the excellent progress made in establising a housing company	Strategic	Cabinet Member for Housing
Cabinet	13 May 2014	Lifelong Learning	**Schools Consultations in Saltney** To update Members on schools consultations in the Saltney area	Strategic	Cabinet Member for Education
Lifelong Learning Overview & Scrutiny Committee	15 May 2014	Lifelong Learning	**Apprenticeships, Training and Development Opportunities** To update Members on progress in relation to creation of Apprenticeship and Training Opportunities		
Lifelong Learning Overview & Scrutiny Committee	15 May 2014	Lifelong Learning	**Culture & Leisure Service Plan 2014-15** To provide Members with an overview of the Culture & Leisure Service Plan 2014-15		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Lifelong Learning Overview & Scrutiny Committee	15 May 2014	Lifelong Learning	**Education Improvement & Modernisation Strategy** To consider the Education Improvement and Modernisation Strategy		
Lifelong Learning Overview & Scrutiny Committee	15 May 2014	Overview and Scrutiny	**Recommendation from the Leisure Finance Task & Finish Group** To seek the Committee's approval for a recommendation from the Leisure Finance Task & Finish Group to be supported and recommended to Cabinet for approval.		
Lifelong Learning Overview & Scrutiny Committee	15 May 2014	Chief Executive's	**Improvement Plan 2014/15** To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Lifelong Learning Overview & Scrutiny Committee	15 May 2014	Overview and Scrutiny	**Lifelong Learning Foward 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*
Flintshire County Council	20 May 2014	Legal and Democratic Services	**Constitutional Matters: Committees and Outside Bodies** To deal with those matters which require decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1(vii)-(xiv). Those matters are set out in separate paragraphs.		
Flintshire County Council	20 May 2014	Legal and Democratic Services	**Schedule of Member Remuneration** The purpose of the report is to approve the Council's Schedule of Member Remuneration for 2014/2015.		
Flintshire County Council	20 May 2014	Legal and Democratic Services	**Delegated Powers for New Senior Management Structure** To amend the Council's officer delegation scheme to reflect the proposed new senior management structure		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Housing Overview & Scrutiny Committee	21 May 2014	Housing	**Domestic Abuse** To receive the promotional DVD available through Women's Aid which highlights the effects of domestic abuse.		
Housing Overview & Scrutiny Committee	21 May 2014	Community Services	**Responsible Pet Ownership Policy** To consider the draft Responsible Pet Ownership Policy		
Housing Overview & Scrutiny Committee	21 May 2014	Chief Executive's	**Improvement Plan 2014/15** To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Housing Overview & Scrutiny Committee	21 May 2014	Overview and Scrutiny	**Housing Forward Work Programme** To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		
June					

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	9 June 2014	Chief Executive's	**Improvement Plan 2014/15** To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Environment Overview & Scrutiny Committee	11 June 2014	Environment	**Mersey Dee Alliance** To advise Members of progress regarding the work of Mersey Dee Alliance (MDA).		
Environment Overview & Scrutiny Committee	11 June 2014	Overview and Scrutiny	**Environment Forward Work Programme** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	11 June 2014	Overview and Scrutiny	**Presentation by National Resources Wales** To receive a presentation by National Resources Wales		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Environment Overview & Scrutiny Committee	11 June 2014	Chief Executive's	**Improvement Plan 2014/15** To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Chief Executive's	**Annual Improvement Report from Wales Audit Office** Receive Annual Improvement Report from the Auditor General for Wales and note the Council's response		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Chief Executive's	**Improvement Plan 2014/15** To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Social & Health Care Overview & Scrutiny Committee	12 June 2014	Chief Executive's	**Improvement Plan 2014/15** To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	17 June 2014	Chief Executive's	**Annual Improvement Report from Wales Audit Office** Receive Annual Improvement Report from the Auditor General for Wales and endorse the Council's response	Strategic	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Chief Executive's	**Local Service Board and Strategic Partnerships end of year report** Local Service Board and Strategic Partnerships end of year report	Strategic	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Chief Executive's	**2013/14 Year End Head of Service Performance Reports** 2014/15 Improvement Plan	Strategic	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Chief Executive's	**2013/14 Year End Improvement Plan Monitoring** Assessment of performance for 2013/14 from Heads of Service	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	17 June 2014	Chief Executive's	**Clwyd Theatr Cymru Business Plan** Members are requested to endorse the Business Plan as recommended by the Theatre Board of Governors. A full copy of the Business Plan is available in the Members Library and each of the group rooms.	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Finance	**Pensioner Discount Scheme** To agree a Pensioner Discount Scheme for 2014/15.	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Finance	**Business Rates 'Retail' Relief** To adopt a policy to award 'Retail Relief' using Discretionary Rate Relief powers in line with the Welsh Government Scheme.	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Finance	**Bailiff Reform** To advise Members of reforms to the Bailiff Regulations and the impact of changes.	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	17 June 2014	Community Services	**Social Services and Wellbeing Bill** To provide an update on the Social Services and Well-being (Wales) Bill, the key implications and timelines for implementation.	Strategic	Cabinet Member for Social Services
Cabinet	17 June 2014	Community Services	**Private Sector Housing Renewal** To introduce proposed revisions to the Private Sector Renewal and Improvement Policy along with the rationale for these revisions and to seek Cabinet support for the changes proposed.	Operational	Cabinet Member for Housing
Cabinet	17 June 2014	Housing	**Tackling Private Long Term Vacant Homes** The purpose of the Report is to seek approval for the use of an enforced sales policy, as an additional tool to bring long term vacant homes back into use.	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	17 June 2014	Community Services	**Supporting People Commissioning Plan** To update Cabinet on the Supporting People programme in Flintshire and to seek approval for the Flintshire Supporting People Commissioning Plan	Operational	Cabinet Member for Housing
Cabinet	17 June 2014	Community Services	**Responsible Pet Ownership Policy** Its aim is to provide a clear framework for customers, officers and elected members so that a consistent approach to responsible pet ownership is applied across the county	Operational	Cllr Helen Brown
Cabinet	17 June 2014	Environment	**Public Rights of Way Annual Report** 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 June 2014	Environment	**Public Rights of Way Annual Report** 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
Cabinet	17 June 2014	Lifelong Learning	**Queensferry Primary School - change in age-range from September 2014. Responses to the Statutory Notice** Queensferry Primary School - change in age-range from September 2014. Responses to the Statutory Notice	Strategic	Cabinet Member for Education
Flintshire County Council	24 June 2014	Finance	**Clwyd Pension Fund Update** To update Members on issues relating to the Clwyd Pension Fund.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Audit Committee	25 June 2014	Finance	**Treasury Management Annual Report 2013/14** To present the 2013/14 annual report on the Council's Treasury Management Policy, Strategy and Practices.		
Audit Committee	25 June 2014	Finance	**Internal Audit Progress Report** To present to Members an update on teh progress of the Internal Audit Department.		
Audit Committee	25 June 2014	Chief Executive's	**Risk Management Update Report** Giving an overview of the Improvement Plan strategic risks for 2013/14.	Strategic	
Audit Committee	25 June 2014	Chief Executive's	**Annual Improvement Report from Wales Audit Office** Receive Annual Improvement Report from the Auditor General for Wales and note the Council's response	Strategic	

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Audit Committee	25 June 2014	Finance	**Action Tracking** To inform the committee of the actions resulting from points raised at previous Audit Committee meetings.		
Audit Committee	25 June 2014	Finance	**Budget Setting & Budgetary Control Arrangements** To provide Members of the Audit Committee with background on the Council's Budget Setting and Budgetary Control Arrangements to aid the Committee in its work leading up to consideration of the Statement of Accounts.		
Audit Committee	25 June 2014	Finance	**Forward Work Programme** To consider the Forward Work Programme for the Audit Committee for the next year.		
July					

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Cabinet	15 July 2014	Community Services	**Flintshire Childcare Sufficiency Assessment 2014 - 2017** To report the main findings of the most recent Childcare Sufficiency Assessment.	Strategic	Cabinet Member for Social Services
August					