

Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Clive Carver (Chairman)

CS/NG

Councillors: Marion Bateman, Peter Curtis,
Andy Dunbobbin, Robin Guest, Ron Hampson,
Richard Jones, Brian Lloyd, Richard Lloyd,
Vicky Perfect, David Roney, Ian Smith,
Nigel Steele-Mortimer, Carolyn Thomas and
Arnold Woolley

5 June 2015

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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 11TH JUNE, 2015** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 3 - 8)
To confirm as a correct record the minutes of the meeting held on 14 May 2015.
- 4 **IMPROVEMENT PLAN 2015/16** (Pages 9 - 80)
Report of Chief Executive enclosed.
- 5 **YEAR END IMPROVEMENT PLAN MONITORING REPORTS** (Pages 81 - 148)
Report of Member Engagement Manager enclosed.

- 6 **YEAR END CHIEF OFFICER PERFORMANCE REPORTS** (Pages 149 - 184)
Report of Member Engagement Manager enclosed.
- 7 **CUSTOMER SERVICES AND CALL HANDLING UPDATE** (Pages 185 - 188)
Report of Chief Officer (Community and Enterprise) enclosed.
- 8 **REVENUE BUDGET MONITORING 2014/15 (MONTH 12)** (Pages 189 - 224)
Report of Chief Officer (People and Resources) enclosed.
- 9 **FORWARD WORK PROGRAMME** (Pages 225 - 228)
Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **14 MAY 2015**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday 14 May 2015

PRESENT:

Councillors: Clive Carver, Paul Cunningham, Ian Dunbar, Robin Guest, Joe Johnson, Richard Jones, David Roney, Paul Shotton and Arnold Woolley

SUBSTITUTIONS:

Councillor Haydn Bateman for Marion Bateman, Mike Reece for Peter Curtis, Carolyn Thomas for Andy Dunbobbin and Adele Davies-Cooke for Nigel Steele-Mortimer

APOLOGIES:

Councillors Ron Hampson and Brian Lloyd

CONTRIBUTORS:

Deputy Leader & Cabinet Member for Environment and Chief Officer (Governance)

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

1. APPOINTMENT OF CHAIR

The Member Engagement Manager sought nominations for the appointment of Chair for the Committee. Councillor Adele Davies-Cooke nominated Councillor Clive Carver and this was duly seconded. The Member Engagement Manager advised that the Political Group that the Chair would be from had been agreed at the Annual Meeting of County Council earlier in the week and therefore a vote on the nomination was not required.

RESOLVED:

That Councillor Clive Carver be appointed as Chair for the Committee for the municipal year.

2. APPOINTMENT OF VICE-CHAIR

The Chairman sought nominations for the appointment of Vice-Chair for the Committee. Councillor Ian Dunbar proposed Councillor Peter Curtis and this was duly seconded. On being put to the vote, the nomination was carried.

RESOLVED:

That Councillor Peter Curtis be appointed as Vice-Chair for the Committee for the municipal year.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. MINUTES

The minutes of the meeting of the Committee held on 16 April 2015 had been circulated to Members with the agenda.

Councillor Richard Jones referred to the last paragraph on page 11 and said that the impact of Welfare Reform had not been his view, but had been a comment provided in a note from an officer at an earlier meeting. He asked that the sentence be amended to read 'Councillor Richard Jones stated that an officer had previously indicated that the Welfare Reforms had not had the impact that had been expected as Housing Benefit and unemployment had reduced'.

In response to a query from Councillor Robin Guest about the proposed joint meeting on the issue of Welfare Reform, the Member Engagement Manager advised Members that following the changes to the Overview & Scrutiny Structure, Welfare Reform would be dealt with by the Community & Enterprise Overview & Scrutiny Committee and therefore a joint meeting would not be required.

RESOLVED:

That subject to the suggested amendment, the minutes be approved as a correct record and signed by the Chairman.

5. TERMS OF REFERENCE OF THE COMMITTEE

The Member Engagement Manager introduced a report to advise the Committee of its Terms of Reference.

He detailed the background to the report and explained that the new Overview & Scrutiny structure had been agreed at the Annual Meeting of the County Council held on 12th May 2015. The differences between the old and new terms of reference were reported which included that this Committee was now the designated 'Crime and Disorder' Scrutiny Committee. This would require one meeting per year to be held as a Crime and Disorder Committee to consider issues such as Community Safety Partnership. Appendix 1 listed the function of each of the Overview & Scrutiny Committees and included details of the main external partner organisations.

Responsibility for the Organisational Design & Change Programme would be shared with the Organisational Change Committee and the principal

issue for this Committee would be on the budgetary impacts of the Programme.

The Member Engagement Manager explained that the Police & Crime Commissioner had initially been invited to attend the meeting of Community Profile and Partnerships Overview & Scrutiny Committee on 23rd July 2015 but due to a number of requests from Members, it had been cancelled and replaced with a Special County Council meeting which the Commissioner had been invited to. The Chief Officer (Governance) also suggested that the Police & Crime Commissioner be invited to a future meeting to discuss his preparation of the Crime and Policing Plan.

Councillor Richard Jones expressed significant disappointment that the revised Terms of Reference did not specifically include 'value for money'. He felt that it was important to show this in the terms of reference to ensure that it was considered and added that Mr. Goodlad from the Wales Audit Office had indicated that the Council would be assessed on value for money in future years. The Member Engagement Manager felt that considerations of value for money would be included in the revenue and capital strategic planning function. In response to a comment by the Member Engagement Manager, Councillor Robin Guest said that changes raised by the Overview & Scrutiny Committees, once they had considered their new terms of reference, could be referred to the Constitution Committee for consideration. The Deputy Leader felt that value for money should be borne in mind in all aspects even if it was not specifically listed in the terms of reference. Councillor Arnold Woolley suggested that the words 'including value for money' could be added to the function of 'Revenue and capital strategic planning'. Councillor David Roney commented that consideration of value for money could be included in the resolution in reports.

The Chief Officer (Governance) concurred that the other Overview & Scrutiny Committees might request changes to their terms of reference once they had considered the report. On the issue of value for money, he advised that it was important that Overview & Scrutiny Committees held Cabinet to account to ensure that budgets were spent wisely.

Councillor Richard Jones proposed that the a request be submitted to the Constitution Committee that value for money be included in the terms of reference for this Committee; the proposal was duly seconded.

RESOLVED:

- (a) That the report be received;
- (b) That the Constitution Committee be requested to amend the terms of reference of the Committee to specifically include a reference to value for money; and
- (c) That officers make arrangements for the annual Crime & Disorder meeting.

6. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the report to consider the Forward Work Programme for the Committee.

He detailed the items for consideration at the 11th June 2015 meeting and indicated that Councillors David Roney and Carolyn Thomas had requested that a report on Customer Services and Call Handling be considered.

In addition to the items suggested for the 9th July 2015 meeting, the Member Engagement Manager indicated that a report on the Medium Term Financial Strategy and an assurance report on the implementation of Single Status could also be considered at that meeting.

The Chief Officer (Governance) stated that a report on the Council's performance against the Wales Audit Office report on workforce costs could be submitted to the 9th July 2015 meeting. During earlier discussions he had also suggested that the Police & Crime Commissioner be invited to attend a meeting between September 2015 and January 2016 about the Crime and Policing Plan for 2016/17.

Councillor Carolyn Thomas asked whether Removal of payments at Post Offices and an update on Workforce Reorganisation could be considered. The Member Engagement Manager advised that Removal of payments at Post Offices fell under the remit of the Community & Enterprise Committee. The Chief Officer indicated that Workforce Reorganisation would be split between this Committee and the Organisational Change Overview & Scrutiny Committee.

In referring to the recent General Election, Councillor Robin Guest queried whether a report on the Function of the Election team could be considered at a future meeting. The Chief Officer (Governance) indicated that this could be combined with a report on Individual Elector registration to either the September or October 2015 meeting.

RESOLVED:

- (a) That the Forward Work Programme, as amended at the meeting, be approved; and
- (b) That the Member Engagement Manager, in consultation with the Chair, Vice-Chair and officers, be authorised to vary the work programme between meetings.

7. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were no members of the public or press in attendance.

(The meeting started at 10.00am and ended at 10.41am)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**
DATE: **THURSDAY, 11 JUNE 2015**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT: **IMPROVEMENT PLAN 2015/16**

1.00 PURPOSE OF REPORT

1.01 To review the contents of the Improvement Plan 2015/16 to inform the final approval by Cabinet and County Council on 23 June.

2.00 BACKGROUND

2.01 It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) 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 WAO in its Corporate Assessment report of March 2015 said that *“the Council has established a wide-ranging set of clearly-stated priorities that have a broad base of support within the Council and among partners”*.

In addition the report commented on: *“The Council sets out its vision clearly within its Improvement Plan, as required by the Local Government Measure 2009 (the Measure). For 2014-15, the Council’s coherent set of eight strategic priorities is underpinned by more detailed sub-priorities, some of which are identified clearly as areas of particular focus during the year. Though wide-ranging, the Council’s vision demonstrates a clear commitment to continuous improvement, reflected by targets for improving the efficiency and effectiveness of its services, particularly those associated with its in-year Improvement*

Objectives.”

The format and content of the Plan was also commented upon: *“The Council has worked hard to improve the quality of this key plan and the Improvement Plan for 2014-15 is a clear and accessible document that sets out far more clearly than before what the Council plans to do and how its success might be measured and evaluated.”*

3.00 CONSIDERATIONS

3.01 For 2015/16 a review of the current priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2015/16 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. review of Social Services Transition Service or merger of Flintshire and Denbighshire Procurement Units;
- priorities which could be broadened e.g. Business Sector Growth in Deeside to become Business Sector Growth;
- priorities which could be merged e.g. Road Safety with Transport Infrastructure and Services;
- emerging priorities for 2015/16 e.g. Enabling Resilient Communities.

Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.

3.02 For each sub-priority which continues to be high profile for 2015/16 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 The Improvement Plan in totality is presented as 2 documents that are inter-related; firstly the ‘public’ version of our statements of intent around the 8 priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured (Appendix 2). This is the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.

Appendix 1 is the core content of the 8 priorities; the final document will have more contextual information plus information that is required to be in the Plan as part of the Measure.

3.04 The working draft documents have been considered by Members attending a workshop on 29 May alongside the proposed targets and

classifications for the statutory national performance indicators. Appendix 3 describes the key issues raised by Members at the workshop along with a response.

- 3.05 The final Improvement Plan will be available as a web-based document published on the website by the end of June.

4.00 RECOMMENDATIONS

- 4.01 Members to review the contents of the Improvement Plan 2015/16 to inform the final approval by Cabinet and endorsement by County Council.

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 2015/16.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Environment is a specific priority within the Improvement Plan 2015/16.

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 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 The Chief Officers and senior officers have contributed and helped shape the Improvement Plan 2015/16. In addition the Wales Audit Office has been informally consulted.

11.02 Members were invited to comment on the Plan and its contents alongside the proposed targets and classifications for statutory national performance indicators at a workshop on 29 May.

12.00 APPENDICES

12.01 **Appendix 1: Working draft of Improvement Plan 2015/16**

Appendix 2: Improvement Plan 2015/16 “How we measure our achievements”

Appendix 3: Feedback and response from Members’ Workshop 29.05.15

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

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Draft 2015/16 Improvement Plan (Work in Progress)

Contents

Pages	Priority	Sub-Priority	Impact	Corresponding page numbers in the 'How we measure achievement' supporting document
1	Housing	Appropriate and Affordable Homes	Improving the choice and quality of local housing	2 & 3
2		Modern, Efficient and Adapted Homes		4 & 5
3	Living Well	Independent Living	Enabling more people to live independently and well at home	6 & 7
4		Integrated Community Social and Health Services		8 & 9
5		Safeguarding		Ensuring adults, young people and children are safeguarded
6	Economy & Enterprise	Business Sector Growth	Creating jobs and growing the local economy	11 & 12
7		Town and Rural Regeneration		13 - 15
8 & 9	Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes	16 - 17
10 & 11		Modernised and High Performing Education		18 - 20
12	Safe Communities	Community Safety	Keeping people and communities safe	21 & 22
13	Poverty	Maximising Income	Protecting people from poverty	23 - 25
14		Fuel Poverty		26 - 27
15	Environment	Transport Infrastructure and Services	Helping people to access employment, local services and facilities	28 - 30
16		Sustainable Development and Environmental Management	Developing and protecting the environment	31 & 32
17	Modern and Efficient Council	Developing Communities	Supporting communities to be resilient	33 - 35
18		Improving Resource Management	Supporting front line services to perform well whilst being efficient	36 - 38

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

This is a priority this year because we need to:

- Prevent homelessness.
- Support the diverse housing and accommodation needs of the local population.
- Build on the success of existing extra care schemes in meeting changing needs and expectations.

What we will do in 2015/16:

1. Meet the new homeless prevention duties of the Wales Housing Act 2014.

Achievement will be measured through:

- Working more closely with the private rented sector:
 - The number of households where homelessness is prevented by the use of the private rented sector
 - The number of households where the Council has discharged its full statutory duty into private rented accommodation
- Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months ([HHA/013](#))

2. Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Increasing the numbers of gifted new homes using the community infrastructure levy
- Adopting a Flintshire House Standard Design Specification for new build council led housing

3. Meet the duties of the Wales Housing Act 2014 for the traveller community.

Achievement will be measured through:

- Completing a Gypsy / Traveller accommodation assessment

4. Develop our extra care provision to provide units in Flint and Holywell.

Achievement will be measured through:

- Securing full planning approval for both sites
- Commencing the building of both schemes
- Agree the design and delivery model for both schemes

Risks to manage:

- Homelessness will remain a growing area of demand due to the current economic climate.
- Demand and aspirations for independent living will not be met.
- The supply of affordable housing will continue to be insufficient to meet community need.
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.

What we mean by:

SHARP – Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years.

Community Infrastructure Levy - a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area.

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

Gypsy / Traveller Community – people with a cultural tradition of nomadism or who choose to live in a caravan.

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 good quality housing for residents and maximise funding opportunities to improve homes.
- Reduce the number of empty properties in Flintshire.
- Meet Welsh Government's target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

What we will do in 2015/16:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants ([PSR/009a&b](#))

2. Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes.

Achievement will be measured through:

- Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Risks to manage:

- The increased work programme to deliver the WHQS will not be met due to the scale of the programme.
- Council funding for adaptations and home loans will not be sufficient to meet demand.
- Financial assistance available to repair residents' homes is not taken up by residents.

What we mean by:

WHQS - Welsh Government's physical quality standard for modern social housing.

Home Improvement Loan – a national loan scheme delivered by Local Authorities, that enables short to medium term loans to be provided to owners of sub-standard properties who meet the affordability criteria.

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

Houses into Homes Scheme – A Welsh Government scheme to provide loans to bring empty houses or commercial buildings back into use as homes for sale or rent.

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Help people to live independently as they get older.
- Meet the challenges of dementia.
- Develop a model of support for persons with a disability which encourages independent living.
- Support whole families to live independently.

What we will do in 2015/16:

1. Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:

- Delivering the key Local Authority actions from the plan developed in response to the Older People's Commissioner's report on care home provision including:
 - Implementing the 'One Page Profile' in residential care settings
 - Delivering the dementia awareness training programme to all care homes
- Monitoring care home inspection reports
- Evaluating the impact of the pilot project being undertaken with Age Concern 'Listening Voices'
- Improving the quality of care through implementing pre-placement agreements for all care homes

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through:

- Continuing the success rate of reablement ([SCAM2L](#))
- Piloting a night support service and evaluate
- Establishing a baseline for the people offered advice and support through the single point of access

3. Strengthen and enhance prevention and early intervention services for vulnerable children and families.

Achievements will be measured through:

- Changing the operating arrangements to better support a new delivery model for prevention and early intervention services
- Ensuring service users are provided with advice and assistance from the Family Information Service (FIS) that enables them to make an informed decision about childcare and family support.

Risks to manage:

- Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.
- The quality of care home services will not meet required standards.
- Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.

What we mean by:

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.

Older Peoples Commissioner - an independent voice and champion for older people across Wales.

One Page Profile - document stating how each residents would like to be cared for.

Listening Voices - pilot project aimed at improving social interaction for care home residents.

Family Information Service - provides free and impartial expert advice, information and guidance on childcare and early education places.

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:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future.
- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers.

What we will do in 2015/16:

1. Continue integrating community based health and social care teams to provide consistent service across localities.

Achievements will be measured through:

- Continuing to support people effectively through the use step up and step down beds where Health and Social Services can work together to avoid hospital admission and delayed discharge
- Increasing the number care homes in Flintshire who sign up to the Six Steps to Success which support high quality care for people at the end of their life
- Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme

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

Achievements will be measured through:

- Reviewing the Carer's Strategy to redefine the priorities for the next 5 years
- Agreeing and implementing plans to support carers
- Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to careers

3. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through:

- Reducing the rate of delayed transfers of care for social care reasons ([SCA/001](#))
- Gaining commitment from BCUHB to the continued funding of current provision

Risks to manage:

- Common goals between the Council and BCUHB are not achieved.
- Increased costs to the Council are incurred through new ways of working with partners and other providers.
- The transfer of funding between the Council and BCUHB may not go smoothly.
- [Reductions in future funding to the Council and BCUHB may impact on the sustainability of services.](#)

Priority	Sub-Priority	Impact
Living Well	Safeguarding	Ensuring adults, young people and children are safeguarded

This is a priority this year because we need to:

- Safeguard and protect vulnerable people.
- To safeguard and protect people who are at risk of child exploitation or being trafficked.
- Develop further awareness and profile of the Council's approach to safeguarding including the wider issues of prevention of human trafficking and child sexual exploitation.
- Prepare for the new / additional safeguarding requirements of the Social Services and Well Being (SSWB) Act.

What we will do in 2015/16:

1. Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.
2. Prepare for the new and additional safeguarding requirements of the SSWB Act.
3. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievements will be measured through:

- Managing the risks identified through adult protection referrals ([SCA/019](#))
- Establishing a Flintshire Sexual Exploitation Risk Assessment Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County and encourage wider ownership of safeguarding across the authority
- Meeting child protection conference timescales ([SCC/004](#))
- Completing child protection reviews on time ([SCC/034](#))

Risks to manage:

- Safeguarding arrangements do not meet the requirements of the SSWB Act.
- Adults, young people and children are not sufficiently safeguarded.

What we mean by:

Human Trafficking – 'trade in people, most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues.

Sexual Exploitation – the use of another person in non-consensual sex for profit.

Social Services and Well Being Act 2014 - An Act to reform social services law to make provision about improving well-being outcomes.

Adult at Risk – A person over the age of 18 who is (a) experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

SERAF – Sexual Exploitation Risk Assessment Framework

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:

- Meet the employment needs of local people.
- 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 2015/16:

1. Promote Flintshire as a recognised centre for energy and advanced manufacturing.

Achievement will be measured through:

- Converting enquiries to investment within Flintshire

2. Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.

Achievement will be measured through:

- Creating and safeguarding jobs within Flintshire
- Creating jobs within Flintshire through our large scales capital programmes (WHQS and SHARP)

3. Improve the local broadband infrastructure to encourage investment in economic growth.

Achievement will be measured through: -

- Rolling out superfast broadband across Flintshire in line with the Welsh Government programme of works for 2015/16

Risks to manage:

- Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.
- Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.

What we mean by:

Enterprise Zone – a Welsh Government initiative to stimulate growth and support business in designated areas.

WHQS – Welsh Housing Quality Standard - Welsh Government's physical quality standard for modern social housing

SHARP – Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years

Superfast Broadband - download speeds in excess of 24 Megabytes per second (Mbps)

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Creating jobs and growing the local economy

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 visitor economy to maximise benefit to the County.

What we will do in 2015/16:

1. Deliver an integrated programme of regeneration for Deeside.

Achievement will be measured through:

- Implementing the key actions of the Vibrant and Viable Places programme, including:
 - i) redeveloping vacant sites and properties
 - ii) providing grant assistance to high street businesses
 - iii) providing skills and training opportunities
- Developing an over-arching regeneration strategy for Deeside

2. Develop and implement long-term regeneration plans for Town Centres.

Achievement will be measured through:

- Completing key actions as set out in the Town Centre plans through the completion of the streetscape improvement projects
- Progressing the Flint regeneration programme through:
 - i) the completion of the maisonette demolition;
 - ii) the successful appointment of a lead contractor for their replacement; and
 - iii) the completion of the St. Mary's Church square improvements.
- Monitoring trends in ground floor commercial vacancy rates

3. Increase the economic benefits to Flintshire of visitors coming into the County.

Achievement will be measured through:

- Developing new electronic promotion and communication tools e.g. website
- Using alternative methods of distribution for promotional materials
- Monitoring the value and volume of tourism expenditure in Flintshire

Risks to manage:

- Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.
- Opportunities to access funding to invest in the promotion of tourism are not maximised.

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	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

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 to meet the needs of local employers.
- Help young people take the step from education to employment.
- Reduce barriers to engagement, ensure equality of access and participation opportunities for all children and young people.

What we will do in 2015/16

1. Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP).
2. Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
4. Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.
5. Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievement will be measured through

- Increasing the numbers of training and apprenticeship opportunities started as a result of the WHQS and SHARP contracts.
- Improving the local skills base to improve employability and earning prospects through improved qualifications.
- Increasing the numbers of learners achieving the Level 1 Threshold
- Securing high levels of 16 year olds in education, employment and training
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners

Risks to manage

- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.
- Training places will not match current and future employer aspirations and needs.

What we mean by:

Common Application Process (CAP) – online application process, supporting the introduction and roll out of the new Youth Guarantee.

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.

Construction and Retail Academies – deliver construction and retail training to meet the current needs of the labour market.

Youth Engagement and Progression Framework – This framework aims to reduce the number of young people not in education, employment or training (NEET)

Youth Justice Service – aims to prevent children and young people under 18 from offending or re-offending.

Level 1 Threshold – 16 year old learners achieve five or more A*-G grades at GCSE or equivalent.

WHQS – Welsh Housing Quality Standard - Welsh Government's physical quality standard for modern social housing

SHARP – Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years

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

This is a priority this year because we need to

- Achieve the best educational outcomes for children and young people who are at risk of child exploitation or being trafficked.
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.
- Respond to national reforms to curriculum and assessment models.
- Work effectively with partners across the region to successfully implement the National Model for Regional Working.
- Make more efficient use of education resources through School Modernisation.

What we will do in 2015/16

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through: -

1. Working effectively with the Regional School Improvement Service (GwE) to:
 - share best teaching practice and resources across schools and the region;
 - identify and target support for those schools most in need;
 - develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - improve skills in literacy and numeracy.
2. Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.

Achievement will be measured through

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3 (includes EDU/003 & EDU/004)
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold (EDU/017)
- Raising standards achieved by learners who are entitled to free school meals.
- Improving the number of hours in education, training or employment that young people in the youth justice system have access to
- Completing key milestones for the 21st Century School and School Modernisation programmes

Risks to manage

- Schools do not receive and/or make best use of the support they need from the Council and GwE.
- Numbers of school places will not be sufficient to meet the future demands of changing demographics.
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets will be further reduced to meet new pressures on the Education and Youth budgets.

What we mean by:

Families First Programme – a sub-regional programme providing multi-agency systems and support, focusing on prevention and early intervention, particularly for those living in poverty.

Youth Justice Service – aims to prevent children and young people under 18 from offending or re-offending.

Core Subject Indicator – learners achieve the expected level in Mathematics, English or Welsh 1st language and Science

Level 2 Inclusive Threshold – 16 year old learners achieve five or more A*-C grades at GCSE including Mathematics and English/Welsh First Language

Capped Points Score – 16 year old learners are awarded points for each grade they achieve. The best eight subjects then make their Capped Points Score.

A*-A Threshold – 16 year old learners achieve five or more A* or A grades at GCSE

21st Century Schools – a national programme of funding to improve school buildings and environments

School Modernisation – the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

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

This is a priority this year because we need to

- Support victims of domestic abuse.
- Minimise the impact of substance misuse on the individuals, their families and communities in the County.
- Continue to manage anti-social behaviour and increase public confidence in how we do that.

What we will do in 2015/16:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Agreeing a delivery framework by the NWSCB
- Flintshire Local Service Board (LSB) adopting the key priorities of the regional Community Safety Plan

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Manage the impacts of anti-social behaviour in accordance with the Anti-social Behaviour Crime and Policing Act 2014
- Manage the impacts of substance misuse through improved service provision

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Formally agreeing a procedure to allow public space protection orders (PSPOs) to be granted
- Monitoring the number of formal consultations for PSPOs
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Developing a new sustainable model of CCTV provision within Flintshire

Risks to Manage:

- New Community Safety Partnership arrangements will not be effective enough to fully deliver its priorities.
- Funding for the provision of CCTV with local partners will not be sustainable in the long term.

What we mean by:

Anti-social Behaviour (ASB) – behaviour likely to cause alarm, harassment or distress to members of the public not of the same household as the perpetrator.

Anti-social Behaviour Crime and Policing Act 2014 – introduces reforms to existing legislation by providing professionals and organisations with greater flexibility to deal with ASB situations.

PSPOs - provides councils with a flexible power to put into place local restrictions, to address various ASB issues in public places.

Substance Misuse – the continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community.

CCTV – to prevent and respond to crime and disorder.

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform.
- Help people claim the benefit they are entitled to.
- Help people manage their financial commitments.
- Reduce the risk of poverty for families, children and young people.

What we will do in 2015/16:

1. Help children, young people and families, in or at risk of poverty achieve their potential.

Achievements will be measured through:

- Increasing the numbers of free quality, part-time childcare places provided for 2-3 year olds.
- Increasing the numbers of parents receiving an enhanced Health service through the Flying Start Programme.
- Increasing the numbers of parents accessing Parenting programmes
- Increasing the number of speech, language and communication structured and unstructured sessions for parents and children (Flying Start)
- Increasing the numbers of working age people in low income families who gain and progress within employment

2. Provide advice and support services to help people protect their income.

Achievement will be measured through:

- Assisting Flintshire residents to maximise their income
- Supporting Flintshire residents to claim additional benefits
- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
- Supporting Flintshire resident to better manage their financial commitments
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

3. Support the implementation of Universal Credit (UC) within Flintshire.

Achievement will be measured through

- Assisting Universal Credit claimants referred for Personal Budgeting support
- Assisting Universal Credit claimants assisted with on-line access
- Processing enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs

Risks to manage

- Demand for advice and support services will not be met.
- Debt levels will rise if tenants are unable to afford to pay their rent.
- The local economy will suffer if residents have less income to spend.
- Resources to meet the requirements of the Universal Credit roll-out will not be sufficient.

What we mean by

- **Welfare Reform** - a range of measures introduced by Central Government to reform the Welfare Benefits system
- **Flying Start Programme** - A Welsh Government early years programme for families with children in key areas of Flintshire which aims to make a decisive difference to the life chances of children aged under 4.
- **Parenting programmes** - designed to improve parental effectiveness by providing a clear parenting philosophy and a set of positive parenting skills and strategies.
- **Universal Credit** – new benefit which replaces the current means tested benefit for working age claimants

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

This is a priority this year because we need to:

- Reduce the impact of welfare reform.
- Reduce the impact of rising fuel costs.
- Help meet the Welsh Housing Quality Standard for council stock.

What we will do in 2015/16:

1. Help residents to access funding support to improve the thermal efficiency of their homes.

Achievements will be measured through:

- The number of private homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for residents
- Reducing annual carbon emissions

2. Deliver energy efficiency measures to Council homes.

Achievements will be measured through:

- The number of Council homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for tenants in Council homes

3. Develop a best practice procurement solution for energy efficiency and renewable energy across Wales.

Achievements will be measured through:

- Creating and launching a national energy efficiency materials and supplier framework

Risks to manage:

- Residents do not take up the energy efficiency measures available as we hope.
- Available funding falls short of public demand.

What we mean by:

Funding support – access to grants or loans offered by the Council or delivered through partners.

Procurement solution – the establishment of a national framework agreement comprising energy efficiency retrofit suppliers and installers.

Renewable energy - Energy derived from natural processes (e.g. sunlight and wind) that are replenished at a faster rate than they are consumed.

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

This is a priority this year because we need to:

- Maintain accessibility to and between employment, homes, leisure, health and social activity.
- Support and enable safe and affordable travel services.
- Minimise congestion and delays on our highway network.
- Facilitate economic growth.

What we will do in 2015/16:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering WG funded schemes/feasibility studies funded through the Local Transport Fund 2015/16
- Consulting on the draft Active Travel Network Maps
- Publicising the Active Travel Network Maps for designated settlements
- Promoting and developing “Active Travel Routes” through partnership working

2. Prioritise the Council’s road infrastructure for repairs and maintenance and implement network improvement programmes.

Achievement will be measured through:

- Monitoring the condition of the highway’s infrastructure ([THS/012](#))
- Monitoring the percentage of permits issued for road works for the purposes of coordinating and minimising disruption to Flintshire's highway network

3. Use available funding to support the Council’s priorities to improve road safety on the County’s highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government’s Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups

4. Develop and support community transport arrangements.

Achievement will be measured through:

- Reviewing the Council’s subsidised bus services
- Working with local communities to develop a Community Transport Strategy

Risks to manage:

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth is not found.
- Sustainable transport options do not remain attractive to users.
- Sufficient funding will not be found to continue to provide subsidised bus services.

What we mean by:

Infrastructure – Facilities, systems sites and networks that are necessary for the County to function.

“Active Travel” – Walking and cycling as an alternative means to motorised transport for the purpose of making every day journeys.

Community Transport – Passenger transport schemes which are owned and operated by local community groups.

Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Environmental development which maximises social and economic benefits

This is a priority in year because we need to:

- Balance the need for sustainable development with the protection of the natural environment.
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.
- Reduce the Council's energy costs.

What we will do in 2015/16:

1. Agree the Local Development Plan's vision, objectives and options to accommodate growth.
Achievement will be measured through:
 - Agreeing a revised timetable and delivery agreement with Welsh Government
 - Publicising the pre-deposit plan
2. Identify and develop large scale renewable energy schemes.
Achievement will be measured through:
 - Securing planning approval for four solar farms
 - Creating two solar farms
 - Reducing our carbon emissions ([EEFLM1](#))
3. Minimise waste sent to landfill and maximise opportunities for energy generation from waste.
Achievement will be measured through:
 - Improving recycling performance ([WMT/009b](#) & [WMT/011](#))
 - Undertaking a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources
 - Securing planning approval for the introduction of a waste transfer station in Greenfield

Risks to manage:

- Agreement and funding for the renewable energy schemes is not secured.
- Funding for the waste transfer station is not secured.
- The necessary planning approvals are not secured.
- Recycling and energy efficiency programmes are not supported by the public and employees.

What we mean by:

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.

Energy Generation – generation of heat and electricity.

Biomass – biological material derived from living, or recently living organisms.

Waste Transfer Station – Facility to bulk and bale waste for onward transportation.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

This is a priority in year because we need to:

- Develop the community and social sectors to support local communities to be more self-sufficient.
- Create alternative delivery models within the community and social sector to sustain very important public services.
- Develop social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
- Realise social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.

What we will do in 2015/16:

1. Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises which survive and prosper

2. Encourage volunteers and active citizens.

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

3. Ensure community benefit through our commissioning of goods and services.

Achievement will be measured through:

- Monitoring the percentage of community benefit clauses included in new procurement contracts.

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported.
- Monitoring the number of services sustained through delivery via alternative models.

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community

Risks to manage:

- The capacity and appetite of the community and social sectors.
- The willingness of the workforce and Trade Unions to embrace change.
- Market conditions which the new alternative delivery models face.
- Limitations on public funding to subsidise alternative models.

What we mean by:

Social Enterprise – businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Community Benefit Clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

Alternative Delivery Models (ADMs) – new approaches to service delivery designed to sustain important services and meet future need.

Community Asset Transfers (CAT) – the leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

This is a priority in year because we need to:

- Manage with reducing resources.
- Continue to aim high despite reduced financial and people resources.
- Make the best use of our capability and capacity in challenging times.
- Have the right buildings in the right places for the right uses.
- Make our money go further through smarter purchasing.
- Achieve the highest possible standards of customer services.

What we will do in 2015/16:

1. Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Adopting an achievable plan to meet the £50m funding gap for 2015-2018
- Matching our priorities with revenue and capital investment
- Achieving our efficiency targets
- Achieving our big plans for change which modernise services and generate efficiencies

2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Monitoring the impact of the renewed appraisal system on performance
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios ([CHR/002](#))

3. Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- Reducing the square meterage and costs of occupied office accommodation
- Increasing the number/percentage of employees who work in an agile way

4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.

Achievement will be measured through:

- Making efficiencies through regional and national procurement collaborations
- Reducing the cost of procurement through the use of end to end electronic purchasing

5. Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.

Achievement will be measured through:

- Increasing the number of services available through the Connects Centres and the number of customers using them
- Increasing usage of and positive customer feedback on our website

Risks to manage:

- The scale of the financial challenge.
- The capacity and capability of the organisation to implement necessary changes.
- The pace of procurement collaborations and our limited control over their development.
- Public attitude to accessing services on-line.

What we mean by:

Employee Development and Talent Management scheme – our scheme that seeks to encourage employee engagement, talent management, behaviour and competencies development, learning and skills development.

Procurement Collaborations – ways of purchasing goods and services within agreed terms and conditions.

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.

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FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2015/16

How achievement will be measured - Supporting milestones and measures

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

What we will do in 2015/16:

1. Meet the new homeless prevention duties of the Wales Housing Act 2014.

Achievement will be measured through:

- Working more closely with the private rented sector:
 - The number of households where homelessness is prevented by the use of the private rented sector
 - The number of households where the Council has discharged its full statutory duty into private rented accommodation
- Increasing the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	Baseline Data (2014/15)	2015/16 Target	2016/17 Aspirational Target
The number of households where homelessness is prevented by the use of the private rented sector	Chief Officer – Community and Enterprise	Not Applicable – New Measure	Baseline to be established	TBC once baseline established
The number of households where the Council has discharged its full statutory duty into private rented accommodation		Not Applicable – New Measure	Baseline to be established	TBC once baseline established
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months		85.17%	90%	90%

2. Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Increasing the numbers of gifted new homes
- Adopting a Flintshire House Standard Design Specification for new build council led housing

Achievement Milestones for strategy and action plans:

- Introduction of the Community Infrastructure Levy by July 2015

- Adoption of Flintshire House Standard Design Specification for new build Council led housing by December 2015
- Receiving planning approval for the building of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by January 2016
- Commence the construction of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by April 2016

Achievement Measures	Lead Officer	Baseline Data (2014/15)	2015/16 Target	2016/17 Aspirational Target
The number of gifted new homes realised through Community Infrastructure Levys between the Council, NEW Homes and the developers	Chief Officer – Community and Enterprise	Not Applicable – New Measure	9 properties	7 properties

3. Meet the duties of the Wales Housing Act 2014 for the traveller community.

Achievement will be measured through:

- Completing a Gypsy / Traveller accommodation assessment

Achievement Milestones for strategy and action plans:

- Completion of a Gypsy / Traveller accommodation assessment by March 2016

4. Develop our extra care provision to provide units in Flint and Holywell.

Achievement will be measured through:

- Securing full planning approval for both sites
- Commencing the building of both schemes
- Agree the design and deliver model for both schemes

Achievement Milestones for strategy and action plans:

- Securing full planning approval for both sites (TBC)
- Commence the building of both schemes (TBC)
- Agree the design and delivery model for both schemes (TBC)

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

What we will do in 2015/16:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.	Chief Officer – Community and Enterprise	N/A – new measure	40 properties	TBC
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.		N/A – new measure	316 days	223 days
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		N/A – new measure	247 days	204 days

2. Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
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The of empty homes brought back into use the Welsh Government Houses into Homes Scheme	Chief Officer – Community and Enterprise	TBC	38 units of accommodation	120 units of accommodation (cumulative)
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3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes.

Achievement will be measured through:

- Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	966	632	TBC
Capital Works Target – Kitchen Replacements		1023	790	TBC
Capital Works Target – Smoke Detectors		439	475	TBC
Capital Works Target – Bathroom Replacements		127	1370	TBC
IPH3M1 - Capital Programme expenditure on improvement work streams (<i>Managing expenditure within or below budget to maximise available financial resources - Capital works budget</i>)		£12m	£21m	Approximately £20m

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

What we will do in 2015/16:

1. Ensure Care Home provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:

- Delivering the key Local Authority actions from the plan developed in response to the Older People's Commissioner's report on care home provision including:
 - Implementing the 'One Page Profile' in residential care settings
 - Delivering the dementia awareness training programme to all care homes
- Monitoring care home inspection reports
- Evaluating the impact of the pilot project being undertaken with Age Concern 'Listening Voices'
- Improving the quality of care through implementing pre-placement agreements for all care homes

Achievement Milestones for strategy and action plans:

- Delivering the dementia awareness training programme to all care homes by September 2015
- Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Voices' by March 2016
- Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015

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Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Implementing the 'One Page Profile' in residential care settings	Chief Officer – Social Care	Not Applicable – New Measure	50% of Flintshire Care Homes	75% of Flintshire Care Homes
Care home inspection reports:				
Numbers of positive reports		TBC	Not Applicable – Management Information	
Numbers of negative reports		TBC	Not Applicable – Management Information	

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through

- Continuing the success rate of reablement
- Piloting a night support service and evaluate
- Establishing a baseline for the people offered advice and support through the single point of access

Achievement Milestones for strategy and action plans:

- Pilot a night support service and evaluate by December 2015
- Establishing a baseline for the people offered advice and support through the single point of access by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	Chief Officer – Social Care	77.8%	75 – 80%	80%

3. Strengthen and enhance prevention and early intervention services for vulnerable children and families.

Achievements will be measured through:

- Changing the operating arrangements to better support a new delivery model for prevention and early intervention services
- Ensuring service users are provided with advice and assistance from the Family Information Service (FIS) that enables them to make an informed decision about childcare and family support.

Achievement Milestones for strategy and action plans:

- Review the operating arrangements supporting a new delivery model for Children's Services by October 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The percentage of service users who say that the advice and assistance received from the Family Information Service (FIS) enabled them to make an informed decision about childcare and family support.	Chief Officer – Social Services	97%	87% *	87 *

*Target set in line with the Welsh Government target; a minimum standard for Flintshire

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

What we will do in 2015/16:

1. Continue integrating community based health and social care teams to provide consistent service across localities.

Achievements will be measured through

- Continuing to support people effectively through the use step up and step down beds where Health and Social Services can work together to avoid hospital admission and delayed discharge
- Increasing the number care homes in Flintshire who sign up to the Six Steps to Success which support high quality care for people at the end of their life
- Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme

Achievement Milestones for strategy and action plans:

- Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Support people effectively through the use of 'step up and step down' beds	Chief Officer – Social Services	90 people	90 - 100 people	110 people
Increasing the number care homes in Flintshire who sign up to the Six Steps to Success		Not Applicable – New Measure	Baseline year	TBC once baseline established

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

Achievements will be measured through

- Reviewing the Carer's Strategy to redefine the priorities for the next 5 years
- Agreeing and implementing plans to support carers
- Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to careers

Achievement Milestones for strategy and action plans:

<ul style="list-style-type: none"> ▪ Review of the Carer's Strategy to redefine the priorities for the next 5 years by September 2015 ▪ Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to careers by September 2015 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	Chief Officer – Social Services	82%	82% – 86%	82% – 86%
Dementia Respect Empathy and Dignity (RED) project within GP surgeries		Not Applicable – New Measure	50% Flintshire GP surgeries participating	65% Flintshire GP surgeries participating

3. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through

- Reducing the rate of delayed transfers of care for social care reasons
- Gaining commitment from BCUHB to the continued funding of current provision

Achievement Milestones for strategy and action plans:

- Gain commitment from BCUHB to the continued funding of current provision by June 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCA/001 – The rate of delayed transfers of care for social care reasons.	Chief Officer – Social Services	1.39 per 1,000	2 per 1,000	2 per 1,000

Priority	Sub-Priority	Impact
Living Well	Safeguarding	Ensuring adults, young people and children are safeguarded

What we will do in 2015/16:

1. Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.
2. Prepare for the new and additional safeguarding requirements of the SSWB Act.
3. Establish wider ownership and governance of safeguarding across the authority.

Achievements will be measured through

- Managing the risks identified through adult protection referrals
- Establishing a Flintshire Sexual Exploitation Risk Assessment Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County
- Meeting child protection conference timescales
- Completing child protection reviews on time

Achievement Milestones for strategy and action plans:

- Establishment of a Flintshire Sexual Exploitation Risk Assessment Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County by June 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCA/019 – Adult protection referrals where the risk was managed.	Chief Officer – Social Services	99%	98% – 100%	100%
SCC/014 – Child protection conferences held within 15 days of the strategy discussion		91.2%	95%	98%
SCC/034 – Child protection reviews completed in time.		97.8%	98%	100%

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

What we will do in 2015/16:

1. Promote Flintshire as a recognised centre for energy and advanced manufacturing.

Achievements will be measured through

- Converting enquiries to investment within Flintshire

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	60%	63%	65%

2. Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.

Achievements will be measured through

- Creating and safeguarding jobs within Flintshire
- Creating jobs within Flintshire through our large scales capital programmes (WHQS and SHARP)

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of jobs created and safeguarded in Flintshire	Chief Officer – Community & Enterprise	1130 new jobs and 250 jobs safeguarded	1200 new jobs and 200 jobs safeguarded	1250 new jobs and 150 jobs safeguarded
Number of jobs created as a result of large capital programmes:				
○ WHQS (Welsh Housing Quality Standard)	Chief Officer –	52	36	200 jobs during

	Community & Enterprise	jobs	jobs	the WHQS programme (2020)
○ SHARP (Strategic Housing and Regeneration Programme)		N/A New Measure	5 jobs	15 jobs

3. Improve the local broadband infrastructure to encourage investment in economic growth.

Achievements will be measured through

- Rolling out superfast broadband across Flintshire in line with the Welsh Government programme of works for 2015/16

Achievement Milestones for strategy and action plans:

- Roll out of superfast broadband across the county in line with the Welsh Government programme of works for 2015/16

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Roll out of superfast broadband across the county in line with the Welsh Government programme of works for 2015/16	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Creating jobs and growing the local economy

What we will do in 2015/16:

1. Deliver an integrated programme of regeneration for Deeside.

Achievements will be measured through

- Implementing the key actions of the Vibrant and Viable Places programme, including:
 - i) redeveloping vacant sites and properties;
 - ii) providing grant assistance to high street businesses;
 - iii) providing skills and training opportunities; and
- Developing an over-arching regeneration strategy for Deeside

Achievement Milestones for strategy and action plans:

- Development of an over-arching regeneration strategy for Deeside by March 2016.
- Completion of the environmental improvement project in garden City by March 2016.

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Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of vacant sites and properties redeveloped	Chief Officer – Community & Enterprise	Not Applicable – New Measure	3 vacant sites / properties	3 vacant sites / properties
Number of business grants offered to high street businesses		Not Applicable – New Measure	8 grants	8 grants
Number of trainees recruited		Not Applicable – New Measure	40 trainees	40 trainees

2. Develop and implement long-term regeneration plans for Town Centres.

Achievements will be measured through

- Completing key actions as set out in the Town Centre plans through the completion of the streetscape improvement projects
- Progressing the Flint regeneration programme through:
 - i) the completion of the maisonette demolition;
 - ii) the successful appointment of a lead contractor for their replacement; and
 - iii) the completion of the St. Mary's Church square improvements.
- Monitoring trends in ground floor commercial vacancy rates

Achievement Milestones for strategy and action plans:

- Completion of all town centre streetscape improvement projects by December 2015
- Delivery of Welsh Government town partnership support in Holywell by March 2016
- Developer selected for new housing in Flint in May 2015
- Construction of new Flint housing to start in January 2016
- 72 unit extra care development in Flint by Wales and West to start construction in August 2015
- New Flint primary health care centre to receive planning approval by July 2015 and start on site by September 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Monitoring trends in ground floor commercial vacancy rates:	Chief Officer – Community & Enterprise			
• Buckley		6.3%	Not Applicable – Management Information	
• Connah's Quay		10.5%	Not Applicable – Management Information	
• Flint		10.7%	Not Applicable – Management Information	
• Holywell		11.6%	Not Applicable – Management Information	
• Mold		6.9%	Not Applicable – Management Information	
• Queensferry		8.7%	Not Applicable – Management Information	
• Saltney		0%	Not Applicable – Management Information	

• Shotton		11.7%	Not Applicable – Management Information
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3. Increase the economic benefits to Flintshire of visitors coming into the County.

Achievements will be measured through

- Developing new electronic promotion and communication tools e.g. website
- Using alternative methods of distribution for promotional materials
- Monitoring the value and volume of tourism expenditure in Flintshire – 2013 baseline 3.243m visitors, estimated economic impact of £215.53m and supporting 2,468 direct jobs.

Achievement Milestones for strategy and action plans:

- Development of new electronic promotion and communication tools e.g. website by May 2015
- Alternative methods of distribution for promotional materials by Autumn 2015

Achievement Measures	Lead Officer	2013 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Monitoring the value and volume of tourism expenditure in Flintshire	Chief Officer – Community & Enterprise			
Number of visitors		3.243m visitors	Not Applicable – Management Information	
Estimated economic impact		£215.53m	Not Applicable – Management Information	
Estimated direct jobs supported		2,468 jobs	Not Applicable – Management Information	

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2015/16:

1. Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP).
2. Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
4. Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.
5. Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievements will be measured through

- Increasing the numbers of training and apprenticeship opportunities started as a result of the WHQS and SHARP contracts.
- Improving the local skills base to improve employability and earning prospects through improved qualifications.
- Increasing the numbers of learners achieving the Level 1 Threshold
- Securing high levels of 16 year olds in education, employment and training
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners

Achievement Milestones for strategy and action plans:

- Launch of the Construction Academy by April 2015
- Early Identification Tool Kit used to identify learners at risk of disengagement (NEET) by September 2015
- Training provided to staff from learning settings to ensure that they can organise and check Extended Work Experience Placements by July 2015
- Enhanced curriculum of activities for Key Stage 4 learners in danger of disengagement organised with partners, e.g. Coleg Cambria, Motivational Preparation Course Training (MPCT), North Wales Training (NWT), by September 2015
- Roll out of ROTL to new institutions/partners by September 2015

Achievement Measures	Lead Officer	Baseline Data (Summer 2014)	2015/16 Target (Summer 2015)	2016/17 Aspirational Target (Summer 2016)

Increased numbers of learners achieving the Level 1 Threshold	Chief Officer – Education & Youth	94.1%	97.1%	96.2%
Securing high levels of 16 years olds in education, employment and training*		98.7%	98.8%	98.9%
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance		5.7%	5.1%	4.9%

*target may be subject to a mid-year review due to recently raised enquiries about the methodology and subsequent calculation. We do, however, want to keep this target aspirational.

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of training and apprenticeship opportunities started as a result of the:				
<ul style="list-style-type: none"> WHQS (Welsh Housing Quality Standard) contracts 	Chief Officer - Community & Enterprise	3.4 apprenticeships	3.6 apprenticeships	20 apprenticeships during the WHQS programme (2020)
<ul style="list-style-type: none"> SHARP (Strategic Housing and Regeneration Programme) contracts 		Not Applicable – new measure	2 apprenticeships	4 apprenticeships
Number of people leaving the Construction Academy with a qualification		Not Applicable – new measure	Baselines to be established	Targets to be set once baselines established
Number of people leaving the Construction Academy with a job				
Number of people leaving the Retail Academy with a qualification				
Number of people leaving the Retail Academy with a job				

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

What we will do in 2015/16:

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through: -

1. Working effectively with the Regional School Improvement Service (GwE) to:
 - share best teaching practice and resources across schools and the region;
 - identify and target support for those schools most in need;
 - develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - improve skills in literacy and numeracy.
2. Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.

Achievements will be measured through

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3. Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold.
- Raising standards achieved by learners who are entitled to free school meals.
- Improving the number of hours in education, training or employment that young people in the youth justice system have access to.
- Completing key milestones for the 21st Century School and School Modernisation programmes.

Achievement Milestones for strategy and action plans:

- Completion of 21st Century school milestones in line with target dates:
 - Produce Phase 1 School Modernisation Implementation Plan, to be presented to Cabinet for approval to consult by June 2015
 - Statutory consultation process completed at John Summers and St David's High Schools by July 2015
 - Review profile of spend within 21st Century Schools Band A Programme to make recommendation to Programme Board on optimum use of the funding available by July 2015
 - Undertake statutory consultation processes in communities and report outcomes to Cabinet for decision by June 2016
 - Complete Holywell Learning Campus and Post 16 Hub construction projects, ensuring all issues of governance, funding transition, curriculum & staffing are implemented appropriately by September 2016
- Learner outcomes are measured annually

Achievement Measures	Lead	Baseline	2015/16	Aspirational
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	Officer	Data (Summer 2014)	Target (Summer 2015)	Target (Summer 2016)	
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages					
The percentage of learners achieving the Foundation Phase Indicator	Chief Officer Education and Youth	84.5%	84.4%	87.2%	
* Improved Outcomes in Mathematics at:					
○ Key Stage 4		68.4%	75.5%	76.3%	
○ Key Stage 3		88.7%	90.9%	91.8%	
○ Key Stage 2		88.4%	92.0%	91.7%	
○ Foundation Phase		88.3%	89.0%	90.9%	
* Improved Outcomes in English at:					
○ Key Stage 4		73.3%	77.4%	77.8%	
○ Key Stage 3		89.4%	90.5%	91.8%	
○ Key Stage 2		89.0%	90.0%	91.1%	
○ Foundation Phase		87.4%	87.3%	88.9%	
* Improved Outcomes in Welsh (first language) at:					
○ Key Stage 4		59.7%	74.7%	74.3%	
○ Key Stage 3		56.0%	87.0%	89.0%	
○ Key Stage 2		90.0%	85.0%	90.0%	
○ Foundation Phase		87.3%	84.4%	91.7%	
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2			86.1%	87%	88.8%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3			84.3%	86.5%	88.1%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent					
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades		Chief Officer Education and Youth	341.5	358.9	362.7
EDU/017 - The percentage of learners achieving the Level 2 Threshold		61.9%	69.9%	70.4%	

inclusive of Mathematics and English and/or Welsh 1 st Language				
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	Chief Officer Education and Youth	93.2%	95.8%	96.1%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)		37.3%	61.3%	62.7%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)		307.6	330.9	338.7
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3		65.1%	73.8%	79.9%
Access to education, training or employment for young people in the Youth Justice System				
The number of hours ETE that are offered to those young people of school age in the youth justice system.	Chief Officer Education and Youth			
<ul style="list-style-type: none"> 25 hours 		27% young people	40% young people	60% young people
<ul style="list-style-type: none"> 16+ hours 		43% young people	55% young people	65% young people

* Key Stage Definitions:

- Key Stage 4 = achieving A*-C at GCSE
- Key Stage 3 = achieving Level 5 or above
- Key Stage 2 = achieving Level 4 or above

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

What we will do in 2015/16:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Agreeing a delivery framework by the NWSCB
- Flintshire Local Service Board (LSB) adopting the key priorities of the regional Community Safety Plan

Achievement Milestones for strategy and action plans:

- Agreement of a delivery framework by the NWSCB by October 2015
- Flintshire Local Service Board (LSB) adoption of the key priorities of the regional Community Safety Plan by November 2015

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Manage the impacts of anti-social behaviour in accordance with the Anti-social Behaviour Crime and Policing Act 2014
- Manage the impacts of substance misuse through improved service provision

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Formally agreeing a procedure to allow public space protection orders (PSPOs) to be granted
- Monitoring the number of formal consultations for PSPOs
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services

Achievement Milestones for strategy and action plans:

- Formally agree a procedure to allow public space protection orders (PSPOs) to be granted by June 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC (target is set in line with the Home Office target)	Chief Officer – Planning and	23%	28%	28%

Monitoring the number of formal consultations for PSPOs	Environment	Not Applicable	Baseline to be established	To be set once baseline established
Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)		89%	80% (WG target)	80% (WG target)
Increasing the percentage of completed substance misuse treatments (KPI 6)		80%	80% (WG target)	80% (WG target)

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Developing a new sustainable model of CCTV provision within Flintshire.

Achievement Milestones for strategy and action plans:

- Formally agree proposals to be outlined within the feasibility study for a new sustainable model of CCTV provision by October 2015
- Negotiate new Service Level Agreements with Town & Community Councils for implementation by April 2016
- Re-tender for monitoring services by September 2015

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

What we will do in 2015/16:

1. Help children, young people and families, in or at risk of poverty achieve their potential.

Achievement will be measured through:

- Increasing the numbers of free quality, part-time childcare places provided for 2-3 year olds.
- Increasing the numbers of parents receiving an enhanced Health service through the Flying Start Programme.
- Increasing the numbers of parents accessing Parenting programmes
- Increasing the number of speech, language and communication structured and unstructured sessions for parents and children (Flying Start)
- Increasing the numbers of working age people in low income families who gain and progress within employment

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of free quality, part-time childcare places provided for 2-3 year olds	Chief Officer – Social Services	39,455	TBC	TBC
Number of parents receiving an enhanced Health service		1236	1407	1500
Number of parents accessing Parenting programmes		212	200	225
Number of places filled on structured and unstructured speech, language and communication sessions for parents and children within Flying Start		314	350	400
Number of working age people in low income families gaining and progress within employment	Chief Officer – Community & Enterprise	TBC	TBC	TBC

2. Provide advice and support services to help people protect their income

Achievement will be measured through:

- Assisting Flintshire residents to maximise their income
- Supporting Flintshire residents to claim additional benefits

- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- Assisting people with Welfare Reform changes through the effective application of the Council’s DHP Policy
- Supporting Flintshire resident to better manage their financial commitments
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million
Speed of processing of Housing Benefit claims:				
▪ new claims		20 days	17.5 days	TBC
▪ change of circumstances		6 days	9 days	TBC

The following indicators are provided for information and monitoring only and are not suitable for setting targets against

Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and Enterprise	1,600 residents	N/A	N/A
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council		£3.1 million	N/A	N/A
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		£259,000	N/A	N/A
Number of residents supported to better manage their financial commitments		N/A – new measure	N/A	N/A

3. Support the implementation of Universal Credit (UC) within Flintshire

- Achievement will be measured through:**
- Assisting Universal Credit claimants referred for Personal Budgeting support
 - Assisting Universal Credit claimants with on-line access
 - Processing enquiries received from the Universal Service Centre by Flintshire County Council’s Housing Benefit Service relating to housing costs

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Achievement Measures	Lead Officer	2014/15 Baseline Data	2014/15 Target	2016/17 Aspirational Target
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Universal Credit claimants referred for Personal Budgeting support	Chief Officer – Community and Enterprise	55 people	N/A	N/A
Number of Universal Credit claimants referred for assistance with on-line access		2 people	N/A	N/A
Number of enquiries received from the Universal Service Centre by Flintshire County Council’s Housing Benefit Service relating to housing costs		88 people	N/A	N/A

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

What we will do in 2015/16:

1. Help residents to access funding support to improve the thermal efficiency of their homes.

Achievement will be measured through:

- The number of private homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for residents
- Reducing annual carbon emissions

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of private homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	422 homes	750 homes	TBC
Overall annual fuel bill reduction for residents		£244,360	£200,000	£250,000
Annual reduction in carbon emissions		24,949 tonnes	22,500 tonnes	20,000 tonnes

2. Deliver energy efficiency measures to Council homes.

Achievement will be measured through:

- The number of Council homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for tenants in Council homes

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of Council homes receiving energy efficiency measures	Chief Officer – Community and	417 council homes	400 council homes	TBC

Overall annual fuel bill reduction for tenants in Council homes	Enterprise	£121,451	£100,000	TBC
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3. Development of a best practice procurement solution for energy efficiency and renewable energy across Wales.

Achievement will be measured through:

- Creating and launching a national energy efficiency materials and supplier framework

Achievement Milestones for strategy and action plans:

- Create and launch a national energy efficiency materials and supplier framework by October 2015

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

What we will do in 2015/16:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering WG funded schemes/feasibility studies funded through the Local Transport Fund 2015/16
- Consulting on the draft Active Travel Network Maps
- Publicising the Active Travel Network Maps for designated settlements
- Promoting and developing “Active Travel Routes” through partnership working.

Achievement Milestones for strategy and action plans:

- Successful delivery of schemes/feasibility studies funded through the Local Transport Fund 2015/16 by March 2016
- Consultation on the draft Active Travel Network Maps by September 2015
- Publication of the Active Travel Network Maps for designated settlements by March 2016
- Promoting and developing “Active Travel Routes” by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Successful delivery of WG funded schemes/feasibility studies funded through the Local Transport Fund	Chief Officer – Transportation & Streetscene	100%	100%	100%

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.

Achievement will be measured through:

- Monitoring the condition of the highway's infrastructure
- Monitoring the percentage of permits issued for road works for the purposes of coordinating and minimising disruption to Flintshire's highway network

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transportation & Streetscene	5%	7%	8%
The percentage of notices issued for all roadwork's for the purposes of coordinating and minimising disruption to Flintshire's highway network		N/A - new measure	Baseline Year	TBC once baseline established

3. Use available funding to support the Council's priorities to improve road safety on the County's highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government's Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups

Achievement Milestones for strategy and action plans:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through Welsh Governments Grant Aid Programme by March 2016
- Delivering schemes identified as part of WG funded Safe Routes in Communities by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Road safety initiatives to reduce the risk of collisions of high risk groups:	Chief Officer – Transportation & Streetscene			
<ul style="list-style-type: none"> • Older drivers 		35 candidates undertook driving assessment.	80 Participants to undertake Driving Assessment.	N/A will depend on funding
<ul style="list-style-type: none"> • Newly qualified young drivers 		75 candidates attended pass plus course	108 Participants on Pass Plus	N/A will depend on funding

<ul style="list-style-type: none"> Motorcyclists 		<p>51 candidates attended Bike Safe / FBOS / Scooter Safe courses.</p>	<p>108 attendees on Bike Safe / FBOS Courses / scooter safe.</p>	<p>N/A will depend on funding</p>
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4. Develop and support community transport arrangements.

Achievement will be measured through:

- Reviewing the Council’s subsidised bus services
- Working with local communities to develop Community Transport

Achievement Milestones for strategy and action plans:

- Review the Council’s subsidised bus services by March 2016
- Work with local communities to develop a Community Transport by April 2017

Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Environmental development which maximises social and economic benefits

What we will do in 2015/16:

1. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Achievement will be measured through:

- Agreeing a revised timetable and delivery agreement with Welsh Government
- Publicising the pre-deposit plan

Achievement Milestones for strategy and action plans:

- Revisit the timetable and delivery agreement with Welsh Government by March 2016
- Publication of the pre-deposit plan by March 2016

2. Identify and develop large scale renewable energy schemes.

Achievement will be measured through:

- Securing planning approval for 4 solar farms
- Creating two solar farms
- Reducing our carbon emissions

Achievement Milestones for strategy and action plans:

- Secure planning approval for 4 solar farms by March 2016
- Two solar farms to be operational by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non	Chief Officer –	0.43% (reduction)	5% reduction	60% cumulative

domestic portfolio)	Planning & Environment	18.96 (cumulative reduction weather corrected)		reduction by 2021
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3. Minimise waste sent to landfill and maximise opportunities for energy generation from waste.

Achievement will be measured through:

- Improving recycling performance
- Undertaking a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources
- Securing planning approval for the introduction of a waste transfer station

Achievement Milestones for strategy and action plans:

- Undertake a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources by April 2016
- Secure planning approval for the introduction of a waste transfer station by July 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.	Chief Officer – Transportation & Streetscene	58%	59%	60%
WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way.		62%	63%	75%

	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

What we will do in 2015/16:

1. Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.				
Achievement will be measured through:				
<ul style="list-style-type: none"> ○ Monitoring the number of new social enterprises developed ○ Monitoring the number of social enterprises which survive and prosper 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The number of new social enterprises developed *	Chief Officers – Organisational Change	1 social enterprise	2 social enterprise	3 social enterprises
The number of social enterprises which survive and prosper		7 social enterprises supported	Not Applicable - Management Information	Not Applicable

*A further 3 social enterprises are targeted for development in 2017/18 which will mean a total of 8 new social enterprises between 2015/16 and 2017/18.

2. Encourage volunteers and active citizens				
Achievement will be measured through:				
<ul style="list-style-type: none"> ○ Monitoring the impact of the local volunteering policy 				
Achievement Milestones for strategy and action plans:				
<ul style="list-style-type: none"> ○ Developing and publicising a volunteering policy by Autumn 2015 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target

Number of volunteers in Flintshire (data source FLVC)	Chief Officer – Organisational Change 1	TBC	Not Applicable – Management Information	Not Applicable – Management Information
Number of volunteers matched to volunteering opportunities (data source FLVC)		TBC	Not Applicable – Management Information	Not Applicable – Management Information

3. Ensure community benefit through our commissioning of goods and services.

Achievement will be measured through:

- Monitoring the percentage of community benefit clauses included in new procurement contracts.

Achievement Milestones for strategy and action plans:

- Developing and publicising a volunteering policy by Autumn 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	Chief Officer – Governance	N/A – new measure	Baseline to be established in 2015/16	100%

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported.
- Monitoring the number of services sustained through delivery via alternative models.

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The level of efficiencies ADMs have supported	Chief Officers – Organisational Change	Not Applicable	By year end set a target for future years	TBC once baseline established
The number of services sustained through delivery via alternative		Not Applicable	By year end set	Not Applicable

models			a target for future years	
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5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Increasing the number of public assets transferred to the community

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The number of public assets transferred to the community	Chief Officers – Organisational Change	4 assets	5 assets	10 assets (15 assets cumulative)

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

What we will do in 2015/16:

1. Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Adopting an achievable plan to meet the £50m funding gap for 2015-2018
- Matching our priorities with revenue and capital investment
- Achieving our efficiency targets
- Achieving our big plans for change which modernise services and generate efficiencies

Achievement Milestones for strategy and action plans:

- Produce a revised Medium Term Financial Strategy by July 2015
- Develop an overarching strategy for Alternative Delivery Models and service re-provision by **milestone date TBC**

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Amount of efficiency targets achieved.	Chief Officer – People and Resources	£7.688m	£10.3m	TBC

2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Monitoring the impact of the renewed appraisal system on performance
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios

Achievement Measures	Lead Officer	2014/15 Baseline	2015/16 Target	2016/17 Aspirational
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		Data		Target
Number of appraisals completed using the renewed appraisal system.	Chief Officer – People and Resources	Not Applicable New Measure	TBC	TBC
Number of interventions being undertaken:				
<ul style="list-style-type: none"> Capability process (from the point of intervention from HR) 		TBC	To be monitored as management information	To be monitored as management information
<ul style="list-style-type: none"> Disciplinary process 		27		
Percentage of employee turnover (excluding early retirement and voluntary redundancy)		9.38%	TBC	TBC
(CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.66 days	9.6 days	8.3 days	

3. Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- Reducing the square metrage and costs of occupied office accommodation
- Increasing the number/percentage of employees who work in an agile way

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The reduction in the square metres of office accommodation occupied	Chief Officer – Organisational Change 2	22%	26%	30%
The cost of occupied office accommodation		TBC	TBC	TBC
The number/percentage of employee who work in an agile way		TBC	TBC	TBC

4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.

Achievement will be measured through:

- Creating efficiencies through the use of the regional and national procurement collaborations
- Reducing the cost of procurement through the use of end to end electronic purchasing

Achievement Measures	Lead Officer	2014/15 Baseline	2015/16 Target	2016/17 Aspirational
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		Data		Target
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer – Governance	£530,263	£550,000	£600,000
Efficiencies achieved through the use of end to end electronic purchasing		N/A – new measure	£200,000	£300,000

5. Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.

Achievement will be measured through:

- Increasing the number of services available through the Connects Centres and the numbers of customers using them
- Increasing usage of and positive customer feedback on our website

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Digital take up of services via Connects	Chief Officer – Community & Enterprise	Not Applicable – New Measure	1250*	1312.5 (+5%)
Review of existing services (36) available at Connects to ensure fully transactional (align to digital agenda)		Not Applicable – New Measure	3	5
The percentage of customers who successfully found what they were looking for on our website.				
• Desktop		54%	55%	60%
• Mobile		52%	55%	60%

* This figure is based on the number of enquiries Connects Centres deal with for Streetscene where full digital options are developed and available (website and mobile app). The aim is for Connects to promote and assist with self-serve for these services to enable a full digital shift. The number of enquiries for waste have not been included as these services (i.e. delivery requests and missed collections) will no longer be provided by the Council following full implementation of Streetscene's Service Plan.

**Summary of Key Issues / Responses to the Consultation with Members
29th May 2015**

Improvement Plan 2015/16

Issue / Response to Consultation	Responses to issues raised
General	
<p>Clarity was sought about how the two Improvement Plan documents link and the reasons for having two documents rather than a single document.</p> <p>Concern was also expressed about the ability to access the documents through iPads.</p>	<p>The Chief Executive explained that the Improvement Plan, currently a working draft in word format, is shown as two documents. The first, the draft Improvement Plan 2015/16, is the public document which will be turned into the graphic colour plan which is published on Flintshire County Council's website, once complete, at the end of June. The second document Improvement Plan 2015/16 - How Achievement Will Be Measured - is a supporting document which carries the detail of the performance measures and targets. It is the second document which is used as the basis for providing quarterly performance updates to Overview and Scrutiny Committees. The first quarterly update for the 2015/16 Plan is due in September.</p> <p>It was agreed at the workshop:</p> <ul style="list-style-type: none"> • to produce a how to use guide for the Improvement Plan • to ensure the two parts of the Plan are linked well e.g. with hyper-links • to produce the final Plan draft in PDF format for ease of use on I Pads • to organise a 'how to use the Improvement Plan' 30 minute workshop prior to each of the Overview and Scrutiny Committees in September, when the first quarter progress reports will be made • to invite the Overview and Scrutiny Committees in December, when the second quarter Plan progress reports will be made, to make initial suggestions for the retention, deletion or addition of sub-priorities to the Plan for 2016/17 • to work with the Overview and Scrutiny Chairs on guidance for the effective scrutiny of performance

Issue / Response to Consultation	Responses to issues raised
Page numbers to be included on all documents.	All final documents will contain page numbers.
Reference numbers should be used to link the Improvement Plan with the supporting document (How we measures achievement).	Final documents will contain reference numbers to show the links.
Justification should be added where projects/works are specific to locations.	The Improvement Plan pulls together the sub-priorities on which the Council is looking to make the biggest impact during the year to which the plan relates. Within each sub-priority are the key actions that will be undertaken to deliver the desired impact. Many of these actions have previously been agreed by Cabinet following democratic process, where the justifications for specified locations will have been considered.
Rationale and justification for changes from the 2014/15 Improvement Plan to the 2015/16 Improvement Plan should be included in the 2015/16 Improvement Plan i.e. why sub-priorities have moved/changed etc.	To be included in the introductory pages of the 2015/16 Improvement Plan.
Ensure consistency in reporting at Scrutiny.	The supporting document (How we measure achievement) forms the basis for reporting to Scrutiny. The reports are prepared quarterly following a similar layout and reflect the same colour coding as used within the Improvement Plan.

Issue / Response to Consultation	Responses to issues raised
Sub-priority – Appropriate & Affordable Homes	
Sub-priority – Modern, Efficient & Adapted Homes	
General Housing Queries	
<ul style="list-style-type: none"> • To meet the criteria of affordability is there a greater range of schemes the authority could offer e.g. a deposit, or the legal power to offer shared equity schemes? • Can there be a performance measure of reducing rent arrears? • Can local Members inform the appropriateness of affordable housing allocations by offering local intelligence? • Does the Right to buy apply in Wales? • Extra care provision - should there be a priority around these schemes in other rural areas of the county? • Empty Houses into Homes Plan - can local intelligence from Members be used to feed into the process? 	<p>Questions to be raised with the relevant Managers.</p>
Sub-priority – Independent Living	
<p>Concern was raised about the amount of returns and recycling of aids / equipment.</p>	<p>Not applicable</p>
<p>Members noted recent improvements in rehousing people in Local Authority housing to appropriate accommodation rather than providing major adaptations.</p>	<p>Not Applicable</p>
<p>Observations were made that the blue badge process and points system needs to be reviewed.</p>	<p>To be raised with appropriate service manager.</p>
<p>Members wanted assurance that as Local Authority care home provision is reduced, work will be undertaken to ensure that the standards in the independent sector are maintained and that independent sector residential homes that have issues outstanding with the regulator would be followed up.</p>	<p>Chief Officer Social Services explained the role of CSSIW (Regulator) and the Contract Monitoring Team (Local Authority).</p>
Sub-priority – Integrated Community Social & Health Services	
<p>Additional risk requested regarding reductions in future Local Authority and Health funding impacting on the sustainability of services.</p>	<p>Will be added to the Improvement Plan.</p>

Issue / Response to Consultation	Responses to issues raised
<p>Support for carers is covered within this sub-priority. However, Members requested clarification around:</p> <ul style="list-style-type: none"> • training available for carers; • whether it is the right training; • whether the authority are raising people's expectations about their entitlements: and • how the authority support people with a caring role who don't see themselves as carers. 	<p>Social Services to prepare a report to Social & Health Overview & Scrutiny specifically addressing these issues.</p>
Sub-priority – Safeguarding	
<p>Members believed that the authority should respond to safeguarding issues regardless of resources.</p>	<p>It was confirmed to Members that Child Sexual Exploitation (CSE) is already a priority for the authority and resources will be found to manage the increase in referrals.</p>
<p>Members noted the new development whereby each Portfolio would have a safeguarding lead.</p>	<p>Not Applicable.</p>
<p>Members asked about the integration of adults and children's safeguarding.</p>	<p>Chief Officer Social Services confirmed that this had been a priority in last year's Improvement Plan and that it had been completed.</p>
Sub-priority – Business Sector Growth	
<p>Members were keen to know if the coverage of superfast broadband would extend to rural areas?</p>	<p>This is a Welsh Government and BT national programme which the authority provides information to support and helps to influence service outreach to 'not spot' areas.</p>
<p>Members felt that the emphasis needs to be on Flintshire as an economic gateway to North Wales.</p>	<p>To be raised with the Enterprise Manager.</p>
<p>Members raised the point that lack of affordable childcare has a wider impact on ability to access to employment.</p>	<p>Not Applicable</p>
Sub-priority – Town and Rural Regeneration	
<p>Members welcomed the inclusion of tourism and rural communities in the priorities.</p>	<p>Not Applicable</p>

Issue / Response to Consultation	Responses to issues raised
Members would like an explanation of how the performance data is collected and measured, e.g. where does the data come from for measuring the estimated economic impact of tourism?	Data sources to be referenced in the supporting document where they are external to the Council.
Member's felt an overarching plan/strategy is required for all the different tourism projects as they are currently not joined up and responsibility sits within different services across the authority. Consequently, the full benefit / potential of all the various projects is not achieved.	To be raised with the Economic Development Manager.
Members queried the targets for the number of trainees recruited (Vibrant and Viable Places programme) and that there is no change in targets between 2015/16 and 2016/17. They felt an increase should be targeted for 2016/17.	Funding levels for both 2015/16 and 2016/17 are similar therefore the targeted number of trainees recruited is the same for both years.
Sub-priority – Apprenticeships & Training	
Members felt there should be a national programme of apprenticeships and that businesses should be encouraged to have jobs for apprentices when they finish their apprenticeships.	To be raised with Education.
Sub-priority – Modernised & High Performing Education	
Members felt that in order to take advantage of training and education opportunities early on pupils should start receiving good careers advice earlier in secondary school.	To be raised with Education.
Sub-priority – Maximising Income	
Members felt that Flying Start funding needs to be targeted at families, not just the children and that the funding is needed in all areas not just the Flying Start areas.	To be raised with Early Years and Family Support Manager.
Sub-priority – Transport Infrastructure & Services	
Members recognised that the impact from other organisations' priorities are outside the Local Authority's control e.g. WG & Trunk Roads Agency and that a lobbying function is necessary to influence their priorities.	Flintshire County Council lobby organisations such as WG where their priorities impact on its own.

Target Setting 2015/16

Issue / Response to Consultation	Responses to issues raised
Why would Social Services not set aspirational targets of 100% for all the PI's listed on the presentation?	The reasons why aspirational targets of 100% are not achievable was discussed. Members were happy with the clarification but asked for more detailed explanations within performance reports where targets are not met.
<p>Members would like Social Services to concentrate on those PI's where current performance is not "good enough", so that performance is improved to meet a satisfactory level.</p> <p>Members were also keen that the services did not solely concentrate on PIs and lose sight of those areas of the services where there further room for improvement e.g. services for people with a disability / transition.</p>	<p>It was confirmed that these PIs are classified as improvement targets and will continue to be reported regularly.</p> <p>It was confirmed that this would not be the case.</p>
Adaptions through Disabled Facilities Grants (DFGs). Members asked where these were in the 2015/16 Improvement Plan.	Chief Officer Social Services confirmed that they were now within the Housing sub-priority Modern, Efficient and Adapted Homes and that Social Services would continue to work closely with Housing to improve timescales for completion.
PSR/009a (DFG's for Children and Young People). Additional information should be provided to give context to the outturn and suggested target.	Agreed.
PSR/002, PSR/009a & PSR/009b The number of cases for all DFG measures should be provided as context.	Agreed
Adaptations for Council Homes through DFG's should be included as a measure.	To be raised with the DFG Operational Working Group.
HHA/013 (homeless prevention) should be classified as 'Improvement', not 'Maintenance'.	Agreed
LCS/002b (visits to local authority sport and leisure centres) should target upper quartile performance and be a maintenance target. The good performance achieved in spite of reduced numbers of staff was also noted.	The current performance and targeted performance is near the upper quartile level and the target classification has been set as 'maintenance'.

Issue / Response to Consultation	Responses to issues raised
CHR/002 (sickness absence) needs to have a more challenging target.	Target revision to be discussed with HR.
The length of time taken to process invoices needs to be improved in consideration of the knock on effect to businesses and suppliers of late payments.	To be raised with service managers.
STS/005b and STS/006 Better enforcement is required for street cleansing and fly tipping and this should be linked with enforcement targets.	Chief Officer Streetscene & Transportation confirmed that the Council can only act on reported incidents of fly tipping.
THS/007 (bus pass take up) was discussed. - not an indicator of performance and can't influence the number of people who apply for a bus pass; doesn't mean that all pass holders will use their bus pass	Transportation Manager confirmed that this is not an indicator of performance. It doesn't measure the work undertaken to encourage people to take up bus passes and nor does it measure that holders use their passes.
THS/012 (condition of roads). The lowering of targets due to reduction in funding was debated. Some Members felt that if the target is realistic then it should remain as it is, however others felt it should be more aspirational and if the target is not met the reasons should be reported including funding reduction.	Not Applicable.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

DATE: **THURSDAY 11TH JUNE, 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **YEAR END IMPROVEMENT PLAN MONITORING REPORTS**

1.00 PURPOSE OF REPORT

1.01 To consider elements of the 2014/15 Year End Improvement Plan Monitoring Report relevant to the Corporate Resources Overview and Scrutiny Committee.

1.02 To consider the following:-

- The levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts including the milestones achieved.
- The measures which evidence achievement and the baseline data, and targets.
- The baseline risk assessment for the strategic risks identified in the Improvement Plan and the arrangements to control them.

2.00 BACKGROUND

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02 The new Improvement Plan for 2014/15 resulted in a reduction in the number of sub-priorities, from 24 to 22. All Overview & Scrutiny Committees were consulted in May/early June 2014 on the new Plan and how achievements would be measured prior to its adoption by Council in June 2014. The changes to the improvement priorities to be scrutinised by the Corporate Resources Overview & Scrutiny Committee are as follows:-

- The 'Matching Resources to Priorities' and 'Achieving Efficiency Targets' sub-priorities became 'Financial Strategy', a single sub-priority.
- The 'Single Status' sub-priority was replaced with a new sub-priority 'People Change & Development' as the Single Status project was nearly complete.

2.03 In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Chief Officers. These will be similar to those previously produced for quarterly reporting.

3.00 CONSIDERATIONS

3.01 The Improvement Plan Monitoring Report gives an explanation of the progress being made towards delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

3.02 For Corporate Resources Overview and Scrutiny Committee the following Improvement Plan sub-priority reports are attached at Appendix 1 – 6:-

- Organisational Change
- Financial Strategy
- Procurement Strategy
- Access to Council Services
- People Change & Development
- Community Safety

3.03 Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

Performance

- RED – equates to a position of under-performance against target.
- AMBER – equates to a mid-position where improvement may have been made but performance has missed the target.
- GREEN – equates to a position of positive performance against target.

Outcome

- RED – equates to a forecast position of under-performance against target at year end.
- AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.
- GREEN – equates to a forecast position of positive performance against target at year end.

3.04 The high (RED) risk areas identified within the elements of the Improvement Plan Monitoring Report relevant to the Corporate Resources Overview & Scrutiny Committee, are as follows:-

**3.04.1 Priority: Modern and Efficient Council (Access to Council Services)
Risks: Extend and improve:-**

- 1. Customer access to Council information and services using technology; and**
- 2. Opportunities for participation in consultation exchanges etc.**

The RAG status was assessed as red for both progress and outcome. The target for the number of visitors to the website was not met. Performance data for satisfaction with the website and success in finding what customers are looking for has not improved from quarter 3 to quarter 4. Access to the web survey data will enable immediate action to address issues raised by those using the survey to provide feedback. In addition, the number of visitors who complete the on line feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.

**3.04.2 Priority: Modern and Efficient Council (Access to Council Services)
*Scale and take-up of the new digital services (no. of visitors) per annum***

The target for 2014/15 was 2,000,000 visitors; in total 1,391,345 visitors took up the digital services. The new look website was launched in October 2014. The target set for 2014/15 was based on visitor numbers to the old website. The new website also has better analytics to measure website usage which will inform future target setting.

3.04.3 Priority: Modern and Efficient Council (Access to Council Services)
1. *Customer feedback: satisfied with visit to website (target 80%, outturn 54% desktop and 52% mobile)*
2. *Customer feedback: successfully found what they were looking for (target 80%, outturn 61% desktop and 60% mobile)*

Due to the work being undertaken to redesign the website for its launch in October 2014, SOCTIM surveys for customer feedback were not undertaken until the beginning of quarter 3. The number of visitors who complete the on line survey is low compared to the total number of visitors, however, their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route it monitored and improvements will be made accordingly.

3.04.4 Priority: Modern and Efficient Council (People Change and Development)

The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (target 9.6 days/shifts, outturn 10.66 days/shifts)

Managing attendance at work remains a priority and continued measures are in place to keep absences to a minimum wherever possible. These include reporting and action planning across each Portfolio. Absences reporting including trigger reports are produced on a monthly basis and 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.

3.04.5 Priority: Modern and Efficient Council (People Change and Development)

Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%

The year end outturn figure of 30.65% does not accurately reflect the actual percentage of appraisals undertaken. A greater percentage have been undertaken but were not entered into the corporate system (iTrent). HR and service managers are working with services to ensure that the system is used to capture an accurate record of appraisals undertaken

3.04.6 Priority: Modern and Efficient Council (People Change and Development)

Reduced expenditure for agency / interim workers and Consultants.

A 10% reduction on the expenditure for 2013/14 (£2.7m) was targeted (£270,000). The actual outturn was a total spend of £3.2m; £500,000 increase.

HR Business Partners continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers. However, as the organisation progresses through structural changes it has been necessary in some areas to continue using agency workers. For example, a large proportion of the expenditure within Streetscene and Transportation is attributable to the increased number of vacancies at operative level. These posts were not filled pending the roll out of the various business planning proposals.

Similarly Social Services are currently holding vacant front line service posts and will use these as opportunities for redeployment when the service changes linked to the Business Plans are implemented. As they are front line posts, the work must be carried out and therefore agency workers are engaged to provide cover on a temporary basis.

Once the service changes have been implemented, permanent employees will be placed into these vacancies and agency worker placements will then be brought to an end.

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2014/15 Improvement Plan Monitoring Report, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2014/15.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications for this report; however the environment is a priority within the Improvement Plan 2014/15.

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

12.00 APPENDICES

- 12.01 Appendix 1 – Organisational Change
Appendix 2 – Financial Strategy
Appendix 3 – Procurement Strategy
Appendix 4 – Access to Council Services
Appendix 5 – People Change & Development
Appendix 6 – Community Safety

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

None.

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APPENDIX 1

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

What we said we would do in 2014/15 – Agree an organisational change programme that will: -

1. Implement the proposed future operating model for the Council.

Progress Comment	Progress RAG	Outcome RAG
	G	G

What we did in 2014/15:-

- Implemented a new corporate operating model on time and on budget by June 2014.
- Reviews of portfolio structures are progressing in support of the operating model.

What went well:-

- Chief Officers in post and new portfolios established.
- Transitional risk register periodically monitored. Risks effectively managed with no discernable direct impacts on service performance because of the operating model itself, Council governance or organisational change plans.
- The benefits of the new model have been tested externally by the WAO corporate assessment with positive feedback; subjective feedback within the Council and from external partners has also been positive.

What did not go so well:-

- Progress of phase 2 - structural changes are being phased over a longer period in line with available capacity.

Achievement will be measured through:

- Successful transition into the new operating model
- Streamlining the organisation

Achievement Milestones for strategy and action plans:

- Implementation of senior management structure phase 1 operating model on time and on budget by June 2014 - Complete
- Agreement of senior management phase 2 proposals in part, for implementation throughout 2014-15 by September 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	Chief Executive	65% Improvement plan targets met	75%	100%	67%	A	A
Overall annual efficiency savings from the implementation of the senior management structure (phase 1) of the operating model.		N/A	£0.460m	£0.600m	£0.392m	A	A

2. Integrate business units and consider alternative models

Progress Comment

Progress RAG

G

Outcome RAG

A

What we did in 2014/15:-

- As part of the new operating model business units have been integrated to simplify and align service delivery points to facilitate streamlining of the business and delivery of efficiencies.
- The Council developed a new approach to business planning for the longer term that proposes alternative service delivery models where appropriate based on the aims of protecting services and being cost efficient:-
 - A proportion of the budget for 2015/16 is based on changes to / integration of service teams as part of the new business plan approach.
 - A two phase alternative delivery model (ADM) programme has been produced. Business cases have been prepared for the 12 prioritised services.
 - Feasibility studies are currently being prepared, 7 of which will be reported in June/July 2015 and the remaining 5 during the Autumn.

What went well:-

- The pace of progress in developing business plans to meet the 2015/16 funding gap.
- Business cases prepared for each of the 12 prioritised services. Feasibility of completion will be considered in June/July 2015 for 7 services with the remainder considered in the Autumn.

What did not go so well:-

- The amber RAG status for outcome reflects:
 - the collective concern that despite the fast pace the options may not deliver the required efficiencies in the time available due to the scale of budget challenge; and
 - that limited organisational capacity and capability will mean the programme will need to be staged so as to balance pace with a manageable scale of change.

Achievement will be measured through:

- Agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- Agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from combination of the above

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of mergers/re-alignments achieved in functional areas	Chief Executive	N/A	Between 5 and 8	Between 8 and 10	11	G	G
Number of sustainable models agreed for transformation (alternative delivery models)		N/A	Between 3 and 5	Between 3 and 5	12 are in development	A	A
Overall annual efficiency savings from senior management phase 2 proposals (employees)		N/A	N/A	2015/16 £1.400m	£1.123m	N/A	N/A

Risk to be managed – Gaining workforce and trade union agreement and acceptance of the transition into the new operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes.</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support/ expert advisors where required.</p> <p>Continued development of the new approach to business planning along with the development and delivery of a Communications Strategy (including employee communications via a variety of mechanisms).</p> <p>Regular dialogue with trade unions via FJTUC and Service liaison meetings. Agreement to the 2015/16 budget proposals by Council (February 2015).</p>	L	M	G	<p>Agreement to commitments to alternative delivery models past the feasibility stage.</p> <p>Long-term decisions for services for 2016/17 onwards based on business plans.</p>	Chief Executive	↔	L	L	G	Jan 15

Risk Progress Summary for 2014/15

- As part of the new operating model business units have been integrated to simplify and align service delivery points to facilitate streamlining of the business and delivery of efficiencies.
- The Council developed a new approach to business planning involving for the longer term that proposes alternative service delivery models where appropriate based on the aims of protecting services and being cost efficient. A proportion of the budget for 2015/16 is based on changes to / integration of service teams as part of the new business plan approach.
- Employees have received regular progress updates on the financial position of the Council for the next few years and have been consulted with to help identify options for change and subsequently the proposals for change.
- A full consultation exercise was undertaken with Members prior to the 2015/16 budget being approved.
- Consultation has been undertaken with the Trade Unions via Flintshire's Joint Trade Union's Committee (FJTUC) and service liaison meetings.

Risk to be managed – Transitional risks of the operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Transitional risk register is in place and frequently monitored to ensure risks are being managed.	L	L	G	No future actions.	Chief Executive	↔	L	L	G	Jul '14

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Risk Progress Summary for 2014/15

- Transitional risk register periodically monitored. Risks effectively managed with no discernible direct impacts on service performance because of the operating model itself, Council governance or organisational change plans.
- Effective management of transitional risks have been confirmed through our regulators and particularly the Corporate Assessment undertaken by Wales Audit Office.
- This risk is now closed.

APPENDIX 2

Priority: Modern and Efficient Council
Sub-Priority: Financial Strategy
Impact: Protecting local frontline public services and delivering Council priorities through the best use of our resources

What we said we would do in 2014/15: -

1. Develop a longer term financial plan.

Progress Comment	Progress RAG	A	Outcome RAG	A
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What we did in 2014/15:- The Medium Term Financial Plan (MTFP) was reviewed thoroughly to (1) forecast the financial resources to be available to the Council during the period 2015/16 – 2017/18, and the budget pressures, based on the best available intelligence and (2) project the collective efficiency targets to be set to enable the corporate and portfolio targets to be re-set.

What went well:- The 2015/16 budget was approved by County Council through the identification of £18.3m of efficiencies and good progress was made on reviewing and refreshing the MTFP with a view to reporting in the early summer.

What did not go so well:- The uncertainty around the level of revenue support grant to be received from Welsh Government (in 2015/16 and beyond) made financial planning arrangements very difficult. Whilst achieving a balanced budget for 2015/16 there is further work to do to reach a longer term balanced and sustainable plan.

Achievement will be measured through:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
- The effectiveness of the plan as an aid to strategic decision making
- Producing a sustainable four year plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies by February 2015
- Alignment of specified resources to Council priorities by February 2015
- Producing a sustainable four year plan which meets the funding gap and supports investment needs by February 2015

2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Progress Status Resources to deliver the 2014/15 priorities were included in the 2014/15 budget.	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:- The consideration and identification of available resource requirements was undertaken as part of the 2014/15 budget process.

What went well:- The required level of resources was included in the 2014/15 budget.

What did not go so well:- No comments

Achievement will be measured through:

- Resources being available to fund each priority and reflected in the medium term financial plan

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2015 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME2M1 - Resources in place to fund 2014/15 priorities	Chief Officer - People & Resources	100%	100% for 2015/16 budget	100%	100%	G	G

3. Deliver on the four programmes 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.

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2014/15:- Progress on the achievement of the efficiencies has been included in the monthly budget monitoring reports to Cabinet and Corporate Resources Overview and Scrutiny Committee.

What went well:- For Corporate and Functional Efficiencies it is projected that £7.688m will be achieved from the £8.840m included in the budget which equates to 87%.

What did not go so well:- Although significant efficiencies were achieved in relation to workforce there is still a projected net underachievement of £0.211m (including Corporate Admin) due to the ambitious targets set within the budget.

Achievement will be measured through:

- Achieving the financial target efficiencies for each of the four programmes set for 2014/15
- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
- Agreement of a corporate approach to the setting of fees and charges

Achievement Milestones for strategy and action plans:

- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year by February 2015
- Agreement of a corporate approach to the setting of fees and charges by April 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Chief Officer - People & Resources	N/A – new measure	85%	100%	87%	G	G

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**Improvement Plan Progress
Year End 2014/15**

Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.	N/A – new measure	80%	100%	100%	G	G
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.	N/A – new measure	80%	100%	100%	G	G
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.	N/A – new measure	85%	100%	87%	G	G
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to bring the outturn within budget.	N/A – new measure	15%	0%	TBC	N/A	N/A
Seek alternative efficiencies for the remaining 20% (or more) for the Organisational Design efficiency included within the 2014/15 budget to bring the outturn within budget.	N/A – new measure	20%	0%	TBC	N/A	N/A
Seek alternative efficiencies for the remaining 20% (or more) for the Workforce Scaling efficiencies included within the 2014/15 budget to bring the outturn within budget.	N/A – new measure	20%	0%	TBC	N/A	N/A
Seek alternative efficiencies for the remaining 15% (or more) for the Functional Efficiency efficiencies included within 2014/15 budget to bring the outturn within budget.	N/A – new measure	15%	0%	TBC	N/A	N/A

Risks to be managed: –

**Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services
Ensuring that capital and revenue resources are sufficient to operate effectively**

The financial settlement from Welsh Government for 2015/16 was confirmed as a 3.4% reduction. The risk is now closed for 2015/16 but for future settlements remains high.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Resources for 2014/15 priorities included in the budget.</p> <p>Continued monitoring of budget to ensure resources are sufficient to enable effective operation.</p> <p>Lobby WG for an allocation of any Chancellor's consequential's to supplement the local government settlement for 2015/16.</p> <p>Continue to lobby WG for earlier and timelier indications of future indicative settlements to enable effective and longer term financial planning to be undertaken.</p>	M	M	A	<p>Build on existing business plans that identifying future revenue and capital needs. Clearly identify these needs in future iterations of the MTFP and annual budget proposals for member consideration.</p> <p>Maximise resources available through the use of creative delivery models and identification of further models.</p>	Chief Executive & Corporate Finance Manager	↓	M	H	R	Jun '14

Risk Progress Summary for 2014/15

This risk is now closed due to the fact that the Welsh Government notified welsh councils of the level of core funding for 2015/16 as part of the Final Local Government Settlement in December 2014.

Risks to be managed: -

Gaining Agreement to the financial strategy

Gaining agreement to further efficiency measures from 2015/16 onwards

The financial settlement from Welsh Government for 2015/16 was confirmed as a 3.4% reduction and a balanced budget was approved by County Council in February. The risk for 2016/17 and beyond however remains high.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Member workshops took place in Oct/Nov to consider budget position and options. Initial budget proposals to Cabinet in December 2014.</p> <p>Ongoing detailed working with the Leadership and Cabinet.</p> <p>Ongoing public engagement and consultation regarding future service provision.</p>	M	M	A	<p>Effective management of the budget process throughout January 2015 including Scrutiny consideration.</p> <p>Completion of options to close the finance gap for 2015/16.</p> <p>Council agreement to the 2015/16 budget proposed by Cabinet in February 2015.</p> <p>Completion of public engagement and consultation work in support of the budget process.</p>	Chief Executive & Corporate Finance Manager	↓	M	H	R	Oct '14

Risk Progress Summary for 2014/15

The risk for 2015/16 is now closed due to a balanced budget being agreed by County Council, although the risk for future years remains high.

Risk to be managed – Delivery of the 2014/15 efficiency savings in full

Progress is monitored and reported to Cabinet and Corporate Resources Overview and Scrutiny Committee monthly in the Budget Monitoring reports and the projected impact on the 2015/16 budget was reflected in the final proposals.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Detailed ongoing monitoring and reporting of progress on all efficiencies included in the budget are reported to Members monthly in Budget Monitoring reports.</p> <p>The budget monitoring reports include a detailed appendix on all efficiencies which provide information on specific areas and their level of achievement.</p>	M	M	A	The projected impact on the 2015/16 budget has been reflected in the final budget proposals to Cabinet in Feb.	Corporate Finance Manager	↔	M	M	A	June 2014

Risk to be managed – Gaining agreement to a new corporate approach for fees and charges

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	More co-ordinated and challenging review of fees and charges as part of the 2015/16 budget proposals.	M	M	A	Cabinet and Scrutiny consideration (January 2015): - 1. Leading to development of a Corporate Fees and Charges policy. 2. Setting of challenging income strategies.	Corporate Finance Manager	↓	M	M	A	Oct 2014

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Progress Summary for 2014/15

As part of the 2015/16 budget strategy the council has undertaken significant work in evaluating all of its fees and charges as part of its developing income strategy. The outcome of this work was that £2.3m was able to be identified as a contribution to the significant budget gap and included in the 2015/16 budget.

The next steps in this process is the formal adoption of a corporate fee setting policy.

APPENDIX 3

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

What we said we would do in 2014/15:

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- The Council engaged collaboratively with the National Procurement Service to discuss their proposed Work Programme.
- The Council has also been proactive in ensuring that FCC officers are represented on various NPS category forums that aims to determine the individual category strategy in respect to procurement route to market.
- The Joint Collaborative Procurement Service with DCC has also been proactive in undertaking various collaborative joint tendering on various specific projects.
- The Council actively engaged with the Welsh Purchasing Consortium in delivering sectoral collaboration.

What went well:-

- The efficiency procurement targets set for 14/15 have been surpassed with £530,263 efficiency savings delivered against a target of £250,000.
- The Joint Collaborative Procurement Service (JCPS) that was set up in July 2014 continues to undertake joint tendering projects in order to achieve efficiency savings as a result of economies of scale.
- The JCPS has been proactive in identifying new UK national procurement collaborations that are deemed available for use. As a result cashable procurement efficiencies have been obtained as well as process efficiencies, since FCC have not been required to undertake their own tendering process which is time consuming and resource intensive.

What did not go so well:-

- The Welsh Government National Procurement Service that became operational in November 2013, has not delivered in a timely manner the expected work programme procurement efficiencies that was anticipated. This has resulted in more emphasis and pressure put on local delivery of required efficiencies.
- As a result of the creation of the National Procurement Service (NPS) to contract on common and repetitive spend areas, this has resulted in the majority of existing Welsh Purchasing Consortium contracts have been or are in the process of being migrated over to the NPS. Consequently, the future role and existence of the Welsh Purchasing Consortium is under review and there is a strong possibility that the WPC will cease to exist in its current form after 31st March 2016.

Achievement will be measured through:

- The scale of the use of the National Procurement Service and the resulting efficiencies.

Achievement Milestones for strategy and action plans

- The scale of the use of regional procurement collaboration and the resulting efficiencies.

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer - Governance	£303,000	£250,000	£300,000	£530,263	G	G

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- The Joint Collaborative Procurement Service (JCPS) between FCC & DCC became operational on 1st July 2014. As a result 4 existing FCC Procurement staff were transferred to Denbighshire County Council through a TUPE transfer arrangement.
- All affected staff in the transfer were supported throughout the staff consultation process with regular dialogue with trade union representatives.
- The new JCPS is seen as an innovative approach which is underpinned as an example of what can be achieved through voluntary collaboration and can be seen as an initial positive step towards delivering support services through shared services.

What went well:-

- The merger of both Strategic Procurement Units across both Councils to form the JCPS was delivered on time and to budget.
- A work programme resulting in joint collaborative tendering of specific projects has been undertaken, resulting in potential efficiencies through economies of scale as well as process efficiencies.
- The creation of the JCPS has allowed a Procurement Business Partner approach to be developed which will allow service areas to receive dedicated procurement support from named officers. This in turn will allow the procurement officers to work more closely with service areas and to develop more robust specific category of spend strategies going forward.
- The new joint service has created a greater resilience to staffing issues with now 10 staff working across various strategic and operational procurement projects as opposed to 4 staff prior to the merger.

What did not go so well:-

- During the first 6 months of the JCPS, there were unfortunately 3 instances whereby senior procurement officers were absent due to long term sickness absence. As a result the standard of support service delivery was affected with some projects not been delivered against agreed timescales, which required workloads to be re-distributed and re-prioritised.
- The 3 County Procurement Project involving Flintshire, Denbighshire and Gwynedd was brought to a very disappointing end, due to the Regional Collaborative Funding obtained from Welsh Government being cut with little notice. The delivery of the 3 County project incorporating category management implementation was seen as the next logical step in the procurement transformation journey following the creation of the JCPS.

Achievement will be measured through:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations.

Achievement Milestones for strategy and action plans:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations by 1 July 2014.

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- A number of Community Benefits training workshops have been held, targeting specifically officers who undertake procurement activities within service areas.
- Community Benefits stipulations have been included on various large high value capital projects e.g. SHARP (Social Housing and Regeneration Project).
- Contract Procedure Rules have been amended to make it mandatory that all projects above £2m deliver community benefits.
- Procurement processes have been simplified in the e-sourcing system that will ensure our processes create a level playing field for SME's.
- The Proactis e-sourcing solution that is currently being implemented will remember previous answers submitted by SME's with regard to tender opportunities, thus auto-populating future tendering questions with previous answers. This has resulted in less burden on SME's when bidding for Council contracts.
- We now more widely advertise our contracts above £25,000 in value, hence more low value opportunities are being made available to SME's to compete for our business.
- Our general terms and conditions of contract have been revised in order to ensure fair payment practice of 30 days payment to local sub-contractors, when engaged by main contractors.

What went well:-

- Funding was obtained from Welsh Government through Value Wales to deliver a number of Community Benefit training workshops.
- Community Benefits realisation was delivered on a number of high value construction projects, with further community benefits to be derived in the future as a result of putting in place the 21st Century Schools Contractor Framework Agreement.

What did not go so well:-

- Due to the need to replace the initial E-sourcing Project Manager as well as the scale and complexity of configuring the solution, the implementation of the Proactis e-tendering solution has been delayed in being rolled-out across all service areas.
- Although the Contract Procedure Rules have been amended to make it mandatory to incorporate community benefits, there are still compliance issues within service areas, and the JCPS are having to consistently intervene to ensure community benefits are being considered on high value projects.

Achievement will be measured through:

- Increasing inclusion of community benefit clauses in contracts.

Achievement Milestones for strategy and action plans:

- Establishing a wider range of community benefit clauses to be used when procuring services by October 2014.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance RAG
Percentage of applicable contracts which include community benefits clauses	Chief Officer - Governance	100%	100%	100%	100%	G	G

Risk to be managed – Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Tren d	Target Score (when all actions are completed / satisfactory arrangements in place)				
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date	
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)			
Page 108	M	M	A	Use of Corporate frameworks is now mandatory as per the new CPR's. The use of Value Wales and Welsh Purchasing Consortium framework agreements continues in advance of National Procurement Service (NPS) arrangements coming on stream. The National Procurement Service is still finding its feet and the delivery of efficiencies is dependent on NPS implementation and work programme delivery. However, to mitigate the risk of timely efficiencies not being forthcoming then local tendering opportunities are being undertaken which will deliver any shortfall in efficiencies from the NPS.	L	M	G	There will be numerous collaborative tender processes undertaken that will deliver the required efficiencies. The savings realised from these should cover any slippage from national arrangements. There has been more examples of the NPS now beginning to deliver on their work programme with the award on having being delivered on various framework agreements. The award of such framework agreements will ensure that savings will now start emerging from NPS arrangements.	Chief Officer - Governance	↓	L	M	G	Apr 15

Risks to be managed – Ensure the internal adoption of revised procurement practice and process

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	<p>New Contract Procedure Rules (CPR's) are in place since October 2013 which mandates standard processes and use of systems. 300+ officers have received new CPR awareness training.</p> <p>The introduction of a Procurement Business Partner approach will ensure a closer working relationship between the JCPS and service areas. This in turn will re-enforce the need to ensure compliance with the Contract Procedure Rules.</p>	M	M	A	<p>On-going monitoring of compliance with CPR's. Compliance checks to be undertaken by Corporate Procurement Unit and Internal Audit.</p> <p>The imminent rollout of the e-sourcing solution from September 2015 to service areas will ensure that CPR compliance will be strengthened.</p>	Chief Officer - Governance	→	L	L	G	Ongoing

Risks to be managed – Having the creativity to apply community benefit clauses within contracts

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	M	R	<p>Identify opportunities for including Community Benefit clauses in applicable contracts.</p> <p>Inclusion of CPRs mandated in all contracts greater than £2 million. 300+ CPR awareness training undertaken.</p>	L	L	G	<p>Training and awareness workshops, has been undertaken for all relevant staff regarding community benefits.</p>	Chief Officer - Governance	↓	L	L	G	Apr 15

APPENDIX 4

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

What we said we would do in 2014/15:

1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- Three Flintshire Connects Centres were opened. As we now have a total of three Connects Centres we can continue to identify services for transfer and continue with the agreed programme for providing access to a range of council services.
- Full blue badge service transferred to Flintshire Connects with effect from 1/9/14.
- Introduced full housing triage service to Connects.
- Introduced new processes for recording housing services utilising the in house CRM system. Customer records now held in one central database accessible by those that need access to support individuals.
- Cabinet agreement to develop a Flintshire Connects presence at the libraries in Buckley and Mold.
- Self-Serve facilities are available at all Connects Centres allowing customers to access council services independently. As improvements are made to the Council's website more customers will be encourage to 'self-serve' using the facilities provided and where necessary supported by Flintshire Connects staff.
- A Payment machine was installed in the Mold Library and the Mold Cash office was closed. Library staff are dealing with low level enquiries.

What went well:-

The Housing triage service. Customers in need of this service can now seek support from any of the Connects Centres rather than just Flint. The triage service was introduced in September 2014 and Customer Services Advisers are now able to interview at first point of contact to provide help and advice for a number of housing needs and undertake the initial investigations on behalf of the service areas such as:

- Housing options – Homeless, Threatened with homelessness, pending evictions from private sector, repossessions, advise on all options for alternative housing including private rental sector.

- Supporting People – Bond Scheme, Supported Living, Debt Support
- Affordable Housing – Access to affordable housing in Flintshire through various schemes.
- Housing Access FCC – Access to social housing register in Flintshire

Customer satisfaction surveys results are positive towards the centres and results of satisfaction surveys undertaken can be seen below.
How long did you wait to see an advisor?

Immediately	64%
About a minute	25%
Two to five minutes	10%
More than five minutes	1%

How satisfied were you with the level of customer service you received:

Very satisfied	60%
Satisfied	38%
No Opinion	0%
Dissatisfied	0%
Very dissatisfied	2%

What did not go so well:-

The Blue badge service transfer was undertaken at the same time as the new Welsh Government guidance for the blue badge scheme was issued. This has resulted in a reduction in the number of badges issued and criticism of the new arrangements was wrongly perceived as being a Connects problem. Service has now settled following a more pragmatic approach within the Connects service and Member workshops held to raise awareness of the process and guidance.

Plans to create a new Connects Centre in Buckley were put on hold while business planning proposals were considered to meet the funding gap. A temporary arrangement has been agreed to create a Connects Centre located in Buckley Library while wider considerations are given to the development of Buckley Town Centre.

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects

- Range of services provided
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME6M1 - The opening of new Flintshire Connects Centres	Chief Officer – Community & Enterprise	2	4 (cumulative)	5 (cumulative)	3	A	A
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000	81,195	G	G
Range of services provided		Holywell only = 36	36	36	36	G	G
IPME6M3 - Customer satisfaction rating		Holywell only = 100% based on verbal feedback	90%	90%	98%	G	G

2. Review and improve our Customer Service Standards.

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2014/15:- Revised Customer Services Policy was approved (21/4/15) following a period of consultation with Officers, Members and the wider public. An updated version of the Compliments, Concerns and Complaints Policy was issued which has helped to improve the complaints process and performance in complaints handling.</p> <p>The first two quarters of the year underperformed in relation to complaints handling however good progress has been made in the second half of the year resulting in an 87% outturn in quarter 3 and an 84% outturn in quarter 4. Overall the outturn for the year is 76.23% of complaints responded to within 10 working days which does fall short of the overall target of 84%. The Compliments, Concerns and Complaints policy was revised during 2014-15 to remove duplication and multiple handling of complaints i.e. the role of Directorate Complaints Officer ceased. This change, alongside complaints awareness training has led to an improvement in complaints handling in the last two quarters and when looking at the whole year it is clear that performance is improving.</p>				
<p>What went well:- Consultation on the new Customer Services Policy was widely publicised through press releases and via the Council's website. Social media (Twitter) was used to promote the policy.</p>				
<p>What did not go so well:- Very little feedback following the period of consultation on the new Customer Services Policy was received. Complaints handling performance for the first two quarters of the year did not meet the target.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ Customer satisfaction ratings <p>Achievement Milestones for strategy and action plans</p> <ul style="list-style-type: none"> ▪ Approval of the revised Customer Service Standards by December 2014 				

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	Chief Officer – Community & Enterprise	83.93%	84%	85%	76.23%	A	A

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Progress Status	Progress RAG	R	Outcome RAG	R
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What we did in 2014/15:-
 Introduced a revised website to respond to customer feedback.
 Introduced Nursery admissions on line to replace the previous arrangements (application forms and letters). All applications were received electronically with no negative feedback from customers.
 Revision of Website following customer feedback.
 Development of e-forms for on line services which link directly into back office services.

What went well:-
 2* Better Connected rating achieved for the Council Website which was an improvement on 2014.
 Increase in the usage of Twitter for publicising council services, promoting events, dealing with enquiries, Q&A sessions, consultation, etc.
 The use of social media to request information, complain or compliment Council services continues to increase.
 The corporate Twitter account currently has 8,543 followers on the English account (@FlintshireCC) and 394 followers on the Welsh account (@CSyFflint). The Council has seen a 45% increase in the number of English followers since April, and 108% increase on the Welsh account.

What did not go so well:-
 The target for the number of visitors to the website was not met.
 Performance data for satisfaction with the website and success in finding what customers are looking for has not improved from quarter 3 to quarter 4. Access to the web survey data will enable immediate action to address issues raised by those using the survey to provide feedback. The number of visitors who complete the on line survey is low compared to the total number of visitors however their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.

Achievement will be measured through:

- Number of customers using technology to access Council information and services
- Number of customers using technology to participate in consultation exchanges etc.
- Customer feedback
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance RAG
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	Chief Officer - Community & Enterprise	2,001,881	2,000,000	2,000,000	1,391,345	R	R
IPME6M5a - Customer feedback: satisfied with visit to website * Desktop version Mobile version		Not Available	80%	85%	54% (Desktop) ** 52% (Mobile) **	R	R
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200	805	G	G
IPME6M5b - Customer feedback: successfully found what they were looking for * Desktop version Mobile version		Not Available	80%	85%	61% (Desktop) ** 60% (Mobile) **	R	R
IPME6M7 - No. of enquiries received via the mobile app		393	150	150	1,412	G	G

* Website take up survey

** Data available for Qtr's 3 & 4 only broken down by desktop and mobile separately.

Risk to be managed – How we can ensure the investment to further improve access to our services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
Page 118	H	R	<ul style="list-style-type: none"> Project management arrangements in place which include representation from all partners. Responsibility for project now transferred to Customer Services Manager with management responsibility for Connects. Funding secured for the development of Flintshire Connects, Buckley. Application of lessons learned from implementation of Flintshire Connects in Holywell, Flint and Connah's Quay. Customer satisfaction survey conducted for two weeks each quarter. 	L	L	G	<ul style="list-style-type: none"> Preparatory work underway to develop a new Customer Services Strategy. Considered at the CEMT Away day and list of services prepared for transfer to digital. Flintshire Connects to be created in Buckley and Mold Libraries. Work towards delivery of all appropriate front line services from Flintshire Connects Centres across the county to support organisational business planning and achieve efficiencies. Apply a consistent approach to service delivery at all centres. 	Chief Officer, Community & Enterprise	↓	L	L	G	Jan 15

			<ul style="list-style-type: none"> • Monitoring of visitors to Flintshire Connects Centres. • Contact centre development to align to new Chief Officer portfolios. • Plan agreed by Chief Officers to roll out services to Flintshire Connects. 				<ul style="list-style-type: none"> • Encourage customers to use the self service facilities available. • Joined up approach to public service delivery in communities. • Ongoing learning from customer feedback. 						
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Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date such as:-

- Approval at Cabinet to develop two new Flintshire Connects Centres in the libraries in Buckley and Mold giving a total of five centres covering the whole county.
- New services being considered for roll out to Connects. Birth registrations by declaration will transfer enabling efficiencies within the registration service. Private hire licensing and planning enquiries will be given consideration for transfer.
- Improvements to on line services will enable Connects staff to signpost to digital services using self-serve facilities provided at Connects Centres.
- Joined up working with library service to deliver front line services.
- Introduce face to face assessments for blue badge applications. Help to issue badges to those in need whilst those that are not entitled to a badge will be refused and an explanation given.

The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

Risks to be managed – Ensuring our customers can access our digital services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> On line e-forms being developed Customer feedback survey re-introduced Development of digital on line services Encouraging customers to 'self-serve' using internet access at libraries and Connects Centres Providing equal access to Flintshire Website through desktop and mobile devices. 	L	L	G	<ul style="list-style-type: none"> Increase range of services available on line. Customer feedback form included on all web pages continues to be monitored. Socitm Website take up survey to be analysed. Flintshire Connects & customer services staff to encourage customers to access services on line. Where possible offer access to digital service only On-going use of social media (Twitter) to publicise information. 	Chief Officer, Community and Enterprise	↓	L	L	G	Jan 2015

Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date such as:-

- Introduced a new section on the website to direct customers to on-line services e.g. concessionary travel application, blue badges, missed bin collection.
- Flintshire Connects Centres provide a self-serve facility and Connects staff will direct customers to access services digitally.
- Mobile tablets will be available to Connects to advise customers on how to access services through mobile devices.
- Publicity material and council livery directs customers to website.
- Customer Services Strategy to be developed to focus on 'digital first'.
- Telephone messages which have a queuing system (contact centre technology) include reference to the website.
- Increased use of Twitter for customer engagement.
- Increase use of the Mobile App for reporting.

The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

Risks to be managed – Ensuring a positive public response to the changing ways our services can be accessed

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction Survey undertaken in each Flintshire Connects centre. Report on number of visitors to Flintshire Connects centres and trends. Regular customer satisfaction surveys 	L	L	G	<ul style="list-style-type: none"> Encourage customers to provide feedback. Monitor and report on feedback. Engage with customers to improve service delivery. Learn from customer feedback. Publish successes relating to Flintshire Connects. 	Chief Officer Community & Enterprise	↓	L	L	G	Jan 2015

Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date. The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

Flintshire Connects carry out a survey for a two week period each quarter. This is reported via the quarterly improvement reports. Website includes a customer feedback section on each page. This is monitored and any actions for improvement are implemented. Analysis of Socitm survey to be carried out and feedback considered and improvements to website made as appropriate.

Risks to be managed – How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self-service

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction surveys conducted at each Connects Centre Publishing news relating to new Flintshire Connects centres. Report on number of visitors to Flintshire Connects centres and trends. Customers encouraged to use self-serve facilities at Flintshire Connects centres Removal of cash office facilities within the county Cash payment machines implemented 	L	L	G	<ul style="list-style-type: none"> Face to face customer contact for council services to be directed to Connects. Continuous monitoring of channel shift performance and use of Flintshire Connects centres. Training of Flintshire Connects staff to the required standard to support new services. Continuous encouragement of customers to use alternative methods of payments. Increase in transactional services available on website. 	Chief Officer, Community & Enterprise	↓	L	L	G	Jan 2015

Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date. The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

The recent business planning process to help inform the budget for 15/16 and fund the budget gap identified a number of services that can be considered for transfer to Connects. This will allow an efficiency to be realised in services areas. An example is the Registration Service, Blue Badge Service and Housing Service whereby all or part of the service has been transferred to Connects which has released back office efficiencies whilst improving access to the services at all Connects Centres.

Improvements to the web site and the availability of more digital services which integrate directly to back office services has improved confidence in directing customers to digital services.

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APPENDIX 5

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

We said in 2014/15 that we would:

- 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 on-going Equal Pay liabilities.**

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- 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.**

The revised approach to job design and job evaluation piloted in Streetscene and Transportation is considered to be effective. A few minor variations to the process have been made by agreement of all parties, which has helped to streamline the process further. The revised Flexible Working Hours policy was implemented in April 2015. It is expected that utilising the increased flexibility will in turn enable 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.
- 2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.**

Chief Officers have used the new scheme with the Senior Management teams which includes an assessment against the

competencies as well as a talent assessment. HR Business partners are working with Chief Officer on the next stage of the process which is to assess the criticality of roles. Once completed, the role and employee assessment outcomes can be mapped into a single plan and used to develop a robust succession plan.

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.

The main focus of activity during this quarter has been around the development of interventions for employees requiring support with mental health and other psychological issues. Following a successful pilot of the Computerised CBT programme we will be rolling out access to this on-line support where it is appropriate. Courses aimed at reducing stress and increasing resilience have also been well received and have achieved good results and more courses will be developed over the coming months. In addition we have recruited an occupational health nurse on a fixed term basis who will be dedicated to developing our approach to mental health in the workplace including the development of initiatives and training aimed at raising mental health issues in the workplace.

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

Residual work relating to appeals on maintenance has been completed. There are a small number of Equal Pay COTs that remain unsigned as a result of ongoing queries, dialogue with the Claimants solicitors is ongoing to gain resolution. There are a small number of employees who have not signed a COT 3 and who, therefore, may be able to raise a claim against the Council on the outcome of the Single Status agreement. The majority of those not signed are as a result of outstanding queries which are nearing resolution.

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 January 2015 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.

Achievement Milestones for strategy and action plans:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs (Date TBC).
- Implementation of competency based appraisals and tracking of outcomes including ratings on performance and development requirements – roll out commenced January 2015.

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	Chief Officer - People & Resources	10.38 days/shifts	9.6 days/shifts	8.3 days/shifts	10.66 days/shifts	R	R
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below).		51%	90%	95%	30.65%	R	R
Reduced expenditure for agency / interim workers and consultants.		£2.7m	10% reduction	10% - 15% reduction	£3.2m (includes 700k off contract spend)	R	R

Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria.		92 employees	115-120 employees	105-110 employees	79 employees	A	A
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria.		98%	90% - 95%	90%-95%	98%	G	G

Risk to be managed - Ensuring organisational capability to make the changes happen and sustain the new operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
M	M	A	HR Business partners are working with Chief Officer on the next stage of the process which is to assess the criticality of roles.	M	M	A	The role and employee assessment outcomes can be mapped into a single plan and used to develop a robust succession plan. Workshops and ongoing support in developing line managers at the feasibility of the ADM.	Chief Officer - People & Resources	↔	L	L	G	June 15

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
L	L	A	The first Equal Pay audit is due. The purpose of the review to identify any areas for concern in relation to equal pay and to make sure that these are managed. No issues were identified for concern.	L	L	A	A scoping meeting will take place during May 2015 to determine the methodology for undertaking the Equal Pay Audi.	Chief Officer - People & Resources	↔	L	L	G	June 2015

Risk to be managed – Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Fortnightly meetings take place with the recognised Trade Unions (including Schools) during which updates in relation to proposed changes are provided. Given the level of planned organisational change this is expected to continue for the duration of the year. Workforce communications will be provided periodically, as necessary to ensure employees are sufficiently on any changes that may affect their role.	M	M	A	The fortnightly meetings with the Trade Unions are scheduled for the remainder of the year.	Chief Officer - People & Resources	↔	L	L	G	June 15

Risk to be managed – Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Following the completion of the Appeals and Maintenance there will be a review of the rank order to ensure that the pay and grading arrangements are equality proofed. The Single Status Governance Group meet on a quarterly basis and ensure that the Pay and Grading Policy is being adhered to fully. An Equal Pay audit will take place annually to identify any areas for concern in relation to equal pay and to make sure that these are managed. The first meeting of the group was held in October 2014. The second Governance meeting has taken place in January 2015 and is scheduled every quarter. No issues were identified for concern.	L	M	G	No further actions at this time.	Chief Officer - People & Resources	↓	L	L	G	Apr 15

APPENDIX 6

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

What we said we would do in 2014/15:

- | |
|--|
| <p>1. Contribute to the delivery of the North Wales Community Safety Plan priorities:</p> <ul style="list-style-type: none"> • Reduce the impact of domestic abuse on high risk repeat victims • Raise awareness of sexual violence amongst young people • Manage the impacts of anti-social behaviour • Manage the impacts of substance misuse |
|--|

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

1. Safer Communities Board
A work programme is now in place to support and monitor the delivery of the North Wales Community Safety Plan. Arrangements have now commenced to revise the work programme for 2015/16, based on the evidence of the Strategic Assessment.

2. Domestic Abuse
There are fewer high risk victims of domestic abuse identified through the Multi Agency Risk Assessment Conference process. The target of 28% has been exceeded (23%).

10 secondary schools and one Pupil Referral Unit received performances from the 'Cat's Paw' Theatre Company in 2014/15, exceeding our target.

3. Anti-Social Behaviour
The Cabinet received a report in March 2015 which considered how Flintshire Council will implement specific aspects of the new anti-social behaviour legislation, in particular Public Space Protection Orders (PSPO's). Flintshire has been proactive in terms of its response to the Anti-Social Behaviour Act 2014.

What went well:-

- Continued delivery of the work programme for the North Wales Safer Communities Board at a local level through the 'People Are Safe Board'.
- Fewer high risk repeat victims of domestic abuse – target exceeded with an outturn for the year of 23%
- Percentage of young people reporting increased awareness of sexual violence following interventions at school (90%), exceeding the target of 87%
- Procedures for Public Space Protection Orders established.
- The targets for both 'Completed treatments' and waiting times for substance misuse services have both been realised and represent a significant improvement on the performance outturns for the previous year (2014/15)
- Youth Justice Service figures also illustrate that the targets have been exceeded in respect of young people receiving treatment for Substance misuse

All actions have been achieved

What did not go so well:-

Not Applicable

Achievement will be measured through:

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

Achievement Milestones for strategy and action plans:

- Delivery of the work programme for the North Wales Safer Communities Board by February 2015
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPSC1M1 - Fewer high risk repeat victims of domestic abuse	Chief Officer – Planning and Environment	28%	28%	28%	23%	G	G
IPSC1M2 - Numbers of schools accessing Cats Paw Theatre Productions		12 schools (100%)	6 schools	12 schools	10 schools	G	G
IPSC1M3 - Percentage of young people reporting increased awareness following Performances of Cats Paw Production		90%	87%	90%	90%	G	G
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)		67.08%	80%	80%	89%	G	G
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)		69.53%	80%	80%	80%	G	G
SCY/003a - All young people on a statutory order with a substance misuse issue are offered an appointment with a substance misuse worker within 5 working days *	Chief Officer – Education & Youth	88.6%	85% - 100%	85% - 100%	93%	G	G

SCY/003b - All young people on a statutory order with a substance misuse issue are offered an intervention within 10 working days *		100%	85% - 100%	85% - 100%	100%	G	G
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Risk to be managed – How we can improve the public’s perception of safety in the community

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Actively promote the services and initiatives that are undertaken in partnership that aim to make the county safer.</p> <p>Make best use of communication networks, such as OWL (including the on-line tool) and service user groups, to gain an improved understanding of community safety issues, concerns and gain feedback and inform service delivery.</p> <p>Engage with the local press and media to promote success stories.</p>	L	L	G	No further actions required at present.	Chief Officer – Planning & Environment	↔	L	L	G	Jan 15

Risk Progress Summary for 2014/15

On-going actions to control the risk are in place, such as engagement with the press and use of the OWL on-line tool. For this reason the level of risk has been mitigated to a low level and this continues to be the case at year end.

Risk to be managed – Ensuring that new Community Safety Partnership arrangements work effectively

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Ensure the delivery structure of the Community Safety Partnership is working effectively, and their work is evidence led.</p> <p>Work collaboratively with partners across North Wales to develop a consistent approach to address community safety issues that will realise improved sharing of expertise and resources.</p> <p>Make best use of the expertise of experienced specialist officers to drive forward the community safety agenda.</p>	L	L	G	<p>Adopt a responsive approach to addressing emerging issues and trends through:</p> <ul style="list-style-type: none"> Annually reviewing the effectiveness of the CSP groups. Provide regular updates of progress to the statutory Overview and Scrutiny Committee. Support the Local Service Board in understanding its new community safety duties. <p>Support the work of the North Wales Safer Communities Board</p>	Chief Officer – Planning & Environment	↔	L	L	G	Jan 15

					<p>through:</p> <ul style="list-style-type: none"> ▪ Work undertaken regionally in relation to the 10,000 Safer Lives Programme; ▪ Support the demands of the substance misuse Area Planning Board; ▪ Develop regional services to reduce youth crime through the Youth Crime Prevention Fund. <p>Ensure grant funding is maximised to ensure sustainability of service and retention of key personnel, and seek opportunities to secure funding for key posts beyond April 2015.</p>					
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Risk Progress Summary for 2014/15

The arrangements to mitigate risk are in place. Confirmation has also been received from external funding bodies regarding funding levels for 2015/16. For these reasons the level of risk has been mitigated to a low level and this continues to be the case at year end.

2. Reduce fear of crime by:

- Making best use of the latest technologies including closed circuit television (CCTV)
- Ensuring the street-lighting system is working effectively
- Removing graffiti within the Streetscene timescales

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

What we did in 2014/15:-
CCTV
 Technical Consultants were appointed to carry out an in-depth feasibility study of the existing CCTV camera stock and “end of life” control room equipment and to provide advice on the latest technologies, including peripatetic / re-deployable cameras to cover crime/ASB hotspots as identified through an in-depth analysis of NWP data and camera location.

Consulted with every Town & Community Council where public space CCTV is in use, on a proposed future delivery model which could reduce the number of static CCTV cameras and cover identified “hotspot” areas with peripatetic re-deployable cameras.

Negotiated “bridging” arrangements with stakeholders and service providers to ensure continuity of service until a future service model is agreed.

What went well:-

- Continued service delivery in all areas despite ageing equipment and cameras
- Incident/camera usage statistics produced monthly for OWL and quarterly for Town & Community Councils
- Fewer outstanding faults, more cameras remained operational

What did not go so well:-

- Timescales for the review have slipped

Achievement will be measured through:

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

Achievement Milestones for strategy and action plans:

- Meeting the revised timetable for implementing changes to CCTV provision

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	Chief Officer – Transport and Streetscene	3 days	3 days	3 days	4.5 days	A	A
IPSC2M5 - Installation and replacement of structurally failed street lighting columns		5%	5%	6% per year	4.8%	A	A
Remove graffiti from Council buildings and property within the agreed Streetscene timescales		2 working days	2 working days	2 working days	TBC	TBC once data received	TBC once data received
Percentage of wards who have agreed a protocol for EVAs and identified priority areas.		100%	90% - 100%	90% - 100%	TBC	TBC once data received	TBC once data received

Risk to be managed – How we can fund the provision of CCTV with local partners

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Ensure the funding arrangements which are currently in place with T&CC's and North Wales Police are maintained.</p> <p>Review the contract for outsourced monitoring arrangements and mitigate any risk to FCC where possible</p> <p>Verify short term "bridging" arrangements with maintenance and fibre providers</p>	M	M	A	<p>Meet with partners and service users to secure agreement and explore new income streams.</p> <p>Explore examples of best practice in collaborative working within the CCTV service provision.</p> <p>Fortify current arrangements through mid/long-term agreements.</p>	Chief Officer – Organisational Change	↑	L	L	G	TBC

Risk Progress Summary for 2014/15

CCTV

Meetings have taken place with service users/partners and existing funding arrangements will be maintained during 2015/16.

Service Level Agreements will be revised for the financial year 2016/17.

The contract for outsourced monitoring arrangements has been reviewed and examples of best practice have been explored through holding supplier awareness days.

Short term bridging arrangements have been agreed with maintenance and fibre providers for the financial year 2015/16.

A technical feasibility study is ongoing, the scope of the study includes:

- possible relocation of the existing CCTV control room and upgrade of end of life equipment
- in depth analysis of the crime and disorder statistics against existing camera locations
- decommissioning of “fixed” CCTV cameras which are under utilised
- utilisation of “fit for purpose” redeployable/peripatetic cameras

This study will help identify obsolete “end of life” CCTV cameras, operating equipment and infrastructure and will outline the funding requirements.

Streetscene

The installation of new white light lamps sources have increased the illumination in the human visual aspect but have reduced the energy output. By increasing the illumination on certain critical sites it has helped in the enhancement of the features helping to allow road users to see all aspects of the highway network within the target area. The column replacement program has helped in the replacement of old and structurally failed columns and lanterns.

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.

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

What we did in 2014/15:-

1) SERAF

SERAF has now been rebadged as the Multi Agency Strategy Meeting (MASM). A draft protocol has been developed with all agencies and has been circulated for final approval. The first meeting is scheduled for May.

Workforce development have delivered training on child trafficking and age assessment.

2) Safeguarding Unit

The Children's Safeguarding Managers, the Independent Reviewing Officers for Looked After Children and the Adult Safeguarding Team are now co-located in Flint, under a single line management structure. This has provided opportunities to share and adopt good practice in approaches to safeguarding children, young people and adults.

Between April and March, 147 Adult Safeguarding referrals were completed and in 146 cases the risk was reduced or removed. One person declined intervention by Social Services which would reduce their level of risk.

The Children's Safeguarding Unit conducted 136 initial Child Protection conferences and 21 pre-birth conferences, and continue to perform well against the national performance indicators.

3) Missing Children Forum

The Missing Children Forum now meets quarterly and reports through the Safeguarding Children Board Delivery Group (Flintshire Wrexham), to the Regional Safeguarding Board.

What went well:-

Co-location has provided opportunities to share and adopt good practice in approaches to safeguarding children, young people and adults.

Between April and March, 147 Adult Safeguarding referrals were completed and in 146 cases the risk was reduced or removed.

The Children's Safeguarding Unit conducted 136 initial Child Protection conferences and 21 pre-birth conferences, and continue to perform well against the national performance indicators.

What did not go so well:-

Not applicable

Achievement will be measured through:

- The impact of introducing a single Safeguarding Unit beginning with the co- location of the Adult and Children's Safeguarding teams
- Roll out of Human Trafficking training via the Flintshire Wrexham Local Safeguarding Children Board.
- Capturing data on children who are reported missing

Achievement Milestones for strategy and action plans:

- Co-location of the Adult and Children's Safeguarding teams by October 2014
- Roll out of Human Trafficking training via the FWLSCB by March 2015
- Extension of existing mechanisms for reporting children missing from care, to include all children who are reported missing, by October 2014

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

DATE: **THURSDAY 11TH JUNE 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **YEAR END CHIEF OFFICER PERFORMANCE REPORTS**

1.00 PURPOSE OF REPORT

1.01 To consider the 2014/15 Year End Service Performance Reports produced at Chief Officer level for their respective portfolios.

2.00 BACKGROUND

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02 In addition to the Chief Officer performance reports, bi-annually Improvement Plan Monitoring Reports will be presented to Overview & Scrutiny Committees according to the priority area of interest.

3.00 CONSIDERATIONS

3.01 Copies of the detailed Year End Service Performance Reports are attached at Appendix 1 – People and Resources and Appendix 2 – Governance.

3.02 The contents of the Chief Officer reports include:-

- areas of positive performance;
- areas of concern;
- the Council Improvement Priorities that are not set as an in-year priority;
- progress for key projects and collaborative areas of work;
- risk summaries;
- reporting against findings from internal and external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn; and
- performance against the statutory national performance indicators (NSIs and PAMs).

3.03 Analysis of performance against the Improvement Targets and NSIs is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

- RED – equates to a position of unacceptable performance
- AMBER – equates to a mid position where the performance has not achieved target but is within an acceptable level
- GREEN – equates to meeting or exceeding target

3.04 The indicators which showed a high (RED) status against target is the national measure for sickness absence:-

The number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence

The target for 2014/15 was an average of 9.6 days/shifts however the outturn for year end was an average of 10.66 days/shifts per employee.

Managing attendance at work remains a priority and continued measures are in place to keep absences to a minimum wherever possible. These include reporting and action planning across each Portfolio. Absences reporting including trigger reports are produced on a monthly basis and 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.

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2014/15 Year End Service Performance Reports produced by the Chief Officers, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets, for inclusion in the report to the Cabinet.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Appendix 1 – People and Resources
Appendix 2 – Governance

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

None.

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Year End Chief Officer Report

Report Author: Chief Officer – People & Resources
Report Date: April 2015
Report Period: 01October 2014 to 31 March 2015

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports- this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting- this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail-completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:

- Corporate Finance
- Pensions Administration
- Pensions Investment
- Human Resources and Organisational Design

Areas of Positive Performance

Corporate Finance

- Work has commenced in relation to a Finance Modernisation Project
- The revenue and capital budget was approved by County Council in February
- Continued development of the Council's Medium Term Financial Strategy
- Banking and Insurance contracts were tendered and let
- The Treasury Management Strategy for 2015/16 was approved by County Council in February
- Key national work undertaken on self-financing for the HRA and Rent Reform
- Implementation of Single Status accounting and the transfer of Accounts Payable (AP) from Lifelong Learning to central AP
- The revised Schools Funding Formula is now in its second year
- School budgets issued earlier than in previous years
- Work on schools Traded Services is progressing with some services having made significant progress in reviewing their service models
- Introduction of the new Education Improvement Grant with Finance Officers contributing on a regional level to distribution methodology
- Training Sessions have been run for School Governors and Head teachers on the Funding Formula and Financial Management in schools

Pensions Administration/Investment

- The governance of the Fund was enhanced during the year with the development of a training policy, risk policy and register and a conflict of interest policy
- The Fund's Annual Report and Accounts was approved by the statutory deadline with an unqualified audit opinion
- The new local board was established by Council before the statutory deadline of 1st April 2015.
- The estimated annual net investment return for 2014/15 is +16% which is a particularly strong year for performance with the market value of the Fund increasing from £1.2bn to £1.4bn during the year

Human Resources and Organisational Development

Business Partnering

- Phase III VR Scheme completed, VR Scheme continuing on a rolling basis with panels scheduled to sit on a monthly basis.
- Supporting significant organisational – Streetscene and Transportation
- Supporting Commercial workshop (ADM)

- Developing and supporting People workshop (ADM)
- Providing management support to facilitate the roll-out of the Flexible Working policy and associated changes (Etarmis)
- Development of the People Strategy (HR and OD umbrella)
- Support for Corporate Resources ADM worksteam

Employment Services

- Introduction of Human Concepts
- Introduction of iTrent in Schools (pilot)
- Introduction of ebulk online DBS submission for Schools
- Creation of dashboards for Workforce Reporting Business Review
- Successful implementation of Pay Awards

Organisational Development

- Introduction of Flexible Working Policy
- Concluding the settlement process for Equal Pay claimants who are employees
- Commencing the settlement process for Equal Pay claimants who are leavers
- Launch of the annual Traineeship programme
- Appraisal and Talent Management process implemented for Chief Officer direct reports
- Revised Job Evaluation process piloted in Streetscene

Occupational Health

- Agreement reached on planned volumes and financial arrangements for 2015/16 for Flintshire and Wrexham Occupational partnership
- First stage of SEQOHS accreditation completed – date for external assessment confirmed as 1st July
- Business Case approved for ADM and progressing forward to feasibility stage - target for September

Single Status Project

- Closure report prepared and to be published in May 2015
- Single Status Governance – panel continues to meet on a quarterly basis
- Appeals on maintenance process has been completed

Areas of Concern

Corporate Finance

- Finance capacity and resources to deliver increasing demand on services continues to be closely monitored
- Percentage of undisputed invoices paid on time, target of 95% not met, cumulative total is 88%

Pensions Administration/Investment

- The low interest rate environment continues to increase the value of the Fund's liabilities and reducing the funding level to an estimate of 64% as at 31st March 2015 which is currently 5% below the expected deficit recovery plan
- The Fund has experienced some staff retention issues and difficulties in recruiting to a specialist area
- Some regulatory and system issues as a result of the new CARE scheme

Human Resources and Organisational Development

Business Partnering

- Strategic HR to support ADM programme and 21st century programme
- Capacity on resources due to long term leave/sickness

Employment Services

- Transfer of Pensions information to Clwyd Pensions Fund
- Provisions of information of LGPS to Clwyd Pensions Fund
- Implementation of changes to Teachers Pension Scheme
- Adherence of safeguarding processes

Organisational Development

- DBS policy awaiting sign off
- Lack of resource within L&D for traineeships, ADM training

Occupational Health

- Pending resignation of two OH Nurses – recruitment of OH nurses has proved problematic historically.
- Level of failed appointments remains high – Customer and Performance Officer to lead on plan for reduction

Single Status Project

- Relief worker exercise to be undertaken
- COT3 sessions still outstanding

Key Projects

Corporate Finance

- Commencement of the Finance Modernisation Project which includes the implementation of Collaborative Planning (CP) Software for budget monitoring

Pensions Administration/Investment

- Implementing the new local pension board
- Implementing HM Treasury's policy on greater flexibility for pension benefits ('Freedom and Choice')
- Removing a backlog of administration tasks and improving data quality from large employers.

Human Resources and Organisational Development

- HR and OD Service Review
- Delivering efficiencies identified via the business planning process
- People Strategy
- SEQOHS Accreditation – External Assessment 1st July
- Review of Schools SLA

Collaboration / Partnership Working

Corporate Finance

- Finance contribution to Strategic Housing & Regeneration Project (SHARP)

Pensions Administration/Investment

- Continue to work on a Collective Investment Vehicle for Wales by the Society of Welsh Treasurers Pension sub group

Human Resources and Organisational Development

Business Partnering

- Continued informal information sharing and discussions on ad hoc basis

Employment Services

- Continued informal information sharing and discussions on ad hoc basis.

Organisational Development

- Continued and joint working with Coleg Cambria in delivering training and development

Occupational Health

- Continued collaboration with Wrexham County Borough Council (WCBC)
- Further opportunities to be explored as part of ADM feasibility stage

Summary of Operational Risks (from the above sections) –

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date	Status Open / Closed
Operational	Delayed implementation of the proposed Disclosure and Barring Service Policy				Open
Operational	Resources to support increased service demand to support organisational change				Open
Operational	Recruitment of OH nurses to meet capacity to deliver to Wrexham and Flintshire.				Open
Project	Completion of all outstanding queries relating to appeals and maintenance for single status				Closed
Project	Completion of outstanding COT3 queries			 30.06.15	Open
Project	Completion of relief worker projects which may identify entitlements to Single Status and/or Equal Pay claimants			 30.09.15	Open
Operational	Attendance Management			 31/03/16	Open

Section 2 - Internal and External Regulatory Reports

Report: Equal Pay Calculation Review

Date Finalised: September 14

Conclusion: Substantial Assurance

Recommendations: None

Summary

Areas of good practice:

All formulas used within the calculation spreadsheet were found to be logically correct and accurate.

Report: Staff Recruitment & Induction

Date Finalised: November 14

Conclusion: Limited Assurance

Recommendations: 2 x High, 5 x Medium, 1 x Low

Summary

Areas of good practice:

Business cases are completed and correct authorisation sought before recruitment is started. New posts are correctly advertised in accordance with current policy, employment legislation and guidance. Pre-employment checks are completed in a timely fashion.

Key areas for improvement:

Corporate and Team Induction should include the Anti-fraud and Corruption policy, the Financial and Contract Procedure Rules and Acceptable Use of Equipment policy. New staff should be made responsible for ensuring they have read the key HR and Financial policies and procedures as part of their contracts of employment. An Induction Checklist for temporary, relief and agency staff should be developed. Corporate Induction should become compulsory training with more use of technology considered on its' delivery. HR produce a list of key HR and Financial policies for managers to produce in hard copy in areas where staff do not have access to the computer system. The Recruitment Policy is out of date and does not feature guidance on Corporate Induction or a procedure for Team Induction. Recruiting staff are not routinely sending all shortlisting and interview notes to HR for safe storage. Some prime data stored on the Civica system is of poor legible quality and incomplete. New starter contracts should all contain the relevant probationary period clause.

Report: Corporate Grants

Date Finalised: March 15

Conclusion: Some Assurance

Recommendations: 1 x High, 4 x Medium, 1 x Low

Summary

Areas of good practice:

There is a designated officer ultimately responsible for the Corporate Grants Register (CGR); A bespoke lotus notes register (CGR) is in place; A Corporate Grant user Manual has been developed and shared with users; For consistency a Grant Completion Checklist is in place and used; Grants cannot be signed off unless the CGR has been fully populated and the corporate grants checklist has been completed. Action has been taken where possible on all recommendations made in previous audits.

Key areas for improvement:

The CGR should be reviewed to confirm its exact purpose and whether it can continue to meet the needs of the Council as it evolves. The CGR should be completed in full for all grant applications. The Corporate Grant Manual and Checklist need to be amended. The FPR's need to be amended to reflect current practice and reference needs to be made to the FPR's in the Grant Manual and Checklist to foster compliance.

Report: Main Accounting

Date Finalised: March 15

Conclusion: Reasonable Assurance

Recommendations: 3 x Medium

Summary

Areas of good practice:

Feeder systems are subjected to tests for system compatibility, format, and number of records, current period and date prior to being saved in a file for transfer to the General Ledger. Accounts Payable and Accounts Receivable Feeders are appropriately monitored by a number of checks prior to being processed. Downloads from feeder systems are monitored daily prior to submission to the General Ledger overnight. Feeders from the Cash Offices and the Flintshire

Connects kiosks are checked by the Cashiers at County Hall to the Civica System and agreed to the reports and bank statements. Regular Bank Reconciliations are undertaken and checked by an independent officer to provide adequate segregation of duties. Access rights to the General Ledger are closely monitored by the Masterpiece Helpdesk Team.

Key areas for improvement:

All Journals should be processed using the Smartlink Journal Template for consistency and have the appropriate documentation attached to provide adequate explanations and audit trail. Regular reconciliations of Streetscene income should be undertaken to ensure the revenue codes in the General Ledger are accurate. The process for accounting for the income from the feeders should be simplified. Control Accounts submitted to Corporate Finance should be checked and agreed monthly rather than a thorough check only being performed at Year End. The Revenue Control Accounts should be monitored more effectively.

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

There have been 18 complaints within People and Resources during 2014/15 and 67% were responded to within 10 days.

Number of Complaints	18
Number responded within 10 days	12
% responded within 10 days	67%

Sickness Absence (Source: I-Trent)

People and Resources sickness absence figures for 2014/15 is 6.35 days lost per full time equivalent (FTE). This figure is below the FCC annual target of 9.60.

Number of FTE days lost	971
Number of FTE Employees	153
Number of FTE day lost per FTE	6.35

Employee Turnover (Source: I-Trent)

People and Resources currently has 174 employees. The turnover is based against the average headcount for 2014/15 (183). There were 28 leavers within 2014/15, resulting in a turnover rate of 15%.

Average Headcount 2014/15	183
Number of Leavers	28
Turnover %	15%

Employee Appraisals (Source: I-Trent)

For People and Resources, the current completion of appraisals is 83%. This shows a significant improvement since the Mid-Year report total of 38%. Staff appraisals are continuing to be entered onto iTrent to increase the quality of data within the system.

Headcount 31/03/2015	174
Number of Appraisals	144
Appraisals carried out %	83%

Data Protection Training (Source: I-Trent)

Data Protection training remains a high priority within People and Resources. The total figure trained is currently 91%. Data Protection training is monitored and refresher training is provided when required to ensure compliance.

Headcount 31/03/2015	174
Data Protection training received	158
Training received %	91%

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -

- Agile Working - 5/7/2014
- Mileage and Expenses - 17/7/2014
- Workplace Domestic Abuse - 5/9/2014
- FCC Competency Framework - 5/9/2014
- Single Status Maintenance - 5/9/2014
- Single Status Appeals - 5/9/2014
- Stand-by and Call Out - 5/9/2014
- Additional Payments - 5/9/2014
- Professional Subs - 15/10/2014
- Social Media - 28/10/2014
- Flexible Working Hours - 15/01/2015
- Annual Leave - 04/02/2015
- Disclosure of Barring Service (DBS) - 04/02/2015

Percentage of employees who have completed the Equalities Monitoring / Diversity Audit (Source: I-Trent)

Gender	100%
Marital Status	91%
Consider Disabled	85%
Ethnic Origin	85%
Religion	69%
Sexual Orientation	45%
Nationality	41%

List the work areas / functions where diversity of customers are monitored.

Employees are the customers of the HR Service. Diversity is monitored as part of the recruitment process and through the Equality Monitoring Audit in iTrent.

Describe any initiatives to increase the percentage of equality monitoring data held for the workforce.

Equalities monitoring information is regularly reviewed with measures in place to collate missing diversity data from employees. The introduction and pilot of iTrent inschools has begun, should the pilot be successful, this will enable school based employees to enter their information on iTrent, therefore increasing the quality of data held for the workforce.

Provide examples of initiatives to promote equality, eliminate discrimination and promote good community relations.

Continue to adopt and promote logos on emails and the Flintshire County Council website such as the 'two ticks', Age Posi+ive, and Stonewall Cymru.

Percentage of all employees who have completed the Welsh Language Skills Audit (Source: I-Trent)

Headcount 2014/15	7,024
Welsh Language Skills Audit	1,565
Audit Completed %	22.28%

Percentage of all employees (except schools) who have completed the Welsh Language Skills Audit (Source: I-Trent)

Headcount 2014/15 (Non-Schools)	3,454
Welsh Language Skills Audit	1,380
Audit Completed %	40%

Describe any initiatives undertaken to increase the number of Welsh speakers applying for jobs

All letters, applications packs and correspondence can be provided in the preferred language, whether it be in English or Welsh. Adverts are bilingual.

The number and percentage of staff (Welsh speakers and learners) who have

received training in the Welsh Language to a specific level of competence.

Level	Number	Percentage
Basic Language Skills	12	9.45%
Entry	22	17.32%
Foundation	8	6.30%
Intermediate	0	0.00%
Advanced	0	0.00%
Proficient	0	0.00%

The number and percentage of staff in the organisation who can speak Welsh.

Portfolio	Number	Percentage
Chief Executives	4/52	7.69%
Community & Enterprise	14/415	3.37%
Education & Youth	19/330	5.76%
Governance	8/127	6.30%
Organisational Change 1	17/443	3.84%
Organisational Change 2	5/211	2.37%
People & Resources	9/174	5.17%
Planning & Environment	12/184	6.52%
Social Services	26/1,020	2.55%
Streetscene & Transportation	13/540	2.41%

Grade of Post	Number	Percentage
A	2	0.06%
B	6	0.17%
C	8	0.23%
D	17	0.49%
E	14	0.41%
F	13	0.38%
G	16	0.46%
H	17	0.49%
I	13	0.38%
J	14	0.41%
K	4	0.12%
L	3	0.09%
M	0	0.00%

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

The RAG status of the indicators for the **year end position** are summarised as follows: -

R	1	A	1	G	0
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Note 1 – NSI = National Statutory Indicator PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	10.38 days / shifts	9.6 days / shifts	10.66 days / shifts		Downturned	Unfortunately, there is a downward trend against 2013/14. We have not met the annual target of 9.60 FTE Days Lost. Measures are in place to reduce sickness absence across the authority.
% of undisputed invoices paid on time within 32 days	Local	91.3%	95%	88%		Improved	Reduced resources in team impact on ability to meet target. That said, this still identifies an increase compared to the Mid-Year report.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed – Attendance Management

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
M	H	R	Continued programme of attendance management reporting and action planning across each Portfolio. 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.	M	H	R	Managing attendance at work remains a priority for the Portfolio's and continued measures are in place to keep absences to a minimum wherever possible.	Chief Officer – P&R	↑	L	L	G	31/03/2016

Year End Chief Officer Report

Report Author: Chief Officer – Governance

Report Date: April 2015

Report Period: 01 October 2014 to 31 March 2015

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:

- Democratic Services
- ICT
- Legal
- Procurement

Democratic Services

The service successfully delivered the European Elections (turnout 31.2%) at the start of the reporting period and began preparations for the General Election at the end of the period. Several by elections, including for a new county councillor in Flint, were held during the period as well.

The new system of Individual Elector Registration was introduced during the year. Existing electors were transferred on to the new system by electronic matching in the first instance before a full canvass was conducted. Registration rates in the annual canvass dipped slightly by 1.31% (116,151 electors) for 14/15 (register published on 1st December 2014) compared to 13/14 (117,676 electors). However, the General Election resulted in a slight increase in rolling registration by 1.93%(118,439 electors) at 1st June 2015.

At the AGM in May 2014 it was agreed that the structure of the Overview and Scrutiny Committees should be reviewed and adoption of the new Welsh model constitution should be considered. Working groups from the Constitution Committee considered both issues during the year and made recommendations for change that were unanimously adopted at this year's AGM.

The service continued to administer Environmental Information Regulation (EIR), Freedom of Information (FOI) and Data Protection Act (DPA) requests, despite a vacancy in the team. Compliance with response timescales dropped whilst the resource to monitor progress was reduced. Performance against targets is set out below:

Total Number of FOIs responded to by FCC 2014/15

	Number of requests signed off				Totals	Number on time	% on time
	April-June	July-Sept	Oct-Dec	Jan-Mar			
Chief Executive's	7	4	9	6	26	23	88.46
Culture & Leisure (Org Change 1)			4	9	13	13	100.00
Environment	89	86	69	53	297	255	85.86
Finance	54	27	15	11	107	75	70.09
Housing	11	10	13	17	51	30	58.82
Human Resources	8	26	21	28	83	59	71.08
ICT Services	10	15	18	18	61	45	73.77

Legal & Democratic	12	21	15	21	69	68	98.55
Lifelong Learning	29	25	11	18	83	60	72.29
Revenues & Benefits		4	35	30	69	64	92.75
Social Services	28	30	33	32	123	123	100.00
TOTALS	248	248	243	243	982	815	82.99

**Total Number of EIRs responded to by FCC
2014/15**

Lead Directorate	Number of requests signed off				Totals	Number on time	% on time
	April-June	July-Sept	Oct-Dec	Jan-Mar			
Environment	225	239	225	225	914	909	99.45
Legal & Democratic	1	1			2	2	100.00
TOTALS	226	240	225	225	916	911	99.45

	April-June	July-Sept	Oct-Dec	Jan-Mar	Totals	Number on time	% on time
FOI and EIR aggregated	474	488	468	468	1898	1726	90.94

Information Technology

IT - Education IT

Stakeholders have been consulted on the proposed delivery model to address the short and long term needs identified by them. The majority of schools have accepted the proposed model. Subject to Cabinet approval, it is envisaged that the new delivery model will be implemented by April 2016

IT Restructure

Phase 1 of the IT Review, affecting Corporate IT, was implemented in the summer of 2014

IT - Service Desk

There has been a reduction in the total number of calls and an increase in calls resolved at first level. Whilst fewer calls overall were resolved within agreed timescales, the target times for resolution has been significantly reduced. This has proved challenging for the service at a time of significant organisational change and increased demand on the service

Performance Indicator	Year		
	2012/2013	2013/14	2014/15 (Year End)
The number of service desk calls which are restored for use in a timescale agreed by IT and the service user	29506	28935	27284
The number of service desk calls which are restored for use at the time of the incident being reported	10920	13460	16084
The total number of service desk calls	32238	32320	31055
The percentage of service desk calls which are resolved for users in a timescale agreed by IT and the service user	91.53%	89.53%	87.86%
The percentage of service desk calls which are resolved for users at the time of the incident being reported	33.87%	41.65%	51.79%

IT – Members IT

IPads have been delivered to those members who wanted one and are being used to receive committee reports and associated corporate information. Some issues have been identified and work is currently underway to address these through looking at the configuration of software plus additional support and training.

IT – IT Service Management System (TOPdesk) & Work Processes

The system continues to be developed with work underway to support stock management and ordering and problem management from an IT perspective. The system is also being developed to replace around 50 Lotus Notes systems and has the capability to be used more broadly across the council ensuring maximum return on investment e.g. the system is to be used to provide a corporate room booking system to support the assets programme

IT- Electronic Document Management

Work continues to reduce paper storage, modernise processes and improve information access and availability, by the use of an Electronic Document Management System, aligned to our Assets Programme. The following have now

been delivered; Bereavement Services, Flintshire Connects – Blue Badge applications, public Protection, Housing Renewals, Bereavement Services, Regeneration. The following projects are in the planning stage: Social Services (general filing and client documents), Planning, Active Directory integration and electronic mailroom.

IT – Customer Relationship Management (CRM) System

CRM is now integrated with the website so that any information logged on website is reflected on CRM, or even directly integrated with back office systems. The system will continue to develop as part of the channel shift project. There is close working with Streetscene and Customer Services to identify additional opportunities to improve first line customer contact and resolution.

Work is ongoing as follows:

- Changes to reflect change of operation in Streetscene for deliveries
- Housing Options in conjunction with Flintshire Connects
- Gateway referrals in conjunction with Supporting People.

Over 66,000 contacts have been logged through the system in 2014/15.

IT – Microsoft

We are currently in the process of standardising many of our technologies on Microsoft products. A programme consisting of 11 individual projects has been set up.

The projects range from infrastructure upgrades, the upgrade from Windows XP, the replacement of Lotus Notes with Microsoft Exchange and the implementation of a new Systems Management solution. The programme is due to complete by the mid 2015.

Significant progress has been made with all projects now in delivery with appropriate project and resource plans in place.

IT – Agile Working (inc. Wireless)

IT continues to support the Council's Assets programme by supporting teams needing to work in an agile manner. The current priority is supporting the closure of Phase 4 at County Hall and the associated office moves.

For example, a significant amount of resource was deployed to support the closure of Connah's Quay Offices including equipment provision, contact centre telephony solutions decommissioning IT services delivered from that location.

IT – Learning in Digital Wales (LiDW)

Following a successful funding bid to Welsh Government Flintshire received £1m to support the improvement of each school's IT infrastructure under the Learning in Digital Wales (LiDW) initiative. The council has now implemented the improvements to this infrastructure and has provided a centrally managed wireless solution which allows wireless access across all the schools in Flintshire. Work continues to maximise the benefits of the investments made.

IT – Public Sector Broadband Aggregation (PSBA)

The PSBA project delivers improved connectivity out to schools and corporate sites. This project was jointly funded from investment by the council and grant funding received from Welsh Government under the Learning in Digital Wales (LiDW) initiative. This project managed by Welsh Government and delivered by staff within Flintshire, has seen the upgrading of communication links to 127 sites across Flintshire with the estimated completion date of September 2015 for the remaining 13 sites. The remaining sites present some challenges due to reliance on external contractors (OpenReach).

IT – Infrastructure Upgrades

A considerable number of IT Core Infrastructure upgrades have taken place recently to refresh and upgrade technologies in support of other projects particularly the Microsoft Programme and Agile Working. Much of this has taken place 'behind the scenes' with minimal business impact but will deliver significant ongoing business benefits such as future proofing IT systems, preparing for future increased workloads (mobile, agile), providing additional capacity and improved security and security compliance.

In addition, major upgrades have taken place to PARIS Social Care, Midland Trent HR/Payroll, Civica Open Revenues and Benefits, Mayrise Streetscene and Capita Open Housing.

IT – Website

The new look website was assessed by SOCITM, which saw an improvement from 1 to 2 stars. There was some very positive feedback, particularly around the design and accessibility of the site but much work now needs to be undertaken on improving content

The website has continued to increase the number of digital solutions to allow customers to access council services electronically.

E.G. Schools admissions for nursery school places were accepted only via the website and over 1500 applications were processed in this way. This work will be expanded to Primary and Secondary School Admissions.

Legal

The size of the team reduced during the reporting period in anticipation of collaborative management arrangements with another council. Those arrangements subsequently were not viable and the service has been reconfigured as a result. There are still vacancies within the structure that have reduced capacity to meet all the demands placed on the service within desired timescales.

Nevertheless the service has continued to provide strategic advice and support to key projects such as NEW Homes and the Waste Partnership, and has helped to procure external advice where additional skill/resource is required. It has also conducted transactional services such as conveyancing, prosecutions and childcare proceedings.

During the year case law changed creating a major increase in workload around adult social care and the deprivation of liberty. Additional funding was made available to help tackle the increase.

Pre-existing collaborative projects around adult social care and prosecutions whereby work is shared across all authorities based on availability and skills has continued. They have resulted in increased resilience, more effective utilisation of expertise and less duplication of work/travel.

Procurement

Joint Service

The Joint Collaborative Procurement Service (JCPS) between Flintshire & Denbighshire became operational on 1st July 2014. The new JCPS continues to be seen as an innovative approach and an example of what can be achieved through voluntary collaboration in delivering a support service through a shared services model. The JCPS has been proactive in tendering on behalf of both Councils, which has resulted in efficiencies arising from economies of scale.

Collaboration

The Council has also engaged collaboratively with the National Procurement Service as well as the Welsh Purchasing Consortium and has been proactive in ensuring that FCC officers are represented on various category forums, which in turn determine the most appropriate procurement route to market for specific spend areas.

E-Procurement

The Council has continued with the work to finalise the configuration of the Proactis e-sourcing solution, which in envisaged will become operational from September 2015. The following progress has been made:

- Procurement templates have been developed that will ensure compliance with our Contract Procedure Rules and European Procurement Regulations
- E-sourcing training material has been developed. The training will re-enforce best practice procurement as well as providing training on use of the system which will be implemented from September 2015.

SME Friendly Procurement

The Council has delivered Small and Medium sized Enterprise (SME) friendly procurement improvements that will allow local and small suppliers to have a greater level playing field when bidding for Council contracts: The following improvements have been made:

- The procurement processes have been simplified within the Proactis e-sourcing solution. This will result in less burden on SME's when bidding for Council contracts.

- Community Benefits requirements continue to be included on various large high value capital projects e.g. SHARP (Social Housing and Regeneration Project)
- The Council now more widely advertise our contracts above £25,000 in value, hence more low value opportunities are being made available to SME's to compete for our business.

Service Review

The 3 County Procurement Project involving Flintshire, Denbighshire and Gwynedd Councils, unfortunately had to end unexpectedly due to the Regional Collaborative Funding grant funding from Welsh Government being cut by 50%. However, the work that was carried out in the project has provided the foundation for a future service review to be undertaken, since we have now identified all officers across the Council who undertake procurement related activities as well identified various potential new Target Operating Models in relation to the procurement service going forward.

Training

A comprehensive procurement training programme has been delivered in conjunction with SBV Ltd the approved training provider appointed by Welsh Government, in order to promote procurement best practice.

Areas of Positive Performance

Democratic Services:

- Successful delivery of European Elections
- Successful migration to IER and elector registration rate
- Review of the Overview & Committee Structure leading to recommendations for a more effective structure
- Civic & Members Services supported the Chair of Council in attending events and in raising over £20,000 for the Chair's chosen charities.
- Agendas for meetings always issued on time and minutes drafted within set timescales.

IT:

- Service Review: Successfully implemented in May 2014
- Education IT: Has progressed well with proposals developed and presented to schools for consideration. 85% of schools have expressed a positive
- Security: Public Sector Network Accreditation successful August 2014
- Information Assurance: Annual Address Improvement Schedule reflecting the quality of corporate address data – Maintained Gold Standard
- Website: Improved annual SOCITM assessment from 1 to 2 stars in March 2015
- Customer Relationship Management System (CRM): see above.

- Members IT: iPads rolled out to all elected members with associated support.
- Agile Working (inc. Wireless) - see above:
- Learning in Digital Wales (LiDW): see above
- Public Sector Broadband Aggregation (PSBA): see above
- Infrastructure **Upgrades**: see above

Legal:

- Sales of land to support the capital programme
- Formation and registration of NEW Homes Ltd

Procurement

- The efficiency procurement targets set for 14/15 have been surpassed with £530,263 efficiency savings delivered against a target of £250,000
- The creation of the JCPS has allowed a Procurement Business Partner approach to be developed which has allowed service areas to receive dedicated procurement support from named officers. This in turn has allowed the procurement officers to work more closely with service areas and to develop more robust specific category of spend strategies going forward.
- The new joint service has also created a greater resilience to staffing issues with now 10 staff working across various strategic and operational procurement projects as opposed to 4 staff prior to the creation of the JCPS.
- Funding was successfully obtained from Welsh Government through Value Wales to deliver a number of Community Benefit training workshops.
- Community Benefits requirements has been incorporated into a number of high value construction projects e.g. Strategic Housing and Regeneration Project (SHARP)

Areas of Concern

Democratic Services:

Response times to FOI and DPA requests

Legal:

- Capacity to meet increased demands on the service
- Ongoing reluctance around new collaboration projects

IT:

Service demands continue to increase and prioritisation proves difficult with the level of change across the council.

Procurement:

- Service demands continue to increase and prioritisation proves difficult with an

ever increasing level of procurement support required in order to deliver against efficiency savings targets. As a result there is an ever decreasing capacity to provide the required level of support to individual service areas.

- During the first 6 months of the JCPS, there were unfortunately 3 instances of long term sickness absence. As a result the standard of support service delivery was affected with some projects not been delivered against agreed timescales.
- The Welsh Government National Procurement Service that became operational in November 2013 has not delivered expected procurement efficiencies as originally anticipated. This has resulted in more emphasis and pressure put on local delivery of the required efficiencies.
- The 3 County Procurement Project involving Flintshire, Denbighshire and Gwynedd was brought to an end, due to the Regional Collaborative Funding obtained from Welsh Government being cut with little notice.
- Delay in delivering Proactis.

Improvement Plan (none in year priorities)

Not applicable

Key Projects & Collaboration / Partnership Working

Democratic Services

- Review of scrutiny committees
- Review of Constitution (ongoing)
- European Elections
- Individual Elector Registration

IT

- Microsoft Programme
- Education IT Service Delivery Model
- Windows Server 2003 Upgrades
- Telephony System Upgrade (to support Microsoft Programme)
- Lotus Notes System Migration
- IT Service Management System (TOPdesk) & Work Processes:
- Electronic Document Management:
- Customer Relationship Management (CRM) System:
- PSN Accreditation
- Assets Programme Support (Phase 4 closure)
- Public Sector Broadband Aggregation (PSBA) Transition to PSBA2:
- Redevelopment of Infonet

Legal

- Contribution to NPS framework procurement for legal advice from solicitors. The service has been part of the collaborative effort to specify, tender and evaluate bids for a contract for legal advice
- Procurement of case management software to enable sharing of cases with other authorities in the region (due for completion August 2015)

Procurement

- Continuation with the Joint Collaborative Procurement Service (JCPS) in conjunction with Denbighshire CC.
- Engagement with the National Procurement Service and the Welsh Purchasing Consortium in order to deliver collaborative framework agreements
- Proactis implementation across all service areas from September 2015. This project will address Contract Procedure Rules non-compliance issues as well as provide process and cashable efficiencies
- An E-invoicing project has commenced, whereby 100,000 paper invoices will be received electronically, resulting in process efficiencies as well as acting as a catalyst for cashable efficiencies to be delivered as part of the Admin review.
- As part of with the e-invoicing project a supplier charging project has also commenced, which will result in suppliers being charged £50 & VAT per year, in the event that they obtain greater than £1k worth of spend from the Council. This project is estimated to generate circa £100,000 of additional revenue.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date	Status Open / Closed
Operational	Internal Customer Service - helpdesk telephone response times, resolution of helpdesk calls	A	↓	G Sept 2015	Open
Operational	Demand Management	A	↔	A Dec 2015	Open
Operational & Project	Budget Constraints to meet increased demands for technology.	A	↔	A Sept 2015	Open
Operational	Asset Management - Ensuring that all asset information is recorded accurately and maintained	A	↔	A Dec 2015	Open
Operational	Change Management - ensuring that we implement change in a structured and coordinated way that reduces risk	A	↔	G Dec 2015	Open
Operational	Capacity to meet requirements of Organisational Change	A	↑	G April 2016	Open
Collaboration	Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks.	A	↑	G December 2015	Open
Operational	Ensure the internal adoption of revised procurement practice and process	A	↔	G December 2015	Open
Project	Having the creativity to apply	A	↓	G	Open

	community benefit clauses within contracts			December 2015	
Operational	Internal Procurement support - capacity issues in relation to response times to support service areas	A	↑	G April 2016	Open
Operational	Council's failure to comply with the statutory timescale for responding to FOI Act requests	R	↔	A March 2016	Open

Section 2 - Internal and External Regulatory Reports

None to report

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

Period	Total Number of Complaints Received	No. of Complaints Responded to within 10 working days	No. of Complaints <u>Not Responded</u> to within 10 working days	% Responded to within 10 working days	% Not responded to within 10 working days
Q1	4	0	4	0.00%	100.00%
Q2	3	2	1	66.67%	33.33%
Q3	3	0	3	0.00%	100.00%
Q4	0	0	0	0	0
Full Year Outcome				22.22%	77.78%

Sickness Absence (Source: I-Trent)

Annual Figures:

Average days available – 19,740

FTE Days Lost - 818

Absence Rate - 4.15%

Days Lost per FTE – 9.45

Employee Turnover (Source: I-Trent)

Period	From	To	Average Head Count	Leavers	Turnover	Stability
Q1	N/A	N/A	N/A	N/A	N/A	N/A
Q2	126	126	126	3	2.38%	96.83%
Q3	126	125	125.5	4	3.19%	94.82%

Q4	124	127	125.5	2	1.59%	94.82%
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Employee Appraisals (Source: I-Trent)

42.5% of employees had appraisals as scheduled during period. IT staff appraisals have been delayed due to implementation of IT Service Review. This accounts for 54 staff.

Data Protection Training (Source: I-Trent)

113 out of 157 (figure includes 30 temporary electoral canvassers) have had training. This represents 72%. Of the established posts, 100% of staff requiring mandatory training have received it.

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -

(1) Started/Work in Progress

(2) Completed (stating date completed)

during the period (1 April 2014 – 31 March 2015)

Not applicable

Percentage of employees who have completed the Equalities Monitoring / Diversity Audit (Source: I-Trent)

100% (127 staff)

List the work areas / functions where diversity of customers are monitored.

The portfolio principally provides services to council employees rather than directly to the public.

Describe any initiatives to increase the percentage of equality monitoring data held for customers.

See above

Provide examples of initiatives to promote equality, eliminate discrimination and promote good community relations.

See above

Percentage of employees who have completed the Welsh Language Skills Audit (Source: I-Trent)

103 out of 127 staff have completed the audit – 81%

Describe any initiatives undertaken to ensure the provision of bilingual services.

See above. All documents for public use e.g. electoral registration forms and the council's constitution are translated.

Describe any initiatives undertaken to increase the use of the Welsh Language

All employees are encouraged to take up welsh language courses. See above for comments about dealings with the public directly.

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

The RAG status of the indicators for the **year end position** are summarised as follows: -

R	0	A	4	G	4
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Note 1 – NSI = National Statutory Indicator PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Democratic Services:							
Agendas Circulation – Percentage of agendas to be circulated 3 clear days before the date of the meeting	Local PI	100%	100%	100%	G		
Availability of Draft Minutes (5 days) – Percentage of draft minutes available 5 working days after the meeting	Local PI	100%	100%	99%	A		
Availability of Final Minutes – Percentage of final minutes available to the public 15 working days after approval at the subsequent meeting	Local PI	100%	100%	100%	G		

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Legal Services:							
Ensuring school admission decision letters are despatched within 5 working days	Local PI	N/A	80%	100%	G	N/A	
Number of child care cases issued in court	Local PI	N/A	N/A	16	N/A	N/A	This is management information
Completing child care cases within 26 weeks under Public Law Outline	Local PI	N/A	80%	75%	A	N/A	3 cases were combined into 1, resulting in delays to the 2 cases which had been more advanced. Took 27 weeks overall.
Despatch first draft within 20 working days of receipt of full instructions standard contract (ICE, JCT, etc s106 Agreement sale/lease of land s278/s38 Agreements	Local PI	80%	80%	75%	A		See comments about capacity
Customer Services – satisfaction: Full questionnaire from all departments	Local PI	80%	80%	N/A	N/A	N/A	Measured every 2 years

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
I.T.:							
ICTM1 Service desk Calls fixed on time	Local PI	89.53%	94%	87.86%	A	↓	
ICTM2 Service desk Calls resolved at first point of contact	Local PI	41.65%	35%	51.79%	G	↑	

Appendix 2 – High Level (Red) Net Risks

Risk to be managed: Failure to deal with FOI requests within statutory timescale.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	There is a process for allocating FOI requests to services and for monitoring response times.	H	H	R	Increased priority by services to complying with timescale.	Democracy & Governance Manager	↔	L	H	A	Mar 2016

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**
DATE: **THURSDAY, 11 JUNE 2015**
REPORT BY: **CHIEF OFFICER (COMMUNITY AND ENTERPRISE)**
SUBJECT: **CUSTOMER SERVICES AND CALL HANDLING UPDATE**

1.00 PURPOSE OF REPORT

To update Members on the progress made towards the changes to the way telephone calls are received via 01352 752121 (Switchboard).

2.00 BACKGROUND

The budget planning proposals identified a significant saving through introducing a new way of handling telephone calls to the main switchboard. Contact centre telephony software was introduced to the main switchboard on Wednesday 22 April, 2015.

Customers dialling 752121 receive an automated welcome greeting and they are asked to select English or Welsh. Once language preference has been determined, customers are presented with a series of menu options i.e. for Waste, Recycling and Highways press 1, for Council Housing including repairs and rent enquiries press 2, for Council Tax or Benefits press 3 and for all other service press 4.

Calls to 'option 4' are diverted to the existing Switchboard team (2.8 FTE); the team is also responsible for providing a main reception service for County Hall, Mold. With effect from 1 September the intention is to divert callers selecting option 4 to the existing contact centre teams in Streetscene, Housing and Revs & Benefits.

Prior to the implementation of contact centre software, all calls to 752121 were answered by the Switchboard team and on average the team received 4,287 calls per week (average 857 per day).

3.00 CONSIDERATIONS

Current position

Call volumes to the Switchboard team (option 4) have reduced to an average of 2,385 per week (477 daily); this means the new automated service has already resulted in 44% of customers self-serving i.e. customers are selecting options 1-3 and being diverted to their chosen service. Those customers choosing option 4 wait an average of 14

seconds for their call to be answered; 100% of all calls to option 4 are answered within the corporate target of 30 seconds.

It should be noted that approximately 10% of calls to Switchboard are internal and the intention is to cease calls to zero shortly (Customer Services is currently exploring options to improve the facility to search on phone book).

Issues/risks

Over the four weeks in which the new arrangements have been in place, Customer Services has received no formal complaints.

The Switchboard team are offering direct dial numbers to all customers for their convenience in the future; a small portion of customers object to taking direct dial numbers and indicate their preference to contact Switchboard.

There is evidence that despite providing clear guidance at the start of the call-menu process e.g. for Waste, Recycling and Highways press 1, some customers continue to come through to Switchboard and do not self-serve using the options available.

Improvements have been made in connection with Welsh language call handling by increasing the number of available Welsh speaking employees. This has been achieved simply by grouping Welsh speakers in to one skill-set thus increasing the number of people available to deal with Welsh language enquiries across Streetscene, Revenues & Benefits and Housing.

Customer Services continues to work towards the closure of the Switchboard team on 31 August, 2015. After this time, all calls to 'option 4' will be diverted across Streetscene, Revenues & Benefits and Housing contact centres.

Given the evidence that some customers are either ignoring, or do not understand the current call-menu options, a review will be undertaken of the contact centre script and where necessary revisions will be made to the automated messages.

It is expected that the impact on telephone calls to contact centres will be an additional 130 calls per day although some of these calls will be for that specific service. A switchboard call generally takes between 20 and 30 seconds so the actual impact on time will be minimal. However to manage any perceived risk contact centre licences currently used by Switchboard will be retained 12 months within the Customer Services team. This could extend the transitional arrangements if needed and help ease any pressure on contact centres.

As phase two of the change comes in to effect on 1 September, a further choice will be introduced to enhance the automated service for customers i.e. if you know the extension number – dial it now. This

facility will lessen the impact of the change on the wider contact centre service areas.

A series of awareness sessions will be delivered to all contact centre employees to prepare them for 1 September when general enquiries to 752121 will be directed to them. Additionally, a series of training will be scheduled for Welsh speakers to provide them with the knowledge and resources to competently manage calls from outside of their 'normal' service area.

Some Members are regular users of the switchboard and it has been agreed that the Members Services team will act as a point of contact for Members as an alternative to dialling 752121.

4.00 RECOMMENDATIONS

Members are asked to note the content of the report.

5.00 FINANCIAL IMPLICATIONS

Changes to the way telephone calls to 01352 752121 are answered will result in savings that contribute to the overall budget for 15/16 of £100,000 and a further £64,000 in 16/17.

6.00 ANTI POVERTY IMPACT

None

7.00 ENVIRONMENTAL IMPACT

None

8.00 EQUALITIES IMPACT

There is no equalities impact as customers will continue to be able to speak to someone when calling 752121.

9.00 PERSONNEL IMPLICATIONS

An application for voluntary redundancy has been received from one member of the switchboard team and the remaining 2 staff (1.4 fte) will be considered for alternative employment with the council in accordance with the redundancy policy.

10.00 CONSULTATION REQUIRED

None

11.00 CONSULTATION UNDERTAKEN

Budget planning process for 15/16

12.00 APPENDICES

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Denise Naylor
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

DATE: **THURSDAY, 11 JUNE 2015**

REPORT BY: **CHIEF OFFICER (PEOPLE AND RESOURCES)**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 12)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2015/15 (Month 12) report.

2.00 BACKGROUND

2.01 The Revenue Budget Monitoring 2014/15 (Month 12) report will be presented to Cabinet on 16 June 2015. A copy of the report is attached as Appendix A to this report.

3.00 RECOMMENDATIONS

3.01 Members are asked to note the report.

4.00 FINANCIAL IMPLICATIONS

4.01 As set out in the report.

5.00 ANTI POVERTY IMPACT

5.01 None

6.00 ENVIRONMENTAL IMPACT

6.01 None

7.00 EQUALITIES IMPACT

7.01 None

8.00 PERSONNEL IMPLICATIONS

8.01 None

9.00 CONSULTATION REQUIRED

9.01 None

10.00 CONSULTATION UNDERTAKEN

10.01 None

11.00 APPENDICES

11.01 Appendix A – Revenue Budget Monitoring 2014/15 (Month 12) report.

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

**Contact Officer: Sara Dulson
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 JUNE 2015**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 12)**

1.00 PURPOSE OF REPORT

- 1.01 To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 12. The final outturn for 2014/15 will be reported to Cabinet in July.

INDEX OF CONTENTS

1.02	Section 2	Executive Summary
	Section 3	Council Fund Latest In Year Forecast
	Section 4	Carry Forward Requests
	Section 5	Inflation
	Section 6	Monitoring Budget Assumptions & Risks
	Section 7	Unearmarked Reserves
	Section 8	Housing Revenue Account (HRA)
	Section 9	Recommendations
	Appendix 1	Council Fund – Movement in Variances from Month 10
	Appendix 2	Council Fund Variance Summary
	Appendix 3	Efficiencies Summary
	Appendix 4	Movements on Council Fund Unearmarked Reserves
	Appendix 5	HRA Variance Summary
	Appendix 6	Carry Forward Requests

2.00 EXECUTIVE SUMMARY

- 2.01 The projected year end position, as estimated at Month 12 is as follows:

Council Fund

- Net in year expenditure forecast to be £2.059m lower than budget.
- Projected contingency reserve balance at 31 March 2015 of £5.000m.

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.069m more than budget.
- Projected closing balance as at 31 March 2015 of £1.096m.

3.00 **COUNCIL FUND LATEST FORECAST**

- 3.01 The table below shows the projected position by portfolio which reflects the Council's new Operating Model which came into effect on 1 June 2014.
- 3.02 As previously reported, following the implementation of the Single Status agreement in June 2014, extensive work has been undertaken to rebase all workforce budgets to reflect the actual new costs arising from the new pay and grading structure. This work is now complete and revised workforce budgets have now been allocated to portfolio areas to meet the costs of their workforce establishment (base pay, allowances and vacancies). The outcome of this work is reflected in the figures below.
- 3.03 The table below shows projected in year expenditure to be £2.059m less than budget.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend	
				Month 10	Month 12
				£m	£m
Social Services	59.889	58.046	58.170	(0.011)	0.124
Community & Enterprise	14.368	13.367	12.754	(0.816)	(0.613)
Streetscene & Transportation	28.381	29.558	29.632	0.134	0.074
Planning & Environment	6.394	5.664	5.418	(0.210)	(0.246)
Education & Youth	97.167	97.155	97.233	0.272	0.078
People & Resources	5.395	5.029	5.000	(0.006)	(0.029)
Governance	8.821	8.388	8.491	0.154	0.103
Organisational Change	9.738	8.923	8.758	0.147	(0.165)
Chief Executive	2.160	3.151	3.111	(0.096)	(0.040)
Central & Corporate Finance	22.863	25.895	24.550	(1.284)	(1.345)
Total	255.176	255.176	253.302	(1.716)	(2.059)

- 3.04 The reasons for all movements from Month 10 are summarised in appendix 1 with the projected variances occurring for the year to date summarised within appendix 2.

3.05 **Significant Budget Movement Between month 10 to month 12**

Changes in revised budget from month 10 relate mainly to adjustments relating to the single status rebasing exercise, property maintenance reallocations, and workforce efficiency accounting adjustments.

Main changes within the report

- 3.06 The overall variance between Month 10 and Month 12 is £0.343m. Within this figure there have been several major variances.
- 3.07 The first is an increase in workforce efficiencies with a positive variance of £0.546m as detailed in 3.12.
- 3.08 The second is the final estimated cost for the closure plan for the orphaned site at Sandycroft which has now been approved by Cabinet. The Council is now in a position to scope the full cost for the closure of risks 1) as a consequence of having tenders in for the removal of the remaining chemicals and 2) having the £0.700m specific grant from Welsh Government confirmed. It can now be confirmed that within the total projected cost of £1.7m the in year liability falling on the Council for closure of risk is £0.800m. This has now been included in the closing outturn position for accounting purposes.

Programme of Efficiencies

Corporate and Functional Efficiencies

- 3.09 The 2014/15 budget contains £8.8m of specific efficiencies comprising Corporate Value for Money (VFM) on Procurement and Back to Basics of £1.301m and specific Functional VFM efficiencies of £7.539m.
- 3.10 The table below summarises the latest position for the achievement of these specific efficiency programmes which includes a projected under achievement of the VFM efficiency relating to the Review of Administrative Support.
- 3.11 The analysis shows that it is currently projected that £7.682m (87%) will be achieved resulting in a net underachievement of £1.158m. Details for the current year efficiencies currently projected to not be achieved in full are shown in appendix 3.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	2.854	2.854	0.000
Expected to be Achieved in Full	3.866	3.866	0.000
Achievable in Part	1.070	0.977	(0.093)
Not Achievable	1.050	(0.015)	(1.065)
Total	8.840	7.682	(1.158)

3.12 Workforce Efficiencies

The 2014/15 budget also contains £3.1m of Workforce Efficiencies. The latest position is a net over achievement on all workforce related efficiencies (including admin support) is £0.335m. This is a positive movement of £0.546m over month 10 due to an increase in overall workforce efficiencies of £0.785m, offset by an increase in investment costs of £0.239m.

4.00 CARRY FORWARD REQUESTS

4.01 Various requests to carry forward funding into 2015/16 have been identified. Details of all carry forward requests are shown in appendix 6 and are recommended for approval.

5.00 INFLATION

Included within the 2014/15 budget are provisions for pay (£1.316m), targeted price inflation (£0.590m), non-standard inflation (£0.670m) and income (£0.151m).

The amounts for non-standard inflation (NSI) (Fuel, Energy and Food) are held centrally and allocated out to portfolio areas only where a funding need is evidenced. Allocations of NSI have been made to departments where there has been an evidenced need, this has resulted in an underspend of £0.144m on the amount required for fuel, an underspend of £0.054m on the amount required for food, together with an underspend of £0.042m on the amount required for Non-Domestic Rates.

6.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

6.01 As we are nearing the end of the financial year there is a reduced risk of significant changes occurring so previously reported risks have now been removed. However, the final outturn will not be confirmed until the accounts have been finalised and submitted for audit.

7.00 UNEARMARKED RESERVES

7.01 The 2013/14 final outturn reported to Cabinet on 15 July 2014 showed

unearmarked reserves at 31 March 2014 (above the base level of £5.834m) of £5.328m.

- 7.02 This position reflected a contribution of £0.745m made from reserves as part of an accounting adjustment for termination benefits arising from the workforce efficiencies for the Senior Management Phase 1 programme. As budget provision was made within the 2014/15 budget for this, this has now been transferred back into reserves in the current financial year.
- 7.03 Section 6.05 of the 2014/15 budget report outlined the investment strategy required to fund one off costs and transitional funding for efficiencies that could not be found in full in 2014/15. This identified a potential £3.7m available to fund these from the contingency reserve as well as utilising the Single Status/Equal Pay Reserve.
- 7.04 Currently it is estimated that £2.5m will be required from the Contingency Reserve to fund the one off costs in 2014/15.
- 7.05 The Month 2 Monitoring report to Cabinet on 15th July also advised members of an allocation of £0.696 from the contingency reserve to fund investment costs approved under delegated powers.
- 7.06 Taking into account all of the above and the current projected outturn at month 12, the projected balance on the contingency reserve at 31 March 2015 is £5.000m. This is summarised in Appendix 4.

8.00 HOUSING REVENUE ACCOUNT

- 8.01 On 18th February 2014 the Council approved a Housing Revenue Account (HRA) budget for 2014/15 of £29.886m. The budget provided for a closing balance of £0.956m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 8.02 The 2013/14 final outturn reported to Cabinet on 15th July 2014 showed a closing balance at the end of 2013/14 of £1.662m.
- 8.03 The position at Month 12 is reporting an overall projected overspend of £0.069m and a projected closing balance at month 12 of £1.096m, which at 3.65% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 8.04 Appendix 5 details the reasons for significant variances.

9.00 RECOMENDATIONS

Members are recommended to :-

- a) Note the overall report.
- b) Note the projected Council Fund contingency sum as at 31st March 2015 (paragraph 7.06)
- c) Note the projected final level of balances on the Housing Revenue Account

(paragraph 8.03)

d) Approve the carry forward requests as stated in Appendix 6

10.00 FINANCIAL IMPLICATIONS

The financial implications are set out in Sections 3.00 – 8.00 of the report.

11.00 ANTI POVERTY IMPACT

None

12.00 ENVIRONMENTAL IMPACT

None

13.00 EQUALITIES IMPACT

None

14.00 PERSONNEL IMPLICATIONS

None

15.00 CONSULTATION REQUIRED

None

16.00 CONSULTATION UNDERTAKEN

None

17.00 APPENDICES

Council Fund – Movement in Variances from Month 4 – Appendix 1

Council Fund – Budget variances – Appendix 2

Council Fund – Efficiencies not fully achieved – Appendix 3

Council Fund – Movements on unearmarked reserves – Appendix 4

Housing Revenue Account Variances – Appendix 5

Carry Forward Requests – Appendix 6

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

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COUNCIL FUND - REVENUE BUDGET 2014/15
FLINTSHIRE COUNTY COUNCIL



Budget Monitoring (Month 12)
Summary of Movement from Month 10

	£m	£m
Month 10		
Portfolios	(0.432)	
Central and Corporate Finance	(1.284)	
Variance as per Cabinet Report		(1.716)
Month 12		
Portfolios	(0.714)	
Central and Corporate Finance	(1.345)	
Variance as per Directorate Returns		(2.059)
Change Requiring Explanation		(0.343)
<u>Social Services</u>		
Services For Adults		
• Hospital Social Work (Intake and Reablement) - Increase in Health Board income of -(£0.015m) Other minor employee cost savings -(£0.023m).	(0.038)	
• Resources & Regulated Services (Intake and Reablement) - Movement due to increase in joint packages with Health Board +(£0.028m) and Homecare costs +(£0.066m) pay savings returned to workforce efficiencies.	0.094	
• Reablement Services (Intake and Reablement) - Increase in Reablement costs +(£0.026m), Increase in CHC -Intermediate Care costs +(£0.026m). Offset by increased CHC funding within Living Well team -(£0.025m) and other minor movements of -(£0.001m).	0.026	
• Professional Support (Intake and Reablement) - +(£0.031m) increase due to employee staffing efficiency savings returned to corporate workforce efficiencies.	0.031	
• Locality Teams (Localities) - Additional property related income on Residential Care (-£0.049m), underspend on Minor Adaptations due to utilisation of grant income (-£0.044m) plus other minor variances (-£0.010m).	(0.103)	
• Admin Support (Disability Services) - unbudgeted payments for specialist consultancy services relating to changes in service delivery.	0.035	
• Disability Services (Disability Services) - Costs increase due to new homecare clients.	0.144	
• Other minor changes of less than £0.025m for Services for Adults.	0.032	
Subtotal: Services for Adults		0.221
Development & Resources		
• Training - Movement due to +(£0.024m) single status pay protection and other minor movements of +(£0.014m).	0.038	
• Other minor changes of less than £0.025m.	0.004	
Subtotal: Development & Resources		0.042
Children's Services		
• Professional Support - Decrease in court costs within resources -(£0.031m). Decrease in trust fund payments within Children's First -(£0.030m). -(£0.030m) decrease in CYAST support costs. Other minor movement net of -(£0.038m).	(0.128)	
• Early Years - Shortfall of recovery against NOVUS ESF grant.	(0.030)	
• Flying Start - Impact of single status outcomes within grant funded service, plus cost relating to 2013/14 not funded by 2014/15 grant.	0.086	
• Out of County placements - changes to placement costs.	(0.033)	
• Other minor changes of less than £0.025m.	(0.023)	
Subtotal: Children's Services		(0.128)
Total: Social Services		0.135
<u>Community & Enterprise</u>		
Customer & Housing Services		
• Income in respect of Welfare Rights.	(0.038)	
• Reduced pressure on support recharge to the Council Fund from the HRA.	(0.024)	
• Underspend on Homeless Accommodation.	(0.010)	
• Support to Homelessness.	0.025	
• Additional expenditure in respect of Strategic Housing & Regeneration Programme (SHARP) procurement.	0.012	

• Minor changes of less than £0.025m.	0.023	
Subtotal: Customer & Housing Services		(0.012)
Supporting Services		
• Increased expenditure in respect of Carelink/Telecare equipment.	0.009	
• Minor changes of less than £0.025m.	(0.045)	
Subtotal: Supporting Services		(0.036)
Regeneration		
• Reduced Markets Income.	0.022	
• Minor changes of less than £0.025m.	0.012	
Subtotal: Regeneration		0.034
Revenues & Benefits		
• Increased Surplus on Council Tax Collection Fund.	(0.154)	
• Reduced underspend on Council Tax Reduction Scheme.	0.115	
• Final accounts adjustments in respect of Housing Benefit Subsidy debt provision	0.236	
• Minor changes of less than £0.025m.	0.031	
Subtotal: Revenues & Benefits		0.228
Customer Services		
• Minor changes of less than £0.025m.	(0.011)	
Subtotal: Customer Services		(0.011)
Total: Community & Enterprise		0.203

Streetscene & Transportation Portfolio

Streetscene		
• Other minor changes of less than £0.025m.	0.001	
Subtotal: Streetscene		0.001
Highways Strategy & Traffic Services		
• Streetworks - increased income levels.	(0.017)	
• Transportation - Lower level of expenditure than previously anticipated	(0.013)	
• Cemeteries & Environmental Crime - Lower level of expenditure than previously anticipated	(0.020)	
• Other minor changes of less than £0.025m.	(0.018)	
Subtotal: Highways Strategy & Traffic Services		(0.068)
School Transport		
• Other minor changes of less than £0.025m.	0.007	
Subtotal: School Transport		0.007
Total: Streetscene & Transportation		(0.060)

Planning & Environment Portfolio

Planning		
• Planning - movement of outstanding Workforce Single Status Budgets.	(0.035)	
• Other minor changes of less than £0.025m.	0.006	
Subtotal: Planning		(0.029)
Public Protection		
• Other minor changes of less than £0.025m.	(0.010)	
Subtotal: Public Protection		(0.010)
Other Services		
• Energy Services - Gas Engines lower level of expenditure than previously anticipated	(0.049)	
• Land Drainage - reprofiling income to mitigate grant shortfalls in 2015/16.	0.031	
• Other minor changes of less than £0.025m.	0.018	
Subtotal: Other Services		0.000

Management Support & Performance		
• Reduced commitment for Bad Debt Provision.		(0.016)
Subtotal: Management Support & Performance		<u>(0.016)</u>
Greenfield Valley Heritage Park		
• Reprofiting of Heritage Lottery Fund Grant (HLF) commitment into 2015/16.		0.019
Subtotal: Greenfield Valley Heritage Park		<u>0.019</u>
Total: Planning & Environment		<u><u>(0.036)</u></u>
<u>Education & Youth</u>		
21st Century Schools		
• Further refinement of estimates relating to contract exit costs of the John Summers High scheme.		(0.110)
• Minor changes of less than £0.025m.		0.039
Subtotal: 21st Century Schools		<u>(0.071)</u>
Primary & Early Years Education		
• Primary School Services.		(0.002)
• Minor changes of less than £0.025m.		(0.002)
Subtotal: Primary & Early Years Education		<u>(0.004)</u>
Inclusion Services		
Increased recoupment from Betsi Cadwalader due to tri-partite payments owing to the authority at year end. Neogotiations are still ongoing to finalise this and also with other Local Authorities for final figures for 2014-15.		(0.100)
• Out of County.		(0.008)
• Inclusion & Behaviour Support.		(0.019)
Subtotal: Inclusion Services		<u>(0.127)</u>
School Management & Information		
• Regional Capita One.		(0.003)
• Minor changes of less than £0.025m.		(0.007)
Subtotal: School Management & Information		<u>(0.010)</u>
Minor variances of less than £0.025m		
• Secondary Schools.		(0.006)
• Regional Services.		(0.021)
• School Planning.		0.055
• School Provision.		0.009
• Adult & Community Education.		0.009
• Youth Justice Service.		(0.009)
• Children Youth Partnership.		0.001
• Children & Young Peoples Partnership.		(0.010)
• Youth & Community Service.		(0.007)
• Business Support.		(0.003)
Total minor variances of less than £0.025m		<u>0.018</u>
Total: Education & Youth		<u><u>(0.194)</u></u>
<u>People & Resources</u>		
HR & OD		
• Minor changes of less than £0.025m.		(0.019)
Subtotal: HR & OD		<u>(0.019)</u>
Corporate Finance		
• Minor changes of less than £0.025m.		(0.004)
Subtotal: Corporate Finance		<u>(0.004)</u>
Total: People & Resources		<u><u>(0.023)</u></u>

Governance

Minor variances of less than £0.025m	
• ICT.	0.002
• Records Management.	(0.004)
• Procurement.	(0.001)
• Legal Services.	(0.021)
• Democratic Services.	(0.017)
• Internal Audit.	(0.005)
• Support Services.	(0.005)
Total minor variances of less than £0.025m	(0.051)
Total: Governance	(0.051)

Organisational Change

Public Libraries & Arts, Culture & Events	
• Minor changes of less than £0.025m.	(0.022)
Subtotal: Public Libraries & Arts, Culture & Events	(0.022)
Museum Services	
• Minor changes of less than £0.025m.	0.005
Subtotal: Museum Services	0.005
County Archives	
• Minor changes of less than £0.025m.	(0.004)
Subtotal: County Archives	(0.004)
Leisure Services	
• Additional income of £0.027m on Spa and Fitness Suite and £0.062m savings on expenditure to offset the previously reported pressure on income. Efficiencies have been partially offset by the income pressure on Deeside Ice Rink which has increased by a further £0.024m. The remaining £0.025m relates to minor efficiencies elsewhere.	(0.091)
Subtotal: Leisure Services	(0.091)
Community Assets	
• Minor changes of less than £0.025m.	(0.007)
Subtotal: Community Assets	(0.007)
Valuations & Estates	
• Additional consultant cost works on Agri Estates of £8k and NNDR ratings of £11k. Additional costs in respect of the Enterprise Centre of £46k other Minor Variances £21k.	0.097
Subtotal: Valuations & Estates	0.097
Property Design & Consultancy	
• Additional fee income within CPM has been identified.	(0.272)
Subtotal: Property Design & Consultancy	(0.272)
Engineering Services	
• Minor changes of less than £0.025m.	0.005
Subtotal: Engineering Services	0.005
Facilities	
• Increase in catering income.	(0.023)
Subtotal: Facilities	(0.023)
Total: Organisational Change	(0.312)
Chief Executive	
• A carry forward request for £0.056m for a new performance management system has been included in month 12.	0.056
Total: Chief Executive	0.056

Central & Corporate Finance

• Minimum Reserve Provision reviewed in year	(0.185)
• Workforce Efficiencies.	(0.785)
• Workforce Costs.	0.239
• Provision relating to closure plan of orphaned site at Sandycroft	0.800
• Pension Fund Contributions.	(0.083)
• One-Off Efficiencies.	(0.070)
• Minor changes of less than £0.025m.	0.023
Total: Central & Corporate Finance	<u>(0.061)</u>
Total Changes	<u><u>(0.343)</u></u>

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Social Services						
Social Services for Adults - Locality Teams (Localities)	14.196	14.260	0.064	0.167	There is an overall improvement in this area, however, there remains a fairly stable level of overspend of £0.837m within Domiciliary Care, influenced by clients returning to the service following successful past reablement, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The significant projected overspend on domiciliary care is being offset by a projected underspend of £0.688m on residential care (which includes, an underspend of £0.212m on payments to care home providers, an underspend of £0.311m due to an increase in the level of property related income, plus further increases in income above budget including £0.144m for free nursing). There is a further underspend of £0.039m due to usage of Intermediate Care Fund grant and a further underspend of £0.049m due to reduction of use of consultant Occupational Therapists. Other variances amount to a net underspend of £0.003m.	Keep under review.
Social Services for Adults - Resources & Regulated Services (Intake & Reablement)	5.737	5.621	(0.116)	(0.210)	Residential Care net underspend of £0.088m, which is due to additional income of £0.217m (being increased client contributions of £0.146m and new one-off grant income of £0.071m). This underspend is offset by overspends on Pay of £0.017m, Premises costs of £0.052m (mainly utilities costs) and Supplies & Services of £0.060m (mainly on catering charges). There are further underspends of £0.037m on Extracare facilities, £0.017m on day care and £0.011m on transport, and an overspend of £0.037m on home care.	Keep under review.
Social Services for Adults - Transition and Disability Services (Disability Services)	0.555	0.640	0.085	0.075	The projected overspend is mainly due to the cost of the support arrangements provided by Penderrels in respect of direct payments. This accounts for £0.065m of the total projected overspend of £0.085m.	Keep under review.

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Social Services for Adults - Resources & Regulated Services (Disability Services)	15.546	14.823	(0.723)	(0.716)	Supported Living projected underspend of £0.665m, (which is mainly influenced by net additional income of £0.403m from BCUHB in respect of previously disputed joint funded placements, and an underspend on residential placement costs of £0.295m. Other minor variances amount to a net overspend of £0.033m. The new income being received from BCUHB will help to achieve the new budget efficiency from 2015/16 in this area). Other net minor underspends of	Keep under review.
Social Services for Adults - Safeguarding Co-ordinator (Localities)	0.220	0.294	0.074	0.057	The adverse variance is due to increased costs for agency staff and medical advice required for Deprivation of Liberties Safeguarding Assessments (DOLS). This reflects a part year impact of the recently approved full year pressure from 2015/16.	Keep under review.
Social Services for Adults Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.803	0.896	0.093	0.102	Changes in Residential and Domiciliary packages along side additional new package costs totalling £0.098m. Various other minor variances amount to a net overspend of £0.004m.	Keep under review.
Social Services for Adults - Forensic Budget (Mental Health & Substance Misuse Service)	0.314	0.194	(0.120)	(0.142)	Reflects current care packages for 2014/15.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Social Services for Adults - Vulnerable Adults and Disability Service (Disability Services)	1.815	2.190	0.375	0.231	Reflects costs of current projected care packages and residential care overspend of £0.533m off set by joint funded income from BCUHB of £0.149m. Various other minor variances amount to a net underspend of £0.009m.	Keep under review.

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	5.645	5.517	(0.128)	(0.181)	Various minor variances.	Continue to review but not expected to be recurrent.
Development & Resources - Business Services - Income	(1.573)	(1.783)	(0.210)	(0.215)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £50 per week to £55 per week.	Continue to monitor and review.
Other Development & Resources variances (aggregate)	2.439	2.486	0.047	0.010	Various minor variances.	Continue to review but not expected to be recurrent.
Children's Services - Family Placement	2.227	2.449	0.222	0.205	The £0.222m overspend is a result of an increase in the number of foster care placements within the service. Part of this 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.
Flying Start	0.002	0.078	0.076	(0.010)	Reflects unfunded impacts of Single Status pay increases due to this being a grant funded service £0.046m, plus expenditure of £0.030m relating to 2013/14 which cannot now be claimed.	Keep under review.
Children's Services - Out of County placements	3.428	3.705	0.277	0.310	The projected overspend is mainly influenced by an increased number of complex care packages.	Keep under review.
Other Services for Children variances (aggregate)	6.692	6.800	0.108	0.306	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	58.046	58.170	0.124	(0.011)		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.016	0.978	(0.038)	(0.026)	Income in respect of Welfare Rights of £0.038m. Estimated underspend of £0.131m on Homeless Accommodation including B&B accommodation projections and Homeless Prevention Fund income. Expenditure in respect of SHARP procurement of £0.102m. Other minor variances identified resulting in an overspend of £0.029m.	Continue to monitor and review.
Supporting People	0.256	0.304	0.048	0.084	Increased costs towards the purchase and maintenance of Carelink/Telecare equipment of £0.081m. Other minor variances identified resulting in an underspend of £0.033m.	Continue to monitor and review.
Regeneration	0.464	0.521	0.057	0.023	Estimated shortfall of £0.053m in markets due to increased waste removal costs and loss of income, exacerbated by Welsh Water works in Mold. Other minor pressures of £0.004m.	Continue to monitor and review.
Revenues & Benefits	10.969	10.380	(0.589)	(0.817)	Underspend due to an anticipated surplus on the Council Tax Collection Fund of £0.713m. Projected underspend of £0.139m on the budgeted provision for the Council Tax Reduction Scheme. Final accounts transfers in respect of HB Subsidy costs of £0.236m. A £0.027m pressure due to minor variances.	Request to carry forward: £0.031m towards the continuation of the Welfare Rights Programme in 15/16 £0.011m in respect of the DWP Fraud and Error Reduction Incentive Scheme which continues into 15/16.
Customer Services	0.662	0.571	(0.091)	(0.080)	£0.023m pressure due to reduced Welsh Translation recharge income. Efficiency in respect of Flintshire Connects of £0.107m. Efficiency due to other minor variances of £0.007m.	Continue to monitor and review.
Total Community & Enterprise	13.367	12.754	(0.613)	(0.816)		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Waste Disposal & Waste Collection	7.437	7.578	0.141	0.134	Additional costs of overtime and use of Agency personnel due to high number of vacancies to maintain the necessary service provision is resulting in a projected overspend of £0.086m. Increased cost of Food Waste disposal of £0.050m due to the cost per tonne increasing. Other minor variances identified of £0.005m.	Business Planning proposals 2015/16 will remove vacancies, otherwise the posts will be filled. Budget Pressure bid submitted for 2015/16 budget for full year effect.
Highways Maintenance	1.155	1.215	0.060	0.043	Additional costs of overtime, Agency Personnel and Hired Vehicle costs.	Business Planning proposals 2015/16 will remove vacancies, otherwise the posts will be filled.
Winter Maintenance	0.999	0.951	(0.048)	0.000	The Winter Maintenance budget makes provision for one week of snow and there was only one snowfall that was cleared within 24 hours resulting in a reduction in expenditure of £0.048m.	
Fleet Services	4.572	4.542	(0.030)	0.002	Outturn includes the allocation for Non standard inflation of £0.130m (total budget of £0.177m currently held corporately) for projected total fuel costs in 2014/15. Additional service vehicle budgets were allocated later in the financial year.	
Business & Strategy	1.939	1.998	0.059	0.051	Knight Owl Security cost of Alarm / Security provision at Alltami Depot. Expenditure relating to Weir Consultants Service Review of £0.020m.	Depot Budgets to be realigned in 2015/16 to mitigate ongoing cost into the future.
Transportation	1.417	1.330	(0.087)	(0.074)	Bus Subsidy payments to Bus Operators. Expenditure commitment reduced based on decreasing contract levels.	Part of Business Planning proposals for 2015/16.
Streetworks	0.037	0.021	(0.016)	0.000	Slightly increasing levels of income from FPN's and road closures towards the end of the financial year.	Use of £20k Portfolio Balance at Period 8. Income is now moving in a positive direction.
Aggregate of other Variances	12.002	11.997	(0.005)	(0.022)	Minor Variances.	Continue to review all commitments to attempt to mitigate variances.
Total Streetscene & Transportation	29.558	29.632	0.074	0.134		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Planning & Environment Planning	1.512	1.400	(0.112)	(0.083)	Levels of Planning Fee income remain variable.	Planning Fee Income levels will be closely monitored.
Public Protection	2.554	2.527	(0.027)	(0.017)	Budgets allocated following Single Status implementation At Period 12 - final adjustments to Single Status budgets.	Continue to maintain commitment challenge across the service.
Management Support & Performance	0.569	0.503	(0.066)	(0.050)	Vacancy Budget allocated following Single Status implementation inclusive of staff savings to date - At period 12 the commitment to increase Bad Debt Provision is not required.	Will be reviewed as part of monthly pay budget monitoring.
Energy Services (including closed Landfill Sites and Electricity Generation)	0.069	(0.005)	(0.074)	(0.025)	Further commitment challenge/accrual monitoring has been successful in reducing Repairs & Maintenance and Equipment Rental costs.	Monitor Income Generation Levels for Gas Engines.
Drainage	0.079	0.110	0.031	0.000	Income for Flood Water Management Act carried forward to mitigate anticipated grant funding shortfalls in 2015/16.	
Greenfield Valley & Heritage Park	0.289	0.288	(0.001)	(0.020)		Continue to review.
Aggregate of other Variances	0.592	0.595	0.003	(0.015)	At Period 12, reduction in expenditure due to removing Consultancy commitments in Highways Development Control.	Continue to review but not expected to be recurrent.
Total Planning & Environment	5.664	5.418	(0.246)	(0.210)		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	44.333	44.331	(0.002)	0.000	Minor Variances.	Continue to review.
Secondary, 14 -19 & Continuing Education	36.954	36.933	(0.021)	0.007	Minor Variances.	Continue to review.
Inclusion Services	13.123	13.089	(0.034)	0.093	This is a volatile budget and one additional placement can make a significant change to projections. 2 new Out of County placements in October adversely affected this budget. 2 new placements and an emerging placement were received during November. In addition to this an increase in 1 to 1 support of 2 clients created a further cost of £0.038m. Staffing savings of £0.017m were realised during January.	Education placements may change throughout the year. Detailed monitoring will continue.
Access (School Planning & Provision)	0.709	0.779	0.070	0.006	The variance has been caused by a sharp increase in the cost of School Trips and in the demand for Free School Meals.	Continue to review.
21st Century Schools	0.087	0.266	0.179	0.250	This represents the final contract exit charges and expenditure already incurred against the John Summers High School replacement scheme within the 21st Century School programme. This scheme is no longer proceeding, which was agreed by cabinet 17th Feb 2015.	
Youth Services	1.472	1.452	(0.020)	(0.003)	Minor Variance.	Continue to review.
Commissioning & Performance	0.283	0.217	(0.066)	(0.063)	Reduction in external legal costs associated with school staff. Tightening of uptake of subscriptions, plus other minor variances.	Continue to review.
School Management & Information	0.194	0.166	(0.028)	(0.018)	Minor Variance.	Continue to review.
Total Education & Youth	97.155	97.233	0.078	0.272		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.618	2.614	(0.004)	0.015	Minor Variances.	Underspend is not expected to be recurrent.
Corporate Finance	2.411	2.386	(0.025)	(0.021)	Minor Variances.	Underspend is not expected to be recurrent.
Total People & Resources	5.029	5.000	(0.029)	(0.006)		
Governance						
Legal Services	0.735	0.870	0.135	0.153	£0.131m pressure due to litigation around local land charges. Overspend due to other minor variances of £0.004m.	Litigation around land charges is a one-off non-recurring cost for this financial year.
Democratic Services	1.965	1.890	(0.075)	(0.055)	The variance is due to an underspend of £0.017m on canvassing costs, an underspend of £0.020m on the member's training budget, over achievement of £0.008m regarding income for the electoral register and an underspend of £0.012m on the Chairman's Dinner. Underspends of £0.018m are due to minor variances.	Underspend is not expected to be recurrent.
Internal Audit	0.402	0.385	(0.017)	(0.012)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.219	0.219	0.000	0.001	No Variance	
Support Services	0.716	0.691	(0.025)	(0.020)	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.168	0.185	0.017	0.021	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.183	4.251	0.068	0.066	Overspend is due to Oracle License review of £0.040m, a pressure on the software budget for £0.036m and the cost of Agency Costs of £0.203m. These costs are being offset by vacancy savings of £0.201m. The balance is due to minor underspends of £0.010m.	The pressure due to the Oracle review is in-year only.
Total Governance	8.388	8.491	0.103	0.154		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.900	1.867	(0.033)	(0.011)	Minor Variance.	Continue to review.
Museums Service	0.062	0.063	0.001	(0.004)	Minor Variance.	Continue to review.
County Archives	0.253	0.244	(0.009)	(0.005)	Minor Variance.	Continue to review.
Leisure Services	3.977	3.987	0.010	0.101	Minor Variance.	Continue to review.
Community Assets	0.061	0.054	(0.007)	0.000	Minor Variance.	
Valuation & Estates	(0.980)	(0.843)	0.137	0.040	Income on a number of sites has been lower than anticipated. NDR has increased as a result of a number of empty units. Utilities on Greenfield Business Park were higher than anticipated.	This is not a recurring pressure.
Property Design & Consultancy	1.894	1.712	(0.182)	0.090	Underspend on Flintshire Connects of £0.031m. R & M costs have come in £0.037m under budget, this is a volatile area and can be subject to change. Underspend on Leigonella and Asbestos monitoring of £0.047m. Reduced expenditure in respect of Conditional Surveys £0.033m. Other minor variances contributing to overall underspend £0.034m.	Action has been taken to reduce costs in-year where possible. This is a non recurring pressure.
Engineering Services	(0.091)	(0.081)	0.010	0.005	Minor Variance.	Continue to review.
Facilities Services	1.847	1.755	(0.092)	(0.069)	Additional income above budget from the increased numbers in school meals has resulted in this net underspend.	Org 2 online payment for school meals - Agreed funding for 13.14 of £0.083m, current balance of £0.049m requested to rollover to 15.16 to continue the rollout out to remaining schools.
Total Organisational Change	8.923	8.758	(0.165)	0.147		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Chief Executives	3.151	3.111	(0.040)	(0.096)	Minor Variances.	Underspend is not expected to be recurrent.
Total Chief Executives	3.151	3.111	(0.040)	(0.096)		
Central & Corporate Finance	25.895	24.550	(1.345)	(1.284)	Central Loans and investment projected year end underspend of £0.642m. However, this can be affected by many factors such as impact of future investment programme and the level of future reserves and borrowing requirements. MRP accounting policy has been reviewed in accordance with CIPFA guidance. MRP on assets funded by Prudential Borrowing is spread over the life of the asset and begins the year after the assets become operational. MRP on 21st century schools funded assets has been reviewed in year. Coroners Recharge variance of £0.043m. Pension Fund Contributions reduced by £0.083m due to increased Employees contribution, and information received from our Clwyd Pension Fund Section has amended the projection. Identified budget efficiencies of £0.070m. Additional Windfall income of £0.036m. Underspend on allocation of inflation of £0.240m. A one off rebate of £0.072m has been received in relation to historical audit fees. Additional in year savings on Audit Fees of £0.045m.	Keep under Review

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance (continued)					Workforce efficiencies achieved now reflect an overachievement of £0.871m in 14/15 together with an underachievement of £1.015m for the review of Administrative roles though future efficiencies are anticipated to be achieved through Voluntary Redundancy applications and further workforce review. The under achievement of the Administrative efficiencies is partly offset by an anticipated balance on Investment costs of £0.479m. Cost of £1.292m in relation to the orphaned site at Sandycroft which now includes provision for potential liability of the risk closure and site disposal.	On-going monthly monitoring.
Total Central & Corporate Finance	25.895	24.550	(1.345)	(1.284)		
TOTAL	255.176	253.117	(2.059)	(1.716)		

EFFICIENCY NOT ACHIEVABLE			
Portfolio	Efficiency Description	Efficiency not achieved (£m)	Reason for efficiency not being achieved
Streetscene & Transportation	Streetscene - North Wales Trunk Road Association Financial benefit from involvement with the NE Wales Trunk Road Hub.	0.050	Ministerial announcement re: the future of the Trunk Road Management arrangements has stalled the project.
Central & Corporate Finance	Review of all Admin roles / processes as a result of improved technology.	1.015	As part of the 2015/16 budget all unachieved workforce efficiencies have been addressed and a revised target set for Admin Review Efficiencies.
Total		1.065	

EFFICIENCY ACHIEVABLE IN PART			
Portfolio	Efficiency Description	Efficiency not achieved (£m)	Reason for efficiency not being achieved
Streetscene & Transportation	Streetscene - Fleet Balance of efficiencies from Fleet review (2014-15).	0.030	A report on the implementation of Phase 1 and 2 of the Fleet Review was presented to Cabinet in September, together with the proposed mechanism for delivery of Phase 3 from 2015/16.
Streetscene & Transportation	Streetscene & Transportation - Highways Related Services - the ongoing diagnostic of the two service areas will make recommendations on synergies.	0.040	Savings were initially subject to completion of the Service Review by 1 January 2015. However, due to the number of leavers from the various VR phases throughout the year, these have assisted in reducing the efficiency shortfall to £0.040m. The shortfall has reduced steadily throughout the year through minor variances across the portfolio from an initial £0.140m to £0.040m at Month 10.
Organisational Change 1	Leisure - Changes to rotas and cover arrangements.	0.023	1/12th of the efficiency is unlikely to be achievable because the Service Review was not able to be implemented until July. This meant that posts could not be deleted until July. The delay due to Single Status implementation (Apr & May) has been funded from the reserve.
Total		0.093	

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2014	11.161	
Less - Base Level (inclusive of reduction of £0.065m agreed as part of the 2014/15 budget)	(5.769)	
Total Reserves above base level		5.392
Less – estimate required from the amount approved as part of Investment strategy as per budget 2014/15 report		(2.500)
Add – Contribution from investment costs for termination benefits accounted for in 2013/14		0.745
Less - Amount approved under delegated powers reported in July 2014 monitoring report		(0.696)
Amount available for delegation to Cabinet		2.941
Add projected underspend as at Month 12		2.059
Total projected Contingency Reserve as at 31st March 2015		5.000

HRA Major Variance Report - Period 12

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Variance	Action Required
Rents	(27.713)	(27.727)	(0.014)	(0.055)	Garage income is lower than anticipated due to high void rates.	
Subsidy	6.404	6.215	(0.189)	(0.189)	Calculation of subsidy submission identifies that the capital element is lower than reported at budget setting 12mths earlier. Therefore resulting in an reduced HRAS bill.	
General Income	(0.714)	(0.567)	0.147	0.105	Garden Service has been reviewed and contract amended to take in to account issues experienced by tenants, therefore resulting in a reduced income of £96k.	
Landlord Services	0.830	0.896	0.066	0.078	Garden service costs are expected to rise by £55k due to the service review. Repairs & Maintenance costs on general HRA buildings/lifts etc forecast at last years outturn being £38k more than budget.	
Vacancy Savings	0.257	0.000	(0.257)	(0.235)	Vacancy savings due to posts not yet being filled. Once posts are recruited to this budget will be used to fund the post for the remainder of the year.	
CERA	6.581	6.884	0.303	0.000	Demolition costs for Castle Heights car park £150k Communal Heating £63k Shortfall in MRA £90k	
Other variances (aggregate)	14.852	14.865	0.013	(0.058)	Various minor variances.	
Total :	0.497	0.566	0.069	(0.354)		

Carry Forward Requests 2014/15

Planning and Environment.

Car Parking

An amount of £0.135m in relation to the purchase of 44 car park ticket machines which were ordered and expected to be received by the end of March.

Bereavement Services

An amount of £0.012m in relation to urgent drainage works at Buckley Cemetery to alleviate severe ground flooding which have been delayed in 2014/15.

Education and Youth

School Modernisation

An amount of £0.035m which relates to 21st Century School / School Modernisation which is revenue support for the ongoing capital scheme.

School Transport

An amount of £0.090m from the 2014/15 school transport budget to the 2015/2016 budget to accommodate 3 extra school days in the forthcoming financial year i.e. 3 x £30k per day.

Streetscene and Transportation

Streetworks

An amount of £0.040m for the provision of costs relating to an outstanding claim against the Council by that was not concluded in 2014/15 as anticipated.

Organisational Change

Facility Services

An amount of £0.110m for a kitchen refurbishment at Hawarden High School which is required due to health and safety issues raised after a recent inspection. This refurbishment has not been scheduled in the 2015/16 Capital programme and is therefore an additional funding requirement.

People & Resources

Welsh Language Training

An amount of £0.005m for a commitment to fund learners on Summer school which falls in August 2015.

Corporate Finance

An amount of £0.020m to contribute to the training requirements associated with the Corporate Finance Service Modernisation Project and an amount of £0.008m to fund specific VAT and tax training.

Governance

ICT

An amount of £0.040m to invest in an upgrade to the network connection to a datacentre which had not been budgeted for, however is an unavoidable cost. The funding will be met from the workforce underspend within ICT Business Solutions.

ICT

An amount of £0.010m for new communication lines which are to be installed to reduce the cost of calls.

ICT

An amount of £0.090m for the Capita One Project which is a regionally funded service whereby any income received (which forms part of the regional service delivery) and subsequent underspend is required to be retained by the project.

ICT

An amount of £0.003m to fund specialist IT consultancy to implement additional self-service modules and migration of form design. The £0.003m represents the unspent balance of a previously carried forward amount of £0.022m.

ICT

An amount of £0.310m in relation to Public Sector Broadband Aggregation (PSBA) due to implementation delays linked with the introduction of Learning in Digital Wales (LiDW) project. This was previously brought forward from 2013/14.

Education ICT

An amount of £0.373m is requested to be carried forward from the estimated underspend from the Education ICT 2014/15 base budget of £0.157m and the previous carry forward from 2013/14 for £0.216m to contribute towards implementation of replacement server infrastructure to ensure that schools continue to have support for information management systems.

Legal Services

An amount of £0.030m for the purchase and installation of new Legal software in order to meet the North Wales Authorities collaboration agenda, due to the delay in the procurement of the software package and the negotiation of the cost.

Democratic Services

An amount of £0.009m for the translation of the Council's Constitution to provide funding for the final instalment which is payable upon completion of work.

Democratic Services.

An amount of £0.032m which has been previously set aside in relation to improvements to Members ICT systems to enable the rollout to be finalised.

Chief Executive

An amount of £0.010m to fund the refurbishment of the video conferencing suite which will not now be completed until 2015/16

An amount of £0.035m due to delays in the projects for Community Covenant (£0.021m) and Community Chest (£0.014m)

Policy Unit

An amount of £0.056m to fund the purchase of a performance management system which will not now be implemented until 2015/16

Central and Corporate

Due to the nature of the funding strategy for the Flintshire Modern Trainee programme it is requested that an amount of £0.327m is carried forward which will be required in 2015/16 to continue to fund the scheme for the existing modern trainees who are employed over 3 financial years. This is made up partly from a previous carry forward (£0.275m) and partly from Base Budget (£0.052m).

An amount of £0.866m in relation to the estimated balance remaining at the end of March for the ongoing investment programme in relation to organisational change.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

DATE: **THURSDAY 11 JUNE, 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

1.01 To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.

2.00 BACKGROUND

2.01 Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

2.02 In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

3.00 CONSIDERATIONS

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

4.00 RECOMMENDATIONS

4.01 That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 N/A.

11.00 CONSULTATION UNDERTAKEN

11.01 Publication of this report constitutes consultation.

12.00 APPENDICES

12.01 Appendix 1 – Forward Work Programme

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

None.

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Corporate Resources Overview & Scrutiny Committee
Indicative Forward Work Programme 2015/16

DATE	SUBJECT	O&S Focus	REPORT FROM
Thursday 9 th July 2015 10.00	LSB and Strategic Partnerships Performance - End of year report	Monitoring	Karen Armstrong
	Medium Term Financial Plan	Development Consultation	Chief Executive/Gary Ferguson
	Workforce costs	Assurance	Chief Executive
	Single status Implementation	Assurance	Chief Executive
	Revenue Budget Monitoring 2014/15 (Out turn)	Monitoring	Sara Dulson
	Forward Work Programme	Approval and development	Robert Robins
Thursday 10 th September 10.00	Revenue Budget Monitoring (Month 3)	Monitoring	Sara Dulson
	Elections and Individual Electoral registration	Monitoring and assurance	Gareth Owens
	Forward Work Programme	Approval and development	Robert Robins
Thursday 8 th October 10.00	Revenue Budget Monitoring (Month 4)	Monitoring	Sara Dulson
	Capital programme Budget monitoring (Month 4)	Monitoring	Liz Thomas
	Workforce Information Q 1 and 2	Information and monitoring	
	Forward Work Programme	Approval and development	Robert Robins

Corporate Resources Overview & Scrutiny Committee
Indicative Forward Work Programme 2015/16

Thursday 12 th November 10.00	Revenue Budget Monitoring (Month 5) Forward Work Programme	Monitoring Approval and development	Sara Dulson Robert Robins
Thursday 10 th December	Revenue Budget Monitoring (Month)	Monitoring	Sara Dulson
Items to be scheduled	Health and Well-being update Crime and policing plan 2016/17 (an invitation has been sent to the P&CC with dates of meetings, but not yet responded to)	Information Consultation	Helen Stappleton

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