

# Public Document Pack

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



To: Cllr Aaron Shotton (Leader)

CS/NG

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

10 September 2014

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Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 16TH SEPTEMBER, 2014** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

## **AGENDA**

1 **APOLOGIES**

2 **DECLARATIONS OF INTEREST**

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

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

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

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

- 4 **QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT** (Pages 13 - 96)

Report of Chief Executive - Cabinet Member for Corporate Management

- 5 **RESPONSES TO CONSULTATIONS AT SALTNEY FERRY PRIMARY SCHOOL AND ST. DAVID'S HIGH SCHOOL SALTNEY** (Pages 97 - 102)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education

- 6 **STRATEGIC HOUSING AND REGENERATION PROGRAMME** (Pages 103 - 148)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Housing

- 7 **SUPERFAST BUSINESS WALES EXPLOITATION PROGRAMME** (Pages 149 - 154)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development

**OPERATIONAL REPORTS**

- 8 **AUDITOR GENERAL FOR WALES: CERTIFICATE OF COMPLIANCE FOR THE AUDIT OF FLINTSHIRE COUNTY COUNCIL'S 2014-15 IMPROVEMENT PLAN** (Pages 155 - 162)

Report of Chief Executive - Cabinet Member for Corporate Management

- 9 **ANNUAL REPORT OF THE STRATEGIC EQUALITY PLAN AND THE WELSH LANGUAGE SCHEME 2013/14** (Pages 163 - 166)

Report of Chief Executive - Cabinet Member for Corporate Management

10 **REVENUE BUDGET MONITORING 2014/15 (MONTH 3)** (Pages 167 - 190)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

11 **TREASURY MANAGEMENT ANNUAL REPORT 2013/14** (Pages 191 - 206)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

12 **HOUSING REVENUE ACCOUNT (HRA) NEW RENT POLICY FOR SOCIAL HOUSING RENTS AND SERVICE CHARGES** (Pages 207 - 220)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Housing

13 **LANDFILL COMMUNITIES FUNDING FROM WASTE DISPOSAL OPERATIONS** (Pages 221 - 224)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Waste Strategy, Public Protection and Leisure

14 **PHASE 3 OF THE REVIEW OF THE COUNCIL VEHICLE FLEET** (Pages 225 - 232)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Environment

15 **FOOD SERVICE PLAN 2014-15** (Pages 233 - 236)

Report of Chief Officer (Planning and Environment) - Cabinet Member for Waste Strategy, Public Protection and Leisure

16 **EXERCISE OF DELEGATED POWERS** (Pages 237 - 240)

Report of the Chief Executive enclosed.

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

The following reports were scheduled to be reported to this meeting but are not on the agenda for the reasons stated:

- Removal of Slippery Road Signs Erected Prior to the Current Policy for Skid Resistance on the Adopted Road Network

Legal advice has indicated that the policy introduced in 2013 applies to existing and sites previously identified as having low skidding resistance. The sites will be treated in a similar manner which will provide a consistent approach across the County

- Workforce Information Quarter 1

Information will be reported with Quarter 2 data in November

## **CABINET** **15 JULY 2014**

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

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

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

### **APOLOGY:**

Councillor Billy Mullin

### **IN ATTENDANCE:**

Chief Executive, Head of Legal and Democratic Services, Chief Officer, Community and Enterprise, Chief Officer, People and Resources, Chief Officer, Planning and Environment, Chief Officer Social Services, Corporate Finance Manager and Team Manager, Committee Services.

## **24. DECLARATIONS OF INTEREST**

None.

## **25. MINUTES**

The minutes of the meeting held on 17 June 2014 had been circulated with the agenda.

### **RESOLVED:**

That the minutes be approved as a correct record.

## **26. “IN DEFENCE OF LOCALISM” – ELECTED GOVERNMENT IN WALES AND THE IMPACT OF AUSTERITY**

The Leader and Cabinet Member for Finance introduced the Welsh Local Government Association (WLGA) consultation document “In Defence of Localism” – Elected Government in Wales.

The document covered key issues including financial futures, the Public Services Commission’s recommendations, central local relations in Wales and devolution. The documents predominate theme was to restate the case for localism in Wales.

The WLGA was utilising the “In Defence of Localism” badge on all future publications until the Assembly elections in 2016. It was also their intention to undertake a national customer survey on local government services and the value which the public placed on those services.

The Leader stressed the importance of improving the relationship between Welsh Government and local government, including it being more defined. In conclusion he said it was the unanimous view of the leaders of all 22 local authorities in Wales that the localist approach offered the best way forward in terms of protecting communities and enhancing democracy across Wales.

Cabinet Members concurred with the views of the Leader in that devolution should be at a local level and added their concerns on specific grants.

The Chief Executive re-iterated the need for a more balanced relationship between Welsh Government and local government and referred to number 63 in the consultation document which stated that 'As part of this shared commitment, Welsh local government will:

- Engage in constructive debate around structural reform of local government and will continue to lead and deliver the wider public service reform agenda
- Promote and support the local contributions to the long-term national strategic vision for Wales which will be articulated through the forthcoming Future Generations Bill
- Deliver specific local contributions to the Wales Programme for Government, through successful delivery of Outcome Agreements
- Continue to lead on self improvement and a collective sector-led approach to identifying and responding to improvement challenges faced by individual authorities
- Build on progress around improving engagement, challenge and scrutiny within the local democratic process, with a particular focus on improving the diversity of democracy ahead of the next local elections
- Honour all existing specific service based commitments

He said that 'Continued commitment to excellence in customer services' was not included in the list and that it should be first. Also, he suggested that the report be submitted to County Council which was agreed.

**RESOLVED:**

- (a) That the consultation document be noted and the approach outlined in paragraphs 3.01 – 3.04 of the report be supported; and
- (b) That the report be submitted to County Council.

**27. ANNUAL COUNCIL REPORTING FRAMEWORK (ACRF)**

The Cabinet Member for Social Services presented the final version of the Social Services Annual Performance Report which had been prepared by the Social Enterprise, "Double Click Design".

Every Chief Officer for Social Services was required to produce an annual report summarising their view of the authority's social care services and priorities for improvement. It would also form an integral part of the Care and Social Services Inspectorate Wales (CSSIW) performance evaluation of Flintshire Social Services.

The Chief Officer, Social Services added that the overall assessment was that Social Services in Flintshire continued to drive forward service improvement, ensuring that there was an effective range of good quality services that supported and protected vulnerable people. A range of examples to demonstrate that was provided within the report.

The achievements had been delivered within the context of strategic and operational challenges, including an increasing number of vulnerable children, young people and adults with complex care needs requiring support. Never the less, good progress with the programme had been made to modernise social care. However, it was recognised that there was a need to continue to adapt and modernise and the report detailed the priorities for service development and improvement in 2014/15.

**RESOLVED:**

That the Annual Report be agreed to inform the organisation, workforce, clients, partners, public and CSSIW of the assessment of performance and priorities for 2014/15.

**28. FLINTSHIRE CHILDCARE SUFFICIENCY ASSESSMENT 2014-2017**

The Cabinet Member for Social Services presented the findings of the Flintshire Childcare Sufficiency Assessment for the period 2014-2017.

The Assessment of Childcare Sufficiency executed Flintshire County Council's obligations under Section 26 of the Childcare Act (2006). It identified gaps and made recommendations that would meet the needs of parents so that the Authority could fulfil its childcare sufficiency duty.

The Assessment of Childcare Sufficiency suggested that the childcare market was functioning adequately across much of the County in meeting the needs of most working parents. However, there were areas where there were shortfalls in the volume or type of childcare. Through partnership working with Communities First, Jobcentre Plus and Families First Projects, the Childcare Development Group aimed to target groups of parents who needed intensive support, or specific localities where the market was not functioning. This could make a difference to families and their ability to participate and contribute to the local economy, and to raise children out of poverty.

In response to a question from the Leader and Cabinet Member for Finance, the Chief Officer, Social Services said that the areas identified within the Assessment where development of more childcare was needed should show an improvement the following year.

The Cabinet Member for Lifelong Learning asked if negotiations were taking place with Cylch Meithrin and whether employers on industrial estates in the County were encouraged to provide childcare in the area. The Chief Officer, Social Services explained that in some areas parents would like to see more choice of Welsh medium childcare but additional childcare places were not always needed. There

was a danger of unsustainable competition for a limited number of children if parallel Welsh and English medium settings were created in areas where there was no significant demand for additional childcare which would lead to sustainability problems for both. In response to the question of employers in the County providing childcare, this had been a major part of the consultation to date which would continue. An example of an employer providing childcare was cited as Coleg Cambria.

**RESOLVED:**

- (a) That the Council's Childcare Sufficiency Audit be noted; and
- (b) That the contents of the report be noted and the on-going work being undertaken by the Childcare Development Group in working towards addressing the recommendations in the audit of sufficiency be supported.

**29. REGIONAL COMMISSIONING OF CHILDREN AND YOUNG PEOPLE ADVOCACY SERVICE**

The Cabinet Member for Social Services introduced the report which sought approval to proceed to tender for a regional independent professional advocacy service for children and young people known to Social Services in North Wales. The collaboration included the six North Wales local authorities.

In accordance with Welsh Government guidance and recommendations by the Children's Commissioner for Wales, the six North Wales local authorities were seeking to commission independent professional advocacy on a regional basis.

The main aim of the project was to address the gaps which existed in statutory provision for vulnerable children and young people. Other aims included improved consistency, parity of access, accessibility and efficiency.

As Chair of the Children's Services Forum, the Cabinet Member for Lifelong Learning welcomed the report on what was an important and valuable service.

The Leader and Cabinet Member for Finance asked for an assurance that the service provided would not be disadvantaged by the collaboration to which the Chief Officer, Social Services said it would not be. The quality of the regional independent advocacy service would be an improvement on what was currently a high quality service.

**RESOLVED:**

- (a) That entering a regional collaboration, on the basis of efficiencies that can be achieved including reduced management costs and shared personnel and resources be supported. In addition, collaboration between 6 counties and BCUHB would create a consistent regional service; and



- (b) That on the basis of the business case Flintshire County Council will be assured that high quality advocacy services will continue to be delivered and entered to a broader population of children and young people in North Wales.

### **30. HOUSING REVENUE ACCOUNT SUBSIDY**

The Cabinet Member for Housing introduced the report which described the content of the Welsh Government (WG) consultation document on identifying options to end the Housing Revenue Account Subsidy (HRAS), and the implications of the various options for Flintshire.

WG had been in discussion with HM Treasury since 2010 with a view to agreeing a financial settlement that would enable the 11 stock retaining local authorities to exit from the HRAS system. In June 2013, Welsh Ministers announced that they had reached agreement with HM Treasury, the key elements of which were outlined in the report.

In order to be able to exit the system by 1 April 2015, a timetable had been established which required a response to the consultation document by 10 July. The Minister's decision on the outcome of the consultation was expected by 31 July. Approval would then be sought for the introduction of self financing on the terms outlined by the Minister to enable officers to complete the work streams necessary for the introduction of self financing for the Council to be able to sign the voluntary agreement.

The Cabinet Member explained that options 1-3 for distribution of the borrowing cap were outlined in the report. She thanked the Leader for his work with colleagues in other authorities, and with the Welsh Local Government Association (WLGA), where a consensus had been reached to recommend option 3. Consensus was vital as all 11 Councils needed to sign the voluntary agreement for self financing to take effect from 1 April 2015. The consultation document was attached as Appendix B to the report which had also been submitted to the Housing Overview and Scrutiny Committee who were happy with option 3.

The third option was for those Councils who had submitted plans for new build to receive 50% of the amount they had planned to borrow, with the remainder being split across all 11 Councils on the basis of the SHG formulae. This would provide Flintshire with £14,326,108 for new build, and £25m for Welsh Housing Quality Standard (WHQS).

The Chief Officer, Community and Enterprise explained that in the response to the consultation document on the section 'Any Further Comments', the following was suggested:

"Flintshire is delighted that self financing can now be introduced in Wales and thanks the Welsh Government for leading this work. There are two further areas of strategic discussion and commitment/actions needed to safeguard business plans over the medium to long term. These are, the need for a clear understanding about the long term funding of MRA and an urgent need for a review of the Right to Buy.

Councils all want to build but are concerned that the current suspension system does not provide sufficient safeguard to ensure that newly developed assets can be used in perpetuity to meet social housing need”.

The Chief Executive commented on the involvement of Flintshire County Council in the process which had been because of the authority’s robust business plan and high level of performance. He paid tribute to everybody who had been involved in the process.

**RESOLVED:**

That Flintshire’s response to the Housing Revenue Account Subsidy consultation document be noted and supported.

**31. 3 COUNTY REGIONAL PROCUREMENT PROJECT**

The Chief Executive introduced the report and the business case for the 3 County Procurement Project between Flintshire, Denbighshire and Gwynedd County Councils.

The business case had been agreed by the project board and by Cabinets at Denbighshire and Gwynedd and demonstrated how a category management approach to procurement implemented across 3 Councils could realise major procurement improvements and savings for each Council. This was supported by a procurement support service which was already in place for Flintshire and Denbighshire.

The remaining Councils in the region had the option to enter the consortium at a later date.

**RESOLVED:**

- (a) That the final business case for the 3 County Procurement Project be endorsed and the project to move to implementation stage; and
- (b) That regular progress reports be submitted to Cabinet, the next being in the autumn.

**32. CAPITAL PROGRAMME 2013/14 (OUTTURN)**

The Corporate Finance Manager provided Members with the Capital Programme 2013/14 outturn information which was subject to audit.

Changes during the period had resulted in a net decrease in the programme from that reported at Month 9 of £1.914m (a Council Fund (CF) decrease of £2.662m, partially offset by a Housing Revenue Account (HRA) increase of £0.748m). A summary of the changes, showing any major individual items, was listed in the table in the report.

Outturn expenditure across the whole of the programme was £37.975m, with the breakdown of expenditure analysed in the table contained in the report.

To date, rollover of £6.011m had been approved by Cabinet into 2014/15 as part of previous monitoring reports, which had been partially offset by £0.181m being returned to 2013/14, leaving a net rollover total of £5.830m. Of the £0.181m, the majority (£0.128m) related to expenditure on Town Centre Regeneration which was incurred in 2013/14 rather than 2014/15 as previously anticipated.

Further rollover at outturn of £1.904m had been identified and was included in Appendix B to the report. This reflected reviewed spending plans across all programme areas with committed amounts identified as required to meet costs of programme works in 2014/15.

The final outturn position for capital receipts was £2.470m which represented a decrease from the original budget of £3.700m of £1.230m, partially offset by the £0.038m of unallocated funding when the 2013/14 budget was set.

**RESOLVED:**

- (a) That the report be noted and approved; and
- (b) That the rollover adjustments be approved.

**33. REVENUE BUDGET MONITORING 2013/14 (OUTTURN)**

The Corporate Finance Manager introduced the Council Fund and the Housing Revenue Account Outturn for 2013/14, which was subject to audit and the impact on the respective level of reserves at 31 March 2014. The details would also be included in the draft Statement of Accounts which were scheduled to be reported to Audit Committee on 16 July 2014.

The year end position on the Council Fund was:

- Net in year expenditure of £3.387m less than budget
- Contingency Reserve balance as at 31 March 2014 of £5.328m

On the Housing Revenue Account (HRA), the net in year expenditure was £0.299m less than budget with a closing balance as at 31 March 2014 of £1.662m.

The significant in year variances at final outturn were detailed in the relevant appendices to the report and details of the movement over month 12 were included in Appendix 1.

On the Council Fund, the report provided details on an overview of the year, achievement of efficiencies, non standard inflation and unearmarked reserves. On unearmarked reserves, the Corporate Finance Manager explained that as a result of movements, the final level of Contingency Reserve as at the end of March 2014 was £5.328m. This would increase to £6.073m in 2014/15 when the exit costs provision in relation to phase 1 of the senior management review were repaid to the reserve after the need to account for those costs in 2013/14 as reported at Month 12. However, this would be offset by projected costs associated with the Organisational

Change and Redesign Programme totalling £0.696m which would be incurred in 2014/15.

The report also provided an overview of the year on the HRA, noting that the final outturn was an underspend of £0.229m which resulted in a final closing balance at 31 March 2014 of £1.662M which at 5.81% of the total expenditure exceeded the recommended minimum level of 3%.

**RESOLVED:**

- (a) That the report be noted;
- (b) That the Council Fund Contingency Sum available as at 31 March 2014 be noted;
- (c) That the final level of balances on the Housing Revenue Account be noted; and
- (d) That the additional contingency sum of £1.677m be approved to be held and its use considered for in-year and future use in relation to investment in organisational change in the context of the MTFP.

**34. REVENUE BUDGET MONITORING 2014/15**

The Corporate Finance Manager provided Members with the first available revenue budget monitoring information for the Council Fund and Housing Revenue Account (HRA) for 2014/15.

Due to the completion of the Statement of Accounts to meet the statutory deadline of June, the first budget monitoring report of the year did not provide the level of detail which followed from month three onwards but did highlight any significant budget risks at this very early stage of the year.

Emerging risks were highlighted as: out of county placements, deprivation of liberty assessments, professional support, single status and the former Euticals Site.

Details of the monitoring of corporate and functional and workforce efficiencies were detailed in the report.

On unearmarked reserves, the final level of Council Fund Contingency Reserve brought forward into 2014/15 was £5.328m as detailed in the 2013/14 outturn report.

Cabinet Members commented on the emerging risk of the former Euticals Site and the lack of financial assistance from Welsh Government (WG). The Chief Executive explained that the County Council had to intervene in the interests of public health and safety. In the absence of financial assistance being made available to the Council, it was agreed with Crown Estates to transfer the abandoned site to the Council at a nominal value. Tenders were shortly to be invited for the full decommissioning, decontamination and clearance of the site and the position would

be reported upon in future monitoring reports. Depending on the final cost the Council may need to re-approach WG for assistance.

On workforce efficiencies, the Chief Executive explained that this was a new experience for the Council and that a second phase of requests for voluntary redundancies and early voluntary retirements would take place over the coming months in a bid to achieve the full efficiency target.

**RESOLVED:**

That the report be noted.

**35. PRUDENTIAL INDICATORS – ACTUAL 2013/14**

The Corporate Finance Manager provided Members with 2013/14 (actual) Prudential Indicator (PI) figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

**RESOLVED:**

That the report be noted and approved.

**36. ENFORCEMENT ACTION FOR THE RECOVERY OF COUNCIL TAX AND NATIONAL NON DOMESTIC RATES**

The Chief Officer, Community and Enterprise, presented the options for future Enforcement Agent (EA) action, following the approval of the taking control of goods regulations.

On 9 January 2014 a new fee structure was approved by Parliament and set significant increases on the current fees structure. As the new fee structure was statutory, all EA's would be required to comply with the charges which would become payable on the commencement of Bailiff action.

The increase in the potential recovery from people on low incomes required the provision of EA services to be considered within a context of a recovery process to ensure that collection levels were maximised whilst supporting people to pay and a review of the available options was detailed in the report.

A costing exercise demonstrated that developing an in-house service at Flintshire would result in a significantly higher return, with added re-assurance of maintaining a sound collection rate plus the benefits of added value services for vulnerable customers, whilst maintaining full control of the recovery process.

In response to a question from the Deputy Leader and Cabinet Member for Environment, the Chief Officer, Community and Enterprise re-emphasised that the fees were set by statute and not by the Council. It was a very small number of cases that would require the use of bailiffs, which, if carried out by the Council could be done on a more individual basis in line with the anti poverty policy.

**RESOLVED:**

That the establishment of an internal Enforcement Agent Team be approved.

**37. GARDEN SERVICE FOR COUNCIL TENANTS**

The Cabinet Member for Housing introduced the report which recommended suspension of the implementation of the service charge for the grass cutting and hedge maintenance service in council housing for sheltered housing tenants and those who previously received the service due to a disability/vulnerability. The postponement would be until the 2015/16 financial year and until full consultation had been completed.

The implementation of the new service had been problematic and had caused a significant level of complaints. It had resulted in a loss of confidence in the service which needed to be rectified.

In response to a question from the Cabinet Member for Lifelong Learning, the Chief Officer, Community and Enterprise explained that the service would still be available as a chargeable service on the terms previously agreed for any new customers who did not receive the service pre April 2014.

The Leader and Cabinet Member for Finance and Deputy Leader and Cabinet Member for Environment paid tribute to the Housing team for their reaction to the situation and welcomed a future report to Cabinet detailing new proposals.

**RESOLVED:**

That a temporary suspension in service charging for the garden service for sheltered tenants and those with protected characteristics who received the service prior to 1 April 2014 be approved.

**38. IMPLEMENTATION OF A RISK BASED VERIFICATION POLICY**

The Chief Officer, Community and Enterprise, advised Members of a proposal to introduce a Risk Based Verification (RBV) process for the administration of Housing Benefit and sought approval of the proposed policy.

**RESOLVED:**

- (a) That the proposal to implement a Risk Based Verification process to administer Housing Benefit be approved; and
- (b) That the implementation of the proposed Risk Based Verification policy as prepared by Community and Enterprise Senior Officers be approved.

**39. PUBLIC RIGHTS OF WAY ANNUAL REPORT**

The Deputy Leader and Cabinet Member for Environment introduced the Annual Report on the work of the Public Rights of Way Service which included

articles on specific projects demonstrating progress in the implementation of the Rights of Way Improvement Plan (ROWIP).

The report provided details of some high-profile initiatives that the Rights of Way section had been involved in.

The Chief Officer, Planning and Environment added that the Burton Point cycleway had proved to be a huge success story with over 10,000 bicyclists using the way in September 2013 alone. The route provided a safe and environmentally sustainable alternative to the A494/A550 trunk road for people living and working on either side of the border, as well as for the many visitors to the area.

**RESOLVED:**

That the contents of the Annual Report be noted.

**40. RECOMMENDATIONS FROM THE LEISURE FINANCE TASK & FINISH GROUP**

The Leader and Cabinet Member for Finance welcomed Councillor David Mackie to the meeting to present the report as Chair of the Lifelong Learning Overview and Scrutiny Committee Leisure Finance Task and Finish Group.

Councillor Mackie thanked Cabinet for inviting him to the meeting and presented the recommendations of the Committee in relation to dual use leisure facilities in Flintshire and sale of land at Ysgol Perth y Terfyn Infants and Ysgol y Fron Junior School.

Details of the comments from the last meeting of the Task and Finish Group on 19 May were contained within the report.

Following a discussion on the first recommendation of the Task and Finish Group on the ring-fencing of capital receipts received from the sale of land at Ysgol Perth y Terfyn Infants and Ysgol y Fron Junior School for maintenance works for Leisure Centres, the Chief Executive advised that this was not in line with Council policy as the capital programme was one entity with individual receipts not being separated out.

It was agreed by Cabinet Members that 4.01 of the report should not be supported as it was not in line with Council policy and the maintenance of leisure centres would be considered as part of the ongoing asset management strategy.

**RESOLVED:**

That officers be asked to initiate discussions with schools where dual use leisure facilities were provided to assess whether they would consider assuming responsibility for community access of the facilities in the future.

**41. EXERCISE OF DELEGATED POWERS**

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

- Restructure of Library and Arts Service

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

There were 3 members of the press in attendance.

(The meeting commenced at 9.30am and ended at 11.30am)

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**Chairman**



## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT**

### **1.00 PURPOSE OF REPORT**

1.01 To receive the 2014/15 Quarter 1 Improvement Plan monitoring reports for the period April to June 2014.

1.02 To note the following: -

- the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

### **2.00 BACKGROUND**

2.01 The Council adopted the Improvement Plan for 2014/15 in June 2014 following consultation with Overview and Scrutiny Committees. This is the first monitoring update prepared for Cabinet.

### **3.00 CONSIDERATIONS**

3.01 The Improvement Plan monitoring reports give an explanation of the progress being made toward the 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 risk and the level to which they are being controlled.

3.02 Individual sub-priority reports (22 in total) have been completed by each lead accountable officer. A summary of the reports has been brought together to provide a single report for Cabinet.

3.03 Appendix 1 provides a summary against each Improvement Plan priority of the RAG status for each high level activity, measure and

risk. Copies of the more detailed quarter 1 Improvement Plan monitoring reports are available in the Member's Library and on request. Members will receive respective reports when circulated with Overview and Scrutiny Committee agendas.

**3.04 Monitoring the progress of our activities**

Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -

- RED: Limited Progress – delay in scheduled activity; not on track
- AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track
- GREEN: Good Progress – activities completed on schedule, on track

A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each secondary priority. Outcome has been categorised as: -

- RED: Low – lower level of confidence in the achievement of the outcome(s)
- AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)
- GREEN: High – full confidence in the achievement of the outcome(s)

**3.05 In summary our overall progress against the high level activities is: -**

**PROGRESS**

- We are making good (green) progress in 42 (53%).
- We are making satisfactory (amber) progress in 38 (48%).
- We are making limited progress (red) in 0 (0%).

**OUTCOME**

- We have a high (green) level of confidence in the achievement of 66 (83%).
- We have a medium (amber) level of confidence in the achievement of 14 (18%).
- We have a low (red) level of confidence in the achievement of 0 (0%).

**3.06 Monitoring our performance**

Analysis of performance against the Improvement Plan measures is

undertaken using the RAG (Red, Amber 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.

3.07 Analysis of current levels of performance shows the following: -

- 55 (57%) had achieved a green RAG status
- 39 (41%) had achieved an amber RAG status
- 2 (2%) had achieved a red RAG status

Analysis of predicted outcome levels of performance shows the following: -

- 76 (79%) forecast a green RAG status
- 20 (21%) forecast an amber RAG status
- 0 (0%) forecast a red RAG status

3.08 The measures which showed a red RAG status for current performance are: -

3.08a 2 measures within the sub-priority: Independent Living have a red RAG status for progress and an amber RAG status for outcome: -

**The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people**

The outturn at the end of quarter 1 was 767 days against a target of 231 days.

**The average number of calendar days taken to deliver a Disabled**

### **Facilities Grant for adults**

The outturn at the end of quarter 1 was 369 days against a target of 247 days.

These measures are the national indicators for the timeliness of the delivery of major adaptations which go through the Disabled Facilities Grant (DFG) process. This applies to adaptations in owner/occupier dwellings only. For 2013/14 Flintshire was the second most improved Authority overall (DFGs for children and adults), reducing the average days to 246 (a reduction of 145 days) and our ranking in Wales to 13<sup>th</sup> from 21<sup>st</sup> in 2012/13. This improvement was a result of a combination of interventions.

However, in quarter 1 the time taken for adaptations for adults increased due to a reduction in staffing in Housing, causing a delay in the post-inspection works. Clearance to recruit to this post has been obtained, but it is expected that a similar impact on adaptation delays will be seen in quarter 2. In addition, more works are going through the minor adaptations route resulting in the remaining DFGs being more complex and therefore likely to take longer. In contrast, major adaptations completed in local authority dwellings, which do not go through the DFG process, are being completed in an average of 120 days. Other authorities have taken different policy decisions which mean that they include smaller and less complex works resulting in reduced average days for DFGs.

There was only one DFG completed for children in quarter 1; this was a complex case where the needs of the child changed several times throughout the course of the grant works; the adaptation was completed in 767 days.

### **3.09 Monitoring our risks**

Analysis of the current (net) risk levels for the strategic risks identified in the Improvement Plan is as follows: -

- 7 (9%) are high (red)
- 42 (54%) are medium (amber)
- 29 (37%) are low (green)

3.10 The 7 high (red) risks are: -

3.10a 3 risks within the sub-priority Financial Strategy are currently assessed as being red (high risk): -

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

These risks are assessed as high in recognition of the current

uncertainty of the budget gap going forward. The predicted reduction of between 1.5% and 4.5% for 2015/16 could mean a gap of between £12m and £18m.

The Council continues to pressure Welsh Government for earlier and more timely indication of indicative settlement to enable effective planning as well as seeking to influence Welsh Government to maximise the local discretion over available resources so that they can be allocated to local priorities and enable effective operation. Currently, a significant amount of fast paced work is on-going across the whole authority to develop longer term business plans that may propose alternative service delivery models with the aim of protecting services and creating greater cost efficiency. These plans will feed into further iterations of the MTFP, through the budget setting process. Potential options have been shared with Cabinet Members (early September) followed by the wider Membership in October. The first phase of public consultation is already underway. A second more detailed phase will take place in the autumn. Alongside this, specific interest groups are being consulted with during September e.g. Town and Community Councils.

**3) Gaining agreement to a new corporate approach for fees and charges**

The red (high) risk status reflects that work in this area is incomplete and that decisions will need to be taken which may introduce or increase some charges significantly. This is likely to be subject to challenge and debate. In addition, national charging policy set by Welsh Government and legislation place limitations which constrain cost recovery for some services.

3.10b 2 risks within the sub-priority Town and Rural Regeneration are currently assessed as being red (high risk): -

**1) Maximising funding opportunities through external programmes to invest in our urban and rural areas**

**2) Ensuring sufficient project management capacity to successfully complete the programmes**

The high (red) assessments for both risks reflects the end of the current Rural Development Plan (RDP) programme in September 2014 as well as the end of the European Regional Development Fund (ERDF) programme in June 2015. Close involvement is being maintained to influence the new RDP and ERDF programmes, but limited funding is available for rural and urban regeneration from WG and others.

At present the role of local government in the new RDP programme is unclear but it is likely there will be much less control. For the ERDF programmes priorities are now set and Flintshire has fed into regional prioritisation. The next steps are to start developing regional and local projects. However, whilst there is new temporary capacity to assist

with project delivery, which is funded through the programmes themselves, future capacity is uncertain.

3.10c **Keeping up with specialist demand such as meeting the specific needs of those with dementia and physical and learning disabilities** – sub-priority Extra Care Housing

Whilst the impact of this risk is reducing through the work being undertaken with partners to (1) extend extra care housing provision, (2) develop further accommodation designed for the frail elderly and (3) develop existing programmes aimed at integrated approaches to deliver health and social care services; the likelihood remains high given the growing demand for specialist services.

3.10d **Securing sufficient funding to maintain the Council's recycling service** – sub-priority Carbon Control and Reduction

Whilst the likelihood of the risk has been mitigated to a medium level the impact still remains high. Work is planned to investigate areas of good practice in other local authorities with the aim of helping to increase participation of local residents and boost potential income. Work is also planned which will improve the standards of 'meet and greet' at Household Recycling Centres to further encourage recycling and divert waste from landfill.

#### **4.00 RECOMMENDATIONS**

4.01 Cabinet Members are invited to determine if enough action has been taken to manage delivery of the Improvement Priority impacts.

4.02 To note the following: -

- the levels of progress and confidence in the achievement of key activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no specific financial implications for this report. However the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan and the monitoring will help to inform future iterations.

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

6.01 There are no specific poverty implications for this report. However poverty is a priority within the Improvement Plan and reporting against

activity to protect people from poverty is included in the Improvement Plan monitoring report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications for this report. However the environment is a priority within the Improvement Plan and reporting against activity to improve the environment is included in the Improvement Plan monitoring report.

**8.00 EQUALITIES IMPACT**

8.01 There are no direct equality implications for this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications for this report.

**10.00 CONSULTATION REQUIRED**

10.01 The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.

**11.00 CONSULTATION UNDERTAKEN**

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

**12.00 APPENDICES**

12.01 Appendix 1 – Improvement Plan Monitoring Summary

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

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

**We said in 2014/15 that we would:**

**1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

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Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
How we can switch revenue resources from more traditional to new housing and care service models.	Chief Officer Social Care	A	↓	A	
Keeping up with demand and aspirations for alternative housing models for independent living	Chief Officer Social Care	A	↓	A	
Keeping up with specialist demand such as meeting the specific needs of those with dementia and physical and learning disabilities.	Chief Officer Social Care	R	↓	A	

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

We said in 2014/15 that we would:

**1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.**

Progress Status				Progress RAG	A	Outcome RAG	G
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC	3	A	G
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC	0	A	A
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC	10	G	G

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**2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.**

Progress Status				Progress RAG	A	Outcome RAG	G
Achievement Measures	Lead Officer	2013/14 Baseline	2014/15 Target	2016/17 Aspirational	Current Outturn	Performance RAG	Outcome Performance

		Data		Target			Predictive RAG
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC	3	A	G
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC	0	A	A
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC	10	G	G
IPH2M1 - Number of empty homes brought back into use		32 homes	30 homes	120 homes (cumulative)	0	A	G

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<b>3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.</b>				
<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>

<b>4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.</b>				
<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Maximising our joint resources with our partners	Chief Officer – Community & Enterprise	G	↓	G	
Maximising the availability of private finance	Chief Officer – Community & Enterprise	A	↓	G	
Encouraging developers to build a range of affordable housing in the current economic climate	Chief Officer – Community & Enterprise	A	↓	G	
Unclear about the implications of the changes proposed through the Planning Bill on timing of the progress of the Local Development Plan	Chief Officer – Planning & Environment	G	↓	G	

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

*We said in 2014/15 that we would:*

**1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	977	600	TBC dependant on WHQS Plan	350	<b>G</b>	<b>G</b>
Capital Works Target – Kitchen Replacements		1118	922		170	<b>A</b>	<b>G</b>
Capital Works Target – Smoke Detectors		804	500		0	<b>A</b>	<b>G</b>
Capital Works Target – Bathroom Replacements		200	N/A	Not in current plan for 2016/17	0	<b>A</b>	<b>G</b>
Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.		N/A – new measure	Establish baseline 2014/15	TBC once baseline established	N/A	N/A	N/A
IPH3M1 - Capital Programme expenditure on improvement work streams ( <i>Managing expenditure within or</i>		£12m	£9.76m	TBC	£1.8m	<b>A</b>	<b>G</b>



**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensure contractors perform effectively and that costs are contained within budget	Chief Officer – Community & Enterprise	G	↔	G	
Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the HRA subsidy system	Chief Officer – Community & Enterprise	A	↔	G	
Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020	Chief Officer – Community & Enterprise	G	↔	G	

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

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

1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	Chief Officer – Social Services	257 days	257 days	231 days	767 days	<b>R</b>	<b>A</b>
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		247 days	247 days	231 days	369 days	<b>A</b>	<b>A</b>
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.		77%	71 – 75%	80%	74.5%	<b>G</b>	<b>G</b>

### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Service user/ family resistance to using new technologies e.g. telecare.	Chief Officer – Social Services	A	↔	G	
Ensuring we have enough capital funding for disabled facilities grants alongside other competing demands for capital resources	Chief Officer – Social Services	A	↔	G	

**2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.**

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Progress Status					Progress RAG	A	Outcome RAG	G
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG	
Number of minor adaptations (under £1000) completed for service users with a disability.	Chief Officer – Social Services	377 *	TBC	TBC	197	N/A	N/A	
Number of people receiving Direct Payments / Citizen Directed Support.		302	320	350	335 people	G	G	
Maintain the percentage of clients who are supported in the community in the top quartile for Wales. (SCA/020)		86%	90%	90%	Data not available	N/A	N/A	

*\*Note: Baseline data for measure 1 is based on minor adaptations (under £500) in private dwellings – we are collecting data on all minors under £1,000 from 01/04/2014. Targets to be agreed based on Q2 data in October 2014.*

### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Keeping up with specialist demand such as the specific residential needs of those with dementia.	Chief Officer – Social Services	A	↔	A	

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

Progress Status				Progress RAG	G	Outcome RAG	G
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of families referred to IFSS (Flintshire County Council only)	Chief Officer – Social Services	13	Maintain 13	Maintain 13	6	G	G
Average “distance travelled” score at 12 month review		1.4	Maintain 1.4	TBC	Report March 2015	N/A	N/A
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%	13.9%	G	G

### 4. Examine the Children’s Services structure with a view to remodelling the teams to create capacity to do more preventative work.

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
SCC/016 - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	Chief Officer – Social Services	53%	82%	100%	79%	A	A
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%	13.9%	G	G

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**5. Prevent homelessness for people who are:**

- alcohol and drug dependent; and /or
- victims of domestic violence; and/or
- ex-offenders; and/or
- young people including care leavers

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%	N/A	N/A	N/A
Homeless prevention for at least 6 months for people who are victims of		During 2014/15 changes to recording and reporting of data will			N/A	N/A	N/A

domestic abuse.		be made to systems to create a baseline for these indicators in 2014/15 so that target setting can take place for 2015/16.			
Homeless prevention for at least 6 months for people who are ex-offenders.			N/A	N/A	N/A
Homeless prevention for at least 6 months for people who are young people including care leavers			N/A	N/A	N/A

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

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of people receiving Direct Payments / Citizen Directed Support.	Chief Officer – Social Services	302	320	350	335 people	<b>G</b>	<b>G</b>

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
How we encourage service users and carers to embrace greater independence	Chief Officer – Social Services	<b>A</b>	↓	<b>G</b>	
Managing demand and expectations with limited resources	Chief Officer – Social Services	<b>A</b>	↔	<b>G</b>	

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

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

**1. Continue the integration of community based health and social care teams within three localities.**

Progress Status	Progress RAG	A	Outcome RAG	G
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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

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Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensuring effective joint working with BCUHB to achieve common goals.	Chief Officer – Social Services	A	↔	G	

**2. Support the introduction of Enhanced care Service (ECS) in the North East and South Localities by March 2015.**

Progress Status	Progress RAG	A	Outcome RAG	G
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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensuring that the new model does not result in unexpected	Chief Officer –	A	↔	A	

increased costs to the Council	Social Services				
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**3. Ensure that effective services to support carers are in place as part of the integrated social and health services.**

Progress Status	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
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	85%	75% - 80%	90%	85%	<b>G</b>	<b>G</b>

\*Latest data from March 2014

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

Progress Status	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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**5. Effective and efficient use of Intermediate Care Funds to support individuals to remain in their own homes.**

Progress Status	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Spending the Intermediate Care Fund on services that we can continue with once the funding stream has finished 88	Chief Officer – Social Services	G	N/A	N/A	



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

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

**1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>A</b>
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Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established	54%	N/A	G
Number of jobs created and sustained in Flintshire		N/A New Measure	Baseline Year	TBC once baseline established	255 created 200 safeguarded	N/A	G
Percentage of enquiries converted to investment in the DEZ		54%	60%	60%	60%	G	G
Number of jobs created and sustained in the DEZ		1234 jobs	1300 jobs	1300 jobs	248 created 200 safeguarded 448 combined	A	G

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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones	Chief Officer Community & Enterprise	A	↓	G	

2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.				
Progress Status	Progress RAG	A	Outcome RAG	A

Page 38 **Risks to Manage**  
 Net Score = Risk level as it is now  
 Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensure the DEZ has proportionate financial support from Welsh Government	Chief Officer Community & Enterprise	A	↓	G	

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)				
Progress Status	Progress RAG	A	Outcome RAG	A

**Risks to Manage**  
 Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Work with local employers and learning providers to meet the skills based needs of the future	Chief Officer - Community & Enterprise	A	↓	G	

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

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

**1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
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Measure / Milestone	Lead Officer	2013/14 Baseline Data	2015/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPEE2M1 - Scale and take up of the Business Grant Scheme in Town Centres	Chief Officer – Community & Enterprise	10 grants	25 grants	n/a	19 grants	<b>A</b>	<b>A</b>

**2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan**

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>A</b>
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**3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.**

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Measure / Milestone	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Creation of 40 jobs through the delivery and completion of the in-year rural development schemes	Chief Officer – Community & Enterprise	11.26 jobs	40 jobs	N/A	28.49 jobs	A	G
40 micro enterprises created through the delivery and completion of the in-year rural development schemes		16 micro enterprises	40 micro enterprises	N/A	30 micro enterprises	A	G
35 village renewal projects supported through the delivery and completion of the in-year rural development schemes		10 renewal projects	35 renewal projects	N/A	25 renewal projects	A	G
21 community facilities sustained through the delivery and completion of the in-year rural development schemes		12 community facilities	21 community facilities	N/A	20 community facilities	G	G

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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Maximising funding opportunities through external programmes to invest in our urban and rural areas	Chief Officer - Community & Enterprise	R	↔	G	
Ensuring sufficient project management capacity to successfully complete the programmes	Chief Officer - Community & Enterprise	R	↔	A	

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

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

1. Raise awareness of the Flintshire Social Enterprise Fund.

<b>Progress status</b>	<b>Progress RAG</b> <b>G</b>	<b>Outcome RAG</b> <b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Establish or assist 5 social enterprises	Chief Officer – Social Services	N/A New measure	5 social enterprises	5 social enterprises	3 social enterprises	<b>G</b>	<b>G</b>

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
How we maintain the necessary capacity and investment to support the development of Social Enterprises (links to activity 2).	Chief Officer – Social Services	<b>G</b>	↓	<b>G</b>	

2. Develop effective support for social enterprises							
Progress status				Progress RAG	A	Outcome RAG	A
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The number of Social Enterprises which survive and prosper	Chief Officer – Social Services	New Measure – baseline data not available	N/A – Management Information	N/A – Management Information	Data available March 2015 The principles may be available at the end of Q2)	N/A	N/A

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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Building the skills in the community to develop a social enterprise	Chief Officer – Social Services	A	↓	G	

3. Develop new Social Enterprise projects to meet the Council's priorities							
Progress status				Progress RAG	A	Outcome RAG	A
Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG

Establishment of further social enterprises from within the Council	Chief Officer – Social Services	New Measure – baseline data not available	1 social enterprise	2 social enterprises	Data available March 2015	N/A	N/A
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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Local Social Enterprises need to compete effectively in the market	Chief Officer – Social Services	A	↔	G	



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

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

<b>1. Make a difference through our School improvement Strategy by: -</b>				
• Improving skills in literacy and numeracy				
Progress status	Progress RAG	A	Outcome RAG	G
• Improving educational achievements of children in a position of disadvantage including our Looked after Children				
Progress status	Progress RAG	G	Outcome RAG	G
• Sharing best teaching practice and resources across schools and the region				
Progress status	Progress RAG	G	Outcome RAG	G
• Improving the preparation of young people for the work place				
Progress status	Progress RAG	G	Outcome RAG	G
• Continuing the implementation of 21 <sup>st</sup> Century Schools programme				
Progress status	Progress RAG	A	Outcome RAG	G
• Implementing the outcomes of the asset review including Primary School Organisation				
Progress status	Progress RAG	A	Outcome RAG	A
• Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources				
Progress status	Progress RAG	A	Outcome RAG	G

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<ul style="list-style-type: none"> <li>Raising standards through effective use of new technologies</li> </ul>							
Progress status				Progress RAG	A	Outcome RAG	G
<ul style="list-style-type: none"> <li>Ensuring best quality educational support during implementation of the national model for regional working</li> </ul>							
Progress status				Progress RAG	A	Outcome RAG	G
Achievement Measures	Lead Officer	Baseline Data (Summer 2013)	2014/15 Target (Summer 2014)	Aspirational Target (Summer 2015)	Current Outturn (Summer 2014)	Performance RAG	Outcome Performance Predictive RAG
<b>Outcomes in Mathematics, English/Welsh 1<sup>st</sup> Language and Core Subject Indicator at all Key Stages</b>							
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	Chief Officer Education and Youth	68.5%	72.4%	75.5%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics		86.5%	87.3%	90.9%	88.7%*	G	G
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics		88.2%	90%	92%	88.4%*	A	A
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English		72.7%	75%	77.4%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A
IPSL1M5 - The percentage of		85.8%	86.8%	90.5%	89.4%*	G	G

learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English							
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English		88.1%	89%	90%	89%*		G
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		85.5%	86.2%	87%	86.1%*		A
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		80%	82%	86.5%	84.3%*		G
<b>Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent</b>							
IPSL1M10 - The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Chief Officer Education and Youth	79.6%	81.4%	86.3%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 <sup>st</sup> Language		62.2%	66.2%	69.9%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A
<b>Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable</b>							
IPSL1M7 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in	Chief Officer Education and Youth	91.2%	94.6%	95.8%	N/A - Annual Measure Reported in	N/A - Annual Measure Reported in	A

achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)					Q3	Q3	
IPSK1M8 - 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 <sup>st</sup> Language)		35.7%	51.5%	61.3%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A
IPSK1M8 - 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)		293.0	323.9	330.9	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A
EDU/002ii - Reduce the percentage of learners (in local authority care) leaving education without a recognised qualification		0%	0%	0%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	G
<b>Surplus Places</b>							
EDULM12a - Reduce the percentage of surplus places (primary)	Chief Officer Education and Youth	16.3%	15.4%	16.0%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	G
EDULM12b - Reduce the percentage of surplus places (secondary)		17.3%	17.4%	17.1%	N/A - Annual Measure Reported in Q3	N/A - Annual Measure Reported in Q3	A

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensuring that schools receive the support they need from the council and those organisations commissioned to provide school improvement services	Chief Officer - Education and Youth	A	↔	G	
Ensuring schools work together effectively to share and develop best practice	Chief Officer – Education & Youth	A	↔	G	
Changing demographics and impact on supply of school places	Chief Officer – Education & Youth	A	↔	A	
Limited funding to address the backlog of known repair and maintenance works in educational and community assets	Chief Officer – Education & Youth	A	↔	A	
Programme Delivery capacity for the 21 <sup>st</sup> Century Schools Programme	Chief Officer – Education & Youth	A	↔	A	

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

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

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

Achievement Measures	Lead Officer	Baseline Data (Summer 2013)	2014/15 Target (Summer 2014)	Aspirational Target (Summer 2015)	Q1 Outturn	Performance RAG	Outcome Performance Predictive RAG
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	Chief Officer Education and Youth	5.7%	5.1%	4.9%	4.1%	<b>G</b>	<b>G</b>
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months		1%	0.95%	0.9%	0.8%	<b>G</b>	<b>G</b>
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months		0.8%	0.75%	0.7%	0.7%	<b>G</b>	<b>G</b>
Securing high levels of 16 years olds in education, employment and training*		96.4%	97.9%	98%	Annual Figure	<b>N/A</b>	<b>N/A</b>
Proportion of resident population of area aged 16-64 qualified to NVQ level 2 and above.		71.5%	72%	74%	Annual Figure	<b>N/A</b>	<b>N/A</b>
Proportion of resident population of area aged 16-64 qualified to NVQ level 3 and above.		52.5%	53%	54%	Annual Figure	<b>N/A</b>	<b>N/A</b>
Proportion of resident population of area aged 16-64 qualified to NVQ level 4 and above.		29.7%	30%	31%	Annual Figure	<b>N/A</b>	<b>N/A</b>

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*\*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.*

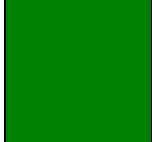

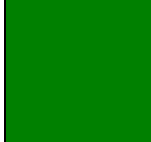

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
<b>Ensuring that employer places match current and future aspirational and needs</b>	Chief Officer People and Resources	G	↔	G	
	Chief Officer Community and Enterprise				
<b>Ensuring capacity to support paid work placements and other programmes</b>	Chief Officer People and Resources	G	↔	G	
<b>Ensuring that education providers participate fully</b>	Chief Officer Education and Youth	G	↔	G	
<b>Strengthening the links between schools, colleges and employers</b> Please note this risk is influenced by the same mitigating actions as above "Ensuring that education providers participate fully"	Chief Officer Education and Youth	G	↔	G	
<b>Work with local employers and learning providers to meet the</b>	Chief Officer Resources and	G	↔	G	



<p><b>skills based needs of the future</b> Please note this risk is influenced by the same mitigating actions as above "Ensuring that employer places match current and future aspirational and needs</p>	<p>People Chief Officer Community</p>				
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**Priority:** Safe Communities  
**Sub-Priority:** Community Safety  
**Impact:** Keeping people and communities safe

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

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

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPSC1M1 - Fewer high risk repeat victims of domestic abuse	Chief Officer – Planning and Environment	28%	28%	28%	28%	<b>G</b>	<b>G</b>
IPSC1M2 - Numbers of schools accessing Cats Paw Theatre Productions		12 schools (100%)	6 schools	12 schools	66% (4 schools)	<b>G</b>	<b>G</b>
IPSC1M3 - Percentage of young people reporting increased awareness following Performances of Cats Paw Production		90%	87%	90%	90% (for 13/14)	<b>N/A</b>	<b>N/A</b>
IPSC1M4 - Achieve a waiting time of less than 20		67.08%	80%	80%	99.17%	<b>G</b>	<b>G</b>

days from referral to treatment (KPI 2)							
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)		69.53%	80%	80%	60%	A	A
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 – Social Care	88.6%	85% - 100%	85% - 100%	100%	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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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
How we can improve the public's perception of safety in the community	Chief Officer – Planning & Environment	A	↔	G	
Ensuring that new Community Safety Partnership arrangements work effectively	Chief Officer – Planning & Environment	A	↔	G	

**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

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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	3 Days	G	G
IPSC2M5 - Installation and replacement of structurally failed street lighting columns		5%	5%	6% per year	1.55%	G	G
Remove graffiti from Council buildings and property within the agreed Streetscene timescales		2 working days	2 working days	2 working days	2 working days	G	G
Percentage of wards who have agreed a protocol for EVAs and identified priority areas.		100%	90% - 100%	90% - 100%	20%	A	G

**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.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

<b>Risk</b>	<b>Manager Responsible</b>	<b>Net Score</b>	<b>Risk Trend</b>	<b>Target Score</b>	<b>Target Score Date</b>
How we can fund the provision of CCTV with local partners	Chief Officer – Organisational Change	<b>A</b>	↔	<b>G</b>	

**Priority:** Safe Communities  
**Sub-Priority:** Traffic and Road Management  
**Impact:** Improving road safety

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

**1. Complete implementation of the final phase of our 20mph zones outside schools.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPSC2M1 - Implement 20 mph advisory zones	Chief Officer Streetscene and Transportation	0 schools in 2013/14	65 schools	90 schools (All Schools)	0 schools	<b>A</b>	<b>G</b>

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Gaining public and local support for our road safety schemes	Chief Officer Streetscene and Transportation	<b>A</b>	↔	<b>G</b>	

**2. Maintain the Council's road infrastructure to improve road safety.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The percentage of collisions in 'collision cluster sites' investigated and actioned	Chief Officer – Transport and Streetscene	N/A New Measure	100%	100%	100%	<b>G</b>	<b>G</b>
THS/009 - The average number of calendar days taken to repair street lamp failures during the year		3 days	3 days	3 days	3 days	<b>G</b>	<b>G</b>
Time taken to respond to service requests for highway defects		N/A New Measure	1 day	1 day	1 day	<b>G</b>	<b>G</b>

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<b>3. Implement Regional Transport Plan road safety schemes.</b>							
<b>Progress Status</b>				<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPSC2M7 - Implement road safety schemes	Chief Officer – Streetscene and Transportation	100%	100%	100%	35%	<b>A</b>	<b>G</b>

**Risks to Manage**



Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Being able to obtain timely decisions of statutory approval for schemes from Welsh Government	Chief Officer - Streetscene and Transportation	A	↔	G	

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

**What we will do in 2014/15:**

**1. Place a greater emphasis on preventing homelessness**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%	N/A	N/A	<b>G</b>
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC	9	<b>A</b>	<b>A</b>

### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Meeting the growing costs of homelessness prevention	Chief Officer Clare Budden	A	↓	A	

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

Progress Status	Progress RAG	G	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million	£518,403	G	G
<b>The following indicators are provided for information and monitoring only and are not suitable for setting targets against</b>							
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and	1,680	N/A	N/A	511	N/A	N/A

Number of residents supported to successfully challenge adverse benefit decisions	Enterprise	180	N/A	N/A	43	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		£2.3 million	N/A	N/A	£518,403	N/A	N/A
Amount of monthly debt managed as a result of advice provided by the Money Advice Service <i>It has been decided this year to exclude the housing costs (i.e., total amount of outstanding mortgage) from the debt managed</i>		N/A – new measure	N/A	N/A	£428,100	N/A	N/A
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		N/A – new measure	N/A	N/A	£64,923.23	N/A	N/A

### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Advice and support services sufficient to be able to meet demand	Chief Officer Clare Budden	A	↓	A	

**3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
<b>The following indicators are provided for information and monitoring only and are not suitable for setting targets against</b>							
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Chief Officer – Community and Enterprise	N/A – new measure	190	TBC	4	N/A	N/A
Number of Universal Credit claimants assisted with on-line access		N/A – new measure	140	TBC	1	N/A	N/A
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service		N/A – new measure	250	TBC	25	N/A	N/A

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**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Eviction levels rising if tenants are unable to afford to pay their rent	Chief Officer Clare Budden	A	↓	A	
Local Economy may suffer as residents have less income to spend	Chief Officer Clare Budden	A	↔	A	
Resources to meet the requirements of the Universal Credit roll-out	Chief Officer Clare Budden	G	↔	G	

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

**What we will do in 2014/15:**

**1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework**

Progress Comment	Progress RAG	A	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	N/A – new measure	25	30	N/A	N/A	G
Average SAP score of homes receiving measures		65	70	70	N/A	N/A	G

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Residents may not take up the energy efficiency measure available as we hope	Chief Officer Clare Budden	G	↓	G	

**2. Help residents in the private sector to access funding support to improve the energy efficiency of their homes.**

Progress Comment	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Overall annual fuel bill reduction for residents	Chief Officer – Community and Enterprise	£142,430	£175,000	£250,000	£22,760	<b>G</b>	<b>G</b>
Annual reduction in carbon emissions		11,661 tonnes	25,000 tonnes	20,000 tonnes	2,028 tonnes	<b>G</b>	<b>G</b>
IPE2M5 – Number of homes benefiting from improved domestic energy performance measures		466 homes	650 homes	1000 homes	106	<b>G</b>	<b>G</b>

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**3. Deliver energy efficiency measures to Council homes.**

Progress Comment	Progress RAG	<b>A</b>	Outcome RAG	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPP2M4 - Number of Council homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	161 council homes	400 council homes	500 council homes	66 council homes	<b>G</b>	<b>G</b>
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (this is a sub-measure of IPP2M4 above)		N/A – new measure	233 council homes	N/A	11 council homes	<b>A</b>	<b>G</b>



**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Available funding might fall short of public demand	Housing Regeneration & Strategy Manager	G	↓	G	

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

What we will do in 2014/15: -

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

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPE1M1 - Completion of funded projects within the Regional Transport Fund	Chief Officer – Transport & Streetscene	3 projects	3 projects	3 projects	1 project	<b>G</b>	<b>G</b>

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

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
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 – Transport & Streetscene	4.3%	6%	6%	Annual Outturn	<b>N/A</b>	<b>N/A</b>

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Road works being completed within agreed timescales <i>*This measure has been replaced by the measure below</i>		N/A - new measure	Baseline Year	TBC once baseline established		N/A	N/A
Inspections to identify overrunning streetworks		N/A – new measure	Baseline Year	TBC once baseline established	0%	G	G
Number of revisits to defective road-works <i>*This measure has been replaced by the measure below</i>		N/A - new measure	Baseline Year	TBC once baseline established	N/A	N/A	N/A
Inspections of street works while works are being undertaken		N/A – new measure	Baseline Year	TBC once baseline established	10%	G	G

*\*Aspirational target set in line with the Welsh Government guidelines for the condition of principal roads and allows resources to be prioritised on non-classified roads.*

### 3. Improve facilities and routes for pedestrians and cyclists

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPE1M7 - Number of users on the cycleway networks evidenced through counter data	Chief Officer – Transport & Streetscene	82,500 users	120,000 users	150,00 users	125,561	G	G

<b>4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals</b>				
Progress Status	Progress RAG	A	Outcome RAG	G
<b>5. Develop proposals for coordinated transport across the region.</b>				
Progress Status	Progress RAG	G	Outcome RAG	G
<b>6. Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education</b>				
Progress Status	Progress RAG	G	Outcome RAG	G

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
THS/007 - The percentage of adults aged 60 or over who hold a concessionary travel pass	Chief Officer – Transport & Streetscene	76.01% (29,439 over 60 passes in circulation as at 31.03.14)	78%	80%	75.9%* (29,809 over 60 passes in circulation)	A	G
Number of passengers on Deeside Shuttle		63,500 passengers	64,000 passengers	64,000 passengers	67,479	G	G

\*Total number of concessionary travel passes in circulation as at 30.06.2014 = 31,760 (of which 29,809 are aged 60 or over)  
Figures above take into account National Fraud Initiative (NFI) Data Matching Exercise to identify deceased pass holders

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Securing funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Chief Officer Streetscene	G	↔	G	
Ensuring sustainable transport options remain attractive to users		G	↓	G	
Transition of TAITH to new model for regional transport including contingency planning and resourcing		A	↔	A	
Reductions in Welsh Government grants for subsidising services		G	↔	A	

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

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

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

Progress Status	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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**2. Challenge the Council's carbon emissions, through our assets, vehicles and people behaviour: -**

- Investing in renewable energy schemes
- Investing in a more efficient fleet (vehicles)
- Improving the efficiency of our street lighting; and
- Increasing recycling of the Council's own waste

Progress Status	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53% (cumulative reduction)	21% cumulative reduction	60% cumulative reduction by 2021	Annual return	<b>NA</b>	<b>NA</b>

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Investment in renewal energy schemes	Chief Officer – Planning & Environment	£300k	£100k	TBC subject to budget setting	£100k	G	G
Monitoring the fuel consumption of our fleet (litres)	Chief Officer – Transport & Streetscene	N/A New Measure	Baseline Year	TBC once baseline established	N/A	N/A	N/A
Reduction in carbon emissions from Council street lighting through installing improved and energy efficient street lighting, signs and bollards.		1.8%	1.75% per annum	2.5% per annum	1.8%	G	G
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.		55.07%	57%	58%	58%	G	G

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<b>3. Encourage public utilisation of recycling facilities and services</b>				
<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>



Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
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.	Chief Officer – Transport & Streetscene	54.47%	67%	75%	65% (provisional figure – waiting for more data)	A	A

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<b>4. Encourage residents and employees to use more sustainable forms of transport.</b>							
<b>Progress Status</b>				<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Increased bus passenger numbers. <i>*This measure will be replaced at Qtr 2 with "Cost per passenger"</i>	Chief Officer – Transport & Streetscene	N/A New Measure	Baseline Year	TBC once baseline established	Not available	N/A	N/A
IPE1M7 - Number of users on the cycleway networks evidenced through counter data		82,500 users	120,000 users	150,000 users	125,261	G	G

<b>5. Complete the review and rationalise the Council's assets.</b>							
<b>Progress Status</b>				<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPE2M11 - Reduce the number of corporate office buildings we own and occupy	Chief Officers – Organisational Change	0	Reduction of 1 building	Reduction of 2 buildings	0	A	G

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

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Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensuring that recycling and energy efficiency programmes are supported by the public and employees.	Chief Officer, Planning and Environment & Chief Officer Streetscene	G	↓	G	
Securing sufficient funding for renewable energy schemes.		A	↑	A	
Securing sufficient funding to maintain the Council's recycling service.		R	↑	G	
Securing sufficient funding for further street lighting improvement programmes.		G	↑	G	
Ensuring that buildings are used effectively to match our priorities.	Chief Officer Organisational Change	G	↓	G	

**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.**

<b>Progress Comment</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Q1 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%	57%	A	A
Overall annual efficiency savings from a combination of the achievement milestones above		N/A	£1.450m	£2.000m	£0.613m	A	A

\* this figure will be provided based on targets that can be measured quarterly and once the analysis has been completed.

**2. Integrate business units and consider alternative models**

<b>Progress Comment</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>A</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Q1 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	Under review	A	A
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5	N/A – Annual Measure	A	A
Overall annual efficiency savings from a combination of the above		N/A	£1.450m	£2.000m	£0.613m	A	A

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### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Gaining workforce and trade union agreement and acceptance of the transition into the new operating model	Chief Executive	G	↔	G	
Transitional risks of the operating model	Chief Executive	G	↔	G	

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

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Progress Status				Progress RAG	G	Outcome RAG	G
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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%	25%	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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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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%	25%	A	A
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.		N/A – new measure	80%	100%	25%	A	A
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.		N/A – new measure	80%	100%	42%	A	A
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.		N/A – new measure	85%	100%	25%	A	A
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 Greater detail to be provided at Q2	N/A	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 Greater detail to be provided at Q2	N/A	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 Greater detail to be provided at Q2	N/A	A

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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 Greater detail to be provided at Q2	N/A	A
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### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

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Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
<b>Ensuring that capital and revenue resources are sufficient to operate effectively</b> Current uncertainty of the budget gap going forward, predicted reduction of 1.5% - 4.5% for 2015/16, which could mean a gap of £12m - £18m leading to this risk being assessed as high 'red'.	Chief Officer Organisational Change	R	↑	R	
<b>Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services</b> Current uncertainty of the budget gap going forward, predicted reduction of 1.5% - 4.5% for 2015/16, which could mean a gap of £12m - £18m leading to this risk being assessed as high 'red'.	Chief Officer Organisational Change	R	↑	R	
Gaining Agreement to the financial strategy	Chief Executive & Corporate Finance Manager	A	↔	A	
An update on the progress made against the efficiencies included in the 2014/15 budget was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee in July, highlighting 2 areas where there is concern in achieving planned efficiencies: - 1) Delegation of teaching assistant support to schools	Corporate Finance Manager	A	↔	A	

2) Workforce efficiencies					
Gaining agreement to further efficiency measures from 2015/16 onwards	Chief Executive & Corporate Finance Manager	A	↔	A	
Gaining agreement to a new corporate approach for fees and charges	Corporate Finance Manager	R	↔	A	



**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.

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Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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	10.82 days/shifts	9.6 days/shifts	8.3 days/shifts	2.67 days/shifts	A	G

REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below) *		26%	90%	95%	20%	A	G
Reduced expenditure for agency / interim workers and consultants		£2.7m	10% reduction	10% - 15% reduction	£565k spend £108ksavings	G	G
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	22	A	G
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria		98%	90% - 95%	90%-95%	None completed as yet – period of completion is 18 months	N/A	G

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\* REM 3 – the figures shown for completed appraisals are those recorded on the iTrent system only and are therefore a major underestimate. Chief Officers will be managing the transition from retaining locally based records to recording all appraisals corporately on the iTrent system from this quarter onwards, which will be reflected when we next report on appraisal completion rates.

**Risks to Manage**

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Ensuring organisational capability to make the changes happen and sustain the new operating model	Chief Officer - People & Resources	A	↔	G	
Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action	Chief Officer - People & Resources	A	↔	G	
Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.	Chief Officer - People & Resources	A	↔	G	

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

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

1. Refresh the Asset strategy along-side capital planning
2. Reduce the number and review the usage of Council property assets
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.

<b>Progress Status:</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works	Chief Officers – Organisational Change	1.4%	1.6%	2%	1.4%	G	A
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works		39.5%	42%	46%	39.5%	G	A
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%	59.1%	A	A

EEFLM1 - Carbon Reduction Commitment	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53% (cumulative reduction)	29% (cumulative reduction)	60% cumulative reduction by 2021	Annual return	NA	NA
Reduction in square meters of occupied office accommodation		N/A – new measure	10%	30%	0%	A	G
Reduction in other operational assets (square meters) excluding schools	Chief Officers – Organisational Change	N/A – new measure	2%	5%	0%	A	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	2	A	G

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### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Gaining public acceptance	Chief Officer Organisational Change	G	↓	G	
How we can invest and ensure we have the capacity to implement the strategy	Chief Officer Organisational Change	G	↓	G	

Gaining workforce agreement and acceptance of agile working practices	Chief Officer Organisational Change	G	↓	G	
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**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 Comment	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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	£120,000	<b>G</b>	<b>G</b>

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

Progress Comment	Progress RAG	<b>G</b>	Outcome RAG	<b>G</b>
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**3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.**

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

### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

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Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks	Head of ICT & Customer Services	A	↑	A	
Ensure the internal adoption of revised procurement practice and process	Head of ICT & Customer Services	G	↔	G	
Having the creativity to apply community benefit clauses within contracts	Head of ICT & Customer Services	A	↓	G	



**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.**

<b>Progress Comment</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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	<b>G</b>	<b>G</b>
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000	19,308	<b>G</b>	<b>G</b>
Range of services provided		Holywell only = 36	36	36	37	<b>G</b>	<b>G</b>
IPME6M3 - Customer satisfaction rating		Holywell only = 100% based on verbal feedback	90%	90%	93%	<b>G</b>	<b>G</b>

**2. Review and improve our Customer Service Standards.**

<b>Progress Comment</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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%	75.31%	A	G

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

<b>Progress Comment</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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	290,673	G	G
IPME6M5a - Customer feedback: satisfied with visit to website *		Not Available	80%	85%	Not available	N/A	N/A
IPME6M6 - Take-up of		293	200	200	399	G	G

Flintshire's Mobile App							
IPME6M5b - Customer feedback: successfully found what they were looking for *	Not Available	80%	85%	Not available		N/A	N/A
IPME6M7 - No. of enquiries received via the mobile app	393	150	150	618		G	G

\* Subject to availability of website take up survey

### Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score	Target Score Date
How we can ensure the investment to further improve access to our services	Chief Officer, Community & Enterprise	G	↓	G	
Ensuring our customers can access our digital services	Chief Officer, Community & Enterprise	G	↓	G	
Ensuring a positive public response to the changing ways our services can be accessed	Chief Officer, Community & Enterprise	G	↓	G	
How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self service	Chief Officer, Community & Enterprise	A	↓	G	

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF OFFICER, EDUCATION AND YOUTH**

**SUBJECT:** **RESPONSES TO CONSULTATIONS AT SALTNEY  
FERRY PRIMARY SCHOOL AND ST. DAVID'S HIGH  
SCHOOL SALTNEY**

### **1.00 PURPOSE OF REPORT**

1.01 To inform members of the Cabinet of the responses to the Consultations undertaken in June 2014 in Saltney Ferry Primary School and St. David's High School Saltney.

### **2.00 BACKGROUND**

2.01 The Flintshire School Modernisation Strategy suggests that any sixth form provision that has fewer than 120 students in years 12 and 13 should be reviewed, in terms of financial viability, and the ability to meet a curriculum offer in accordance with the Learning and Skills Measure.

2.02 Schools with smaller sixth forms have met the measure by using a consortium arrangement, whereby students travel to nearby schools to access some curriculum choices. This arrangement is recognised as inefficient in terms of transport and learning time, and outcomes for students from the participating schools have been lower than those of schools not dependant on the consortium arrangements.

2.03 In response to the Welsh Government request for Authorities to review post-16 provision, meetings were held with all of the Flintshire based providers of post-16 education, where it was agreed that concentration of provision at a centre in Connah's Quay would be the best way forward for learners in North Flintshire and Deeside.

2.04 Subsequent consultations have resulted in the publication of statutory notices relating to post-16 provision in Holywell, Connah's Quay and Queensferry, (John Summers) High Schools. These proposals for have been approved for implementation by the Minister.

2.05 In accordance with the agreed programme, consultations were conducted in Saltney on two options. The first related solely to the future of Sixth form provision at St. David's High School. The second combined the proposal in option one with the possible amalgamation

of the High School with the neighbouring Saltney Ferry Primary School.

### **3.00 CONSIDERATIONS**

- 3.01 The options consulted upon were:
1. To change the age-range of St. David's High School from 11-18 to 11-16 from September 2016
  2. To amalgamate the primary provision at Saltney Ferry Primary School with the secondary provision at St. David's High School from September 2015 and to change the age-range of the High School to 3-16 from September 2016.
- 3.02 Four consultation meetings were conducted on the 19<sup>th</sup> and 22<sup>nd</sup> of May 2014. Two meetings were held at each school. One of these meetings at each was specifically for staff and Governors, and the second for parents and carers. A formal consultation document was circulated to the schools and distributed to parents, carers, staff and Governors. In addition, the local schools, Community representatives and the statutory consultees were all circulated with either hard copy or an electronic link to the consultation document, in accordance with the requirements of the Welsh Government School Organisation Guidance. The return of response forms and any other written responses was requested by the 4<sup>th</sup> of July 2014. (Appendix 1)
- 3.03 Students at the schools were also consulted at special consultations, conducted by the Flintshire Children and Young People's Engagement Team. A Young people's version of the consultation document was also produced for this phase of consultation.
- 3.04 The responses from the meetings were recorded and those from the returned forms have been collated and analysed for this report, and are included as appendices. (Appendix 2 and 3)
- 3.05 There were 59 responses recorded at the formal consultations and 320 responses recorded from children and young people at the schools. In addition there were 13 returned response forms and one letter. A petition of 59 names, specifically against the proposal to amalgamate the Primary and Secondary School has also been submitted.
- 3.06 The meeting responses from St. David's High School in relation to option one to establish an 11-16 age-range school are broadly in favour.
- 3.07 Staff and Governors appreciate that when the consortium arrangements for provision of the curriculum come to an end in July 2016, the school will no longer be able to meet the requirements of

the Learning and Skills measure in terms of subject choices. Out of the separate 10 hard-copy responses, 7 strongly or tended to agree with the option to establish an 11-16 age-range school, 2 disagreed and 1 did not indicate a preference.

- 3.08 In the case of responses to the proposal to amalgamate the two schools to form a 3-16 age range school, 5 either strongly agreed or tended to agree with 5 responses strongly disagreeing with this option.
- 3.09 Two letters were received from members of the community, one in support of the amalgamation and one against.

An analysis of the other responses received is as follows:

*How strongly do you agree with the consultation for;*

***Option 1: to establish a 11-16 age-range school***

a) Parents/Carers Staff and Governors

Strongly Agree	15	25.42%
Tend to Agree	14	23.73%
Neither Agree or Disagree	10	16.95%
Tend to Disagree	6	10.17%
Strongly Disagree	14	23.73%
<b>Total</b>	<b>59</b>	<b>100.00%</b>

b) Children and Young People

Strongly Agree	83	25.94%
Tend to Agree	89	27.81%
Neither Agree or Disagree	70	21.88%
Tend to Disagree	47	14.69%
Strongly Disagree	31	9.69%
<b>Total</b>	<b>320</b>	<b>100.00%</b>

***Option 2 to amalgamate and establish a 3-16 age range school:***

a) Parents/Carers Staff and Governors

Strongly Agree	5	8.5%
Tend to Agree	8	13.6%
Neither Agree or Disagree	8	13.6%
Tend to Disagree	4	6.8%
Strongly Disagree	34	57.6%
<b>Total</b>	<b>59</b>	<b>100.0%</b>

## b) Children and Young People

Strongly Agree	22	6.88%
Tend to Agree	32	10.00%
Neither Agree or Disagree	66	20.63%
Tend to Disagree	66	20.63%
<b>Strongly Disagree</b>	<b>131</b>	<b>40.94%</b>
No response	3	0.94%
<b>Total</b>	<b>320</b>	<b>100.00%</b>

3.10 Consultation discussions and responses also identified the potential for deepening current working relationships between primary and secondary schools in the Saltney and Broughton areas. There is an opportunity to fulfil the recommendations of Robert Hill’s 2013 report on “the Future of Education in Wales” in relation to cluster working. Closer working relationships and effective cluster working can promote:

- improved breadth of curriculum provision and improvements to learning;
- further improvement/ reduction in the impact of transitions between schools;
- practitioner exchange that combats professional isolation and shares the workload;
- schools with many strengths and a good record of collaboration can contribute to the learning of others;
- opportunities for school leadership beyond a single school;
- better work-life balance for school and curriculum leaders;
- opportunities to maximise resources and professional expertise;
- access to better facilities for pupils in schools with accommodation;
- opportunities for the creation of new roles that can be shared across schools e.g. bursar, ICT technician, and
- a partnership structure for delivering extended services at a local level.

3.11 Implementing Option1, whilst also developing closer partnership working arrangements between local schools would also provide the opportunity and appropriate circumstances for further consideration of the working arrangements between local primary schools.

## **4.00 RECOMMENDATIONS**

4.01 That the option to change the age-range of St. David’s High School from 11-18 to 11-16 from September 2016 is approved and that



members approve the publication of the statutory notice to this effect.

- 4.02 That further work be undertaken with St. David's High School and local primary schools to promote closer collaborative working and development of potential plans for federation.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Transport costs for students from the Saltney area to the new post-16 sixth form centre in Connah's Quay will be incurred, but this will be dampened by the cessation of the consortium travel arrangements.

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

- 6.01 There is no direct impact as a result of this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 Due to the ending of the consortium arrangements, it is not expected that there will be a significant impact on the carbon footprint of the provision.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There is no direct impact as a result of this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 With the proposed ending of post-16 provision at St. David's High School, there will be implications for the staffing compliment at the High School. This effect will be lessened by the ring-fencing to the affected schools and college of new posts created at the new Post-16 facility. Arrangements to provide assistance for Early Voluntary Retirement (EVR) and transitional Teaching and Learning Responsibility (TLR) payments for certain staff are being made.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 No further consultations are required, but a period of 28 days for the lodging of objections to the published proposal will follow the date of publication.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 In accordance with the School Organisation Code.

#### **12.00 APPENDICES**

- 12.01 The following responses can be viewed in the Members Library and

on the Council's website:

1. Parents, Carers and Governors
2. Students Children and Young People
3. Recorded questions and responses from consultation meetings at St. David's High School
4. Recorded questions and responses for consultation meetings at Saltney Ferry Primary School

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

None.

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF OFFICER, COMMUNITY AND ENTERPRISE**

**SUBJECT:** **STRATEGIC HOUSING AND REGENERATION PROGRAMME**

### **1.00 PURPOSE OF REPORT**

1.01 This report provides an update on the Strategic Housing and Regeneration Programme ('SHARP'/the Programme'), and seeks approval to progress the next key stages of the Programme.

### **2.00 BACKGROUND**

2.01 The background to the Programme is that the County Council is currently implementing the Master Plan for the regeneration of Flint ("the Master Plan"). The Master Plan was adopted by Cabinet in June 2012, and now forms part of a wider housing and regeneration programme for the whole of Flintshire.

2.02 With this in mind, the County Council Housing Overview and Scrutiny Committee in July 2014 gave support to take forward the procurement of new Council and Affordable housing in Flint town centre and across various sites across the county.

### **Findings of the Market Consultation**

2.03 The first stage of the procurement process was a market consultation exercise which was carried out during July and August 2014. The market consultation was advertised via Sell2Wales and the European Journal using a prior information notice (PIN). Broadly the aims of the market consultation were to:

- Provide potential bidders with advance notice of the Council's intentions to allow potential bidders to allocate available resources etc;
- Provide a high level of transparency and assurance of non-discrimination and equal treatment;
- Test the views of potential bidders whether the proposed strategy and procurement approach are feasible and realistic, and capable of being enacted efficiently with the achievement of value for money;
- Facilitate the Council's understanding of the likely level of interest in the procurement and the factors which influence this, thereby informing scope adjustments to ensure the maximum level of participation and competition;

- Inform strategy; specification and process development.

2.04 In particular potential bidders were consulted on:

- Relationship and funding models to ensure that outcomes are met;
- The draft commissioning objectives;
- The proposed use of the competitive dialogue process;
- And their likely level of interest and the factors which influence this.

2.05 Potential bidders were given the opportunity to complete a questionnaire as well as meeting with the Council to discuss their views in greater detail.

2.06 6 potential bidders met with the Council and 9 completed the questionnaire. The results of the market consultation were broadly positive in terms of confirming a sufficient level of interest in the procurement and the use of the competitive dialogue process. However the views expressed made it clear that the Council needs to be mindful of the following aspects when scoping the Programme for this interest to be fulfilled:

- The development market is currently buoyant and developers will opt to bid for only the most attractive prospects;<sup>1</sup>
- Development of social housing is currently not an attractive prospect;
- Development of brown field sites is currently not an attractive prospect;
- The more strategic the opportunity i.e. longer term structured commitment the greater the interest;
- The greater the value of the opportunity the greater the interest;
- The greater the extent of confirmed feasibility that proposed sites are developable, the greater the interest;
- That tenure mix can constrain development, in that the Programme will need to include the development of market and affordable rented homes (as these allow for increased rental income);
- To maximise the potential for regeneration and the creation of cohesive communities, the Programme should allow for the construction of non-residential properties such as community buildings; commercial and retail units;
- If the Council is prepared to invest land for development on a profit share relationship the greater the interest and new bidders may be attracted if this is included within the scope of the procurement.

2.07 A summary of the market consultation results is attached at Appendix 1.

### **Emerging National Strategy Framework**

2.08 The initial feedback received from the market consultation must also be considered within the emerging national framework:

- Proposals are now well advanced to introduce self financing for Council Housing replacing the Housing Revenue Account Subsidy system. Flintshire has identified a need and aspiration to build new

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<sup>1</sup> There is an emerging trend that councils are struggling to create competition for their opportunities with few or no bidders coming forward. Certainly the project team have spoken to over 30 developers / construction partners the vast majority of which have declined to respond.

Council housing for many years and is confident that it will achieve a borrowing limit which will allow the Council to meet the need for stock investment to achieve WHQS by 2020 **and** to commence a new council house building programme. Welsh Government and the Housing Minister are as anxious as the Council to commence this programme as quickly as possible and the SHARP procurement process is a timely opportunity to realise this strategic objective;

- National agenda commitment to social housing, with increased emphasis on the use of private rented accommodation to meet housing need and the desire stated within the Housing Act to end family homelessness;
- Increasing evidence of the need to provide small houses and apartments to help address the need for smaller households to help address the impacts of welfare reform;
- Social Housing Grant funding<sup>2</sup> is declining (15% reduction from 2013/2014 from £1,758,032 to £1,557,749 in 2014/2015). Plus there are indications that funding take up is being restricted by the financial viability of schemes as homes must be built at social rents to Development Quality Requirement (DQR) standards.<sup>3</sup>

### **Flintshire Context**

2.09 The local context in Flintshire includes the following considerations:

- That the market rented sector in Flintshire is growing healthily and expected to continue to do so;
- Analysis of the local housing market shows that need to develop rent to buy for those who can sustain home ownership but are currently excluded by the complexities of lending criteria and affordability;
- That the use of the section 106 provision is not always a solution to the provision of affordable homes, as the current Flintshire requirement of 30% affordable housing on new build schemes can make sites economically unviable. (This is because developers have bought the land at higher prices prior to the downturn.) Plus there are indications from the Local Housing Market Assessment (LHMA) are that such affordable homes may not be saleable in the current climate;
- Flintshire's adopted Unitary Development Plan 2000-2015 (UDP) currently has a four and a half (4 1/2) year's supply of land available for housing development. Work has commenced on the development of the Local Development Plan 2015-2030 (LDP) which will replace the adopted UDP. This work will be supported, and informed by a LHMA which has been jointly commissioned with Wrexham County Borough Council to identify future housing need and trends in the housing market;
- There is a high demand for social housing in Flintshire, with 3798 applicants on the Council's Housing Register;

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<sup>2</sup> Funding provided by WG on a 3 year cycle to RSLs to facilitate housing development by assisting with the financial viability of schemes.

<sup>3</sup> There is the potential for RSLs to build affordable as opposed to social rent properties but currently only one of the three housing associations in Flintshire intends to take up this option.

- There are also 400 applicants on the Flintshire Affordable Housing Register.

### 3.00 CONSIDERATIONS

#### Identification of sites for development

- 3.01 On the basis of these background factors (in particular the results of the market consultation), it is clear the value and scope of the Programme is key to the Council securing the right development Partner.
- 3.02 There are a number of strategic options available to the Council in relation to the scope of sites that are to be included within the land available for development. These options are progressive, with 'Future Thinking 2' representing the widest scope, (building on the scope of the 'Initial'; 'Current' and 'Future Thinking 1' Options). These options are set out within Table 1 below.

**Table 1: Land Development Options (Strategic Scope)<sup>4</sup>**

<i>Initial Thinking</i>	<i>Current Thinking</i>	<i>Future Thinking 1</i>	<i>Future Thinking 2</i>
<b>Social and Affordable Housing in Flint Only</b>	<b>Social and Affordable Housing across Flintshire on Currently Identified Sites</b>	<b>Social and Affordable Housing across Flintshire on Current &amp; Future Sites</b>	<b>Social, Market &amp; Affordable Housing across Flintshire on Current &amp; Future Sites</b>
Up to 125 homes built on 2 to 3 sites within Flint Town Centre.	In addition to 'Initial Thinking' up to 400 homes built on currently identified sites across Flintshire ranging from brown field sites (2/3 homes) to green field sites of up to 1 acre.	(Longer term option to 'Current Thinking') that includes the potential for a medium to long term Contract to encompass the development of future sites.	An alternative 'Future Thinking' option which includes the potential for the inclusion of private housing developments.

#### **Initial Thinking: Development of homes in Flint town centre**

- 3.03 At the Executive meeting in December 2011, the Council agreed to stop letting the maisonettes and Council owned garages in Flint town centre to enable the blocks to be emptied and the sites redeveloped. In July 2012 Cabinet gave approval to commence demolition of Flint maisonettes as a key component of the delivery of the Flint Master Plan. A working group was established by the Council's Executive in 2011, and DTZ were commissioned to undertake a master planning exercise. This work included a number of consultation events with

<sup>4</sup> **Key to Table:** Affordable Housing includes social; LHA and Assisted. Current and future thinking options include the potential for collaborative working with other local authorities, which opens up the site options to 'Across Flintshire and elsewhere'.

retailers, local businesses, tenants and residents, stakeholders and other potential partners to consider options and the potential for these to be realised.

- 3.04 Initial site assessment and modelling by the Council indicate a projected 125 homes can be built in Flint town centre to progress the Flint Master plan. The proposed tenure mix is as follows;
- **30% Social Rent:** these will be Council houses;
  - **60% Affordable Rent:** higher rent levels than social rents at a level of 80% of market rent to allow property development without public subsidy but tenants are still fully eligible for housing benefit;
  - **10% Rent to Buy:** to support owner occupation longer term.
- 3.05 A development brief for the external features of the new housing in Flint has been approved as supplementary planning guidance by the Council's Cabinet in September 2013. New housing will recreate the original town settlement pattern and improve the local streetscape.
- 3.06 In addition the Council will be developing an innovative design specification to ensure a consistent good quality of internal housing layout. This could form the basis of a 'Flintshire Housing Standard' which will be developed via a consultation process with Elected Members.
- 3.07 All Social Housing will be managed through the HRA and all Affordable Housing will be managed via NEW Homes.
- 3.08 The homes in Flint could represent the entire scope of the development or be the 'anchor' or 'first phase' of a wider development of sites across Flintshire as per the '*Current*' and '*Future Thinking*' options (as below).

#### **Current Thinking: Development of existing sites across Flintshire**

- 3.09 As a result of the firm plans to end the HRA subsidy system in 2015, '*Initial Thinking*' has now evolved to the inclusion of further developable sites (in addition to Flint town centre) as part of a phased programme of housing development across Flintshire. This offers a number of benefits, including:
- Adding critical mass and strategic commitment to the contract which will increase developer interest in the opportunity;
  - Allowing the Council to more effectively control housing development via phasing to meet local needs and priorities through an annual development plan;
  - Reducing the costs and time taken to develop housing by virtue of the Programme being delivered without the need for procurement of a development partner for each piece of land;
  - Implementation time will be reduced as the development would be taking place within the context of an existing partnership;
  - Further, as the developer and the Council will have 'learned lessons' from previous developments so shortening the time taken and 'smoothing' the progress of any future developments;
  - Extending the benefits of economies of scale by the adaptation of the 'Flintshire Design Standard';

- A longer term relationship will not limit competition as development could be phased (say £10M a year), which is within the capability of the small to medium enterprise (SME) market;
- Smaller developments are highly likely to be sub-contracted by the developer to the SME market (and potentially this can be discussed further with bidders during the procurement process);
- The relationship would not prevent development by other developers including affordable homes under section 106 provisions.

- 3.10 On this basis a list of potentially developable sites within the Council Fund and the HRA have been identified across Flintshire. In addition, current regeneration plans have pinpointed a number of sites in Flint and Connah's Quay which will form part of the procurement. These sites need to be acquired and are dealt with in the recommendations later in this report. Overall the Council is confident of identifying sites on which 500 homes could be built within a 5 year programme (and potentially more homes should programme length extend beyond 5 years).
- 3.11 Table 2 overleaf provides a breakdown of sites which have been initially identified as suitable for development. These sites will be subject to further detailed site investigation and will form Phase 1 of the Programme. A projected combination of 220 council and affordable housing units could be built on these sites. This is not a full list of all potential developable sites for Phase 1; but covers those which have been reviewed for housing demand/suitability of site to date.
- 3.12 The tenure mix for the homes built within the programme will be determined by the analysis of local needs; site suitability; commercial funding viability and affordability. Land ownership might be problematic to meet tenure needs on a site by site basis and hence there will be some need to acquire land and/or acquire or transfer sites between the council fund and the HRA.

<b>Site</b>	<b>No. of HRA Council Units</b>	<b>No. of Affordable Units</b>	<b>Total</b>
The Walks, Flint	30	70	100
Custom House School, Connah's Quay	8	8	16
Land at Llys Alun, Rhydymwyn (Former Primary School)	7	8	15
Former Bowling Green, Trelogon	8	0	8
Maes Meilion Leeswood	6	0	6
Tan y Rhos, Nercwys	6	0	6
Redhall, Connah's Quay	6	0	6
Ffordd Pennant & Ffordd Hiraethog, Maes Pennant Mostyn	0	28	28
Canton Depot, Bagillt	0	25	25
Princess Avenue, Buckley	0	10	10
			<b>220</b>



### **Future Thinking 1: Affordable Housing across Flintshire on Current & Future Sites**

- 3.13 The strategic extent of the relationship could be lengthened to include future sites (which are at the moment unidentified as available for development). Inclusion of future unidentified sites should increase the benefits set out above for the development of existing identified sites. Plus there could be strategic opportunities to engage the developer to provide additional expertise to the Council such as identification of developable land; undertaking feasibility studies etc.

### **Future Thinking 2: Market & Affordable Housing across Flintshire on Current & Future Sites**

- 3.14 Further there is an opportunity to release Council land for market housing development within the partnership which has the benefit of:
- Future proofing the Council's strategic options in relation to the disposal of future packages of land and built assets;
  - Allowing for a development approach which can be strategically integrated with the LDP and Housing Strategy;
  - Raising funds (via profit share with the developer) which could be used to fund affordable homes;
  - Minimising procurement and management costs by allowing the disposal of land within an existing relationship;
  - Maximising the value of land to be disposed of as land would acquire additional value as a result of it being confirmed of being developable / being developed;
  - And there is an emerging market for this type of strategic approach with many Councils successfully opting for a long term relationship.<sup>5</sup>

### **Funding the development of the new homes**

- 3.15 Sourcing the funding of the development of the new homes is a key outcome of the Programme. It has been widely reported that traditional sources of capital funding such as grants to invest in capital schemes have been reduced over recent years. Furthermore, with revenue budgets under extreme pressure, the Programme will need to be self financing: that is, all revenue and capital costs the Programme incurs need to be financed by additional income generated by the new homes built. The affordability of the Programme will be assessed at all stages during the process. The costs of managing the programme will be met from existing budgets.
- 3.16 Whilst a variety of funding sources are already available, these sources are not all applicable to affordable housing. E.g. whilst prudential borrowing financed from the HRA could be used to build new council housing, this method cannot be used to fund affordable housing. Sources of funding most commonly used are

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<sup>5</sup> Over the course of the next few weeks the project team will be following up on reference sites provided by those who attended the market consultation to further enhance the commissioning intelligence which underpins the Programme.

briefly set out in Table 3 below.

<b>Table 3: Existing Sources of Funding</b>		
<b>Funding Type</b>	<b>Description</b>	<b>Applicable Tenures</b>
<b>Prudential Borrowing</b>	Council borrows within agreed limits and repays with interest (typically at a cheaper rate than commercial lending.)	Predominantly social but potentially wider
<b>Capital Receipts</b>	Market sale of land or assets.	
<b>Gifted Units</b>	Developer builds units as part of a private development and gifts units. NEW Homes takes on the management of the units.	Affordable Rent; Market Rent
<b>Section 106</b>	Developer builds units as part of private development and NEW Homes takes on the management of the units.	
<b>Social Housing Grant</b>	Housing Associations are allocated grant assistance from WG to part finance overall development costs of schemes.	Social Rent
<b>Prudential Borrowing financed by the HRA</b>	Housing Revenue Account can be used to fund social housing.	

- 3.17 The procurement process does not at the outset need to specify the source of funding and would seek to source innovative ways to secure the required funding (which would be available in addition to the existing sources detailed above). Broadly any innovative sources of funding will be either via commercial lending (debt in the form of loans, leases, private finance initiatives) or the Council investing land for development and sharing the profits of this with the developer. The potential new sources of funding are detailed in Table 4 overleaf (however more funding sources may emerge after further dialogue with (potential) bidders).

<b>Table 4: Potential New Sources of Funding</b>		
<b>Funding Type</b>	<b>Description</b>	<b>Description</b>
Lease-back	Developer provides funding and builds units which would be managed by NEW Homes. Developer owns units and recoups development/lending costs by leasing the units to the Council. Council lease costs are met via rent receipts. Ownership usually transfers back to the Council at the end of the lease.	Affordable Rent; Market Rent;
Buy-back	Developer provides funding and builds units. Developer retains ownership of units and NEW Homes would manage the units. The Council would have the option to purchase the units after end of an agreed flexible term (say up to 20 years).	Affordable Rent; Market Rent;
Rent to Buy	Developer provides funding and builds units. Tenant occupies on a rent to buy basis (saving for a deposit as a proportion of payments made). NEW Homes would manage units and retain a % of the rental. Council does not at any point own the homes.	Affordable Rent; Market Rent
Profit Share	Council invests land and developer funds and builds units. Council recoups land value by a commensurate share of profits from private home sales.	All types as unfettered funding raised by the sale/ development.
Provision of land for development	Council provides land for development and developer funds and builds units. Payment for land can be under a deferred payment system (rather than profit share from sales units as above).	

3.18 In broad terms it is likely that any form of commercial lending or model that sources the funding from a development partner will be at a higher rate of interest than that available to the Council via prudential borrowing. The commercial rate will include the developer's costs to manage the programme (including funding) and the risk that the developer bears in relation to the Programme, (for example, any increase in build costs due to unforeseen circumstances). Should prudential borrowing be used as a source of funding such costs and risks will be borne by the Council. (In addition the necessary capacity and experience of Officers within the Council will need to be considered).

3.19 At this stage in the process it is impossible to state with certainty which will prove to be the model(s) which will be best fitted to meeting the commissioning objectives. This is because more certainty will be required in terms of:

- The number of homes to be built;
- The cost of these homes (i.e. house types; specification and whole life costing);
- The phasing of developments (and hence when funding will be required);
- The tenure mixes (and therefore the applicable funding streams which are available for use and how these funding streams affects the viability for the developer);
- The potential availability (if included within the scope of the

Programme) for the Council to invest land for development and to share the profits with the developer; and if included, the likely value; size and timing of such investment.

- 3.20 Once these factors are known they will be used to inform the procurement process and thereby identify the funding model which best meets the commissioning objectives. (The available options will be those presented by bidders during the procurement process.)

**Commercial Relationship**

- 3.21 The source of funding will be a significant determiner in identifying the commercial relationship with any potential developer. Table 5 sets out the relationship options available.

**Table 5: Relationship Options: Degree of Integration between the Council and Developer**

<b>Simplest Model: no integration</b>	<b>Simple Model: low level of integration</b>	<b>Intermediate model: moderate level of integration</b>	<b>Complex model: full integration via a 'joint enterprise'</b>
<b>Construction Contract</b>	<b>Design and Build Contract</b>	<b>Development Contract</b>	<b>Joint Venture Company</b>
Construction partner commissioned to build homes to a design brief drawn up by the Council.	Developer commissioned to design and build homes to meet the Council's specification.	As per a design and build contract but this could also encompass funding future sites. Plus could include a wider range of Services e.g. ID of potential sites; feasibility studies etc.	The formation of a company which would be a jointly owned company by the Council; the Developer and any Funder. Usually Council staff would be outsourced to the JVCo.

- 3.22 **Construction Contract:** Construction partner engaged to build homes to a design brief drawn up by the Council. This is the simplest relationship but relies heavily on Council resource and expertise to provide design brief and oversee the development(s). Often seen as more suitable to schemes which are individually commissioned, which also makes developments more accessible to the SME market. However whilst procurement of partners can be labour intensive a construction framework could be established to minimise delays. A further caveat is that if commercial funding is required, the 'piecemeal' approach may make funding more difficult to source and more expensive, plus there also may be a potential failure to capitalise on economies of scale.

- 3.23 **Design and Build Contract:** For currently identified sites to a design brief provided by the Developer to meet the Council's specification. This relationship recognises and utilises the expertise offered by the developer (who also

assumes more of the risk). Council resource and expertise required to approve the design brief and oversee development (but less so than under a construction contract). Again this is more suitable if schemes are to be individually commissioned and again this may increase costs; time taken; cause difficulties with obtaining commercial funding, and fail to capitalise on economies of scale.

- 3.24 **Development Contract:** the appointment of a single developer for all sites, which could include future identified sites. This relationship further utilises the expertise offered by the developer (who further assumes more of the risk) and is likely to encourage a higher level of commitment and investment from the developer. Plus this relationship could also include a wider range of Services e.g. ID of potential sites; feasibility studies etc. and could also include a 'profit share' element should the Council choose at any future point to provide land for private development (with the developer funding and building the units).
- 3.25 **Joint Venture Company:** Formation of a jointly owned and controlled company by the Council and the Developer (and potentially also any Funder) in proportion to the levels of investment provided e.g. developer assumes commercial risk and the Council would provide the land for development. Council staff would normally be outsourced to the JVCo. Again this relationship is the most complex but maximises the expertise offered by the developer and the rationale behind the model is that both developer and council expertise is maximised through 'joint enterprise'. The JVCo model can also be very commercially attractive to developers as the Council assumes a higher degree of risk and makes a higher degree of commitment to the relationship.
- 3.26 The nature of these relationships make some more suitable than others to accommodate the scope of the land developments proposed within the Programme. The key element in selecting the most effective relationship will be the provision of funding by the developer / funder which would preclude the simplest relationships (i.e. construction and design and build contract) as Table 6 below illustrates.

Table 6: Relationship Suitability Matrix	Construction Contract	Design and Build Contract	Development Contract	Joint Venture Company
Affordable Housing Flint Only	No: cannot accommodate funding	No: cannot accommodate funding	Unlikely: opportunity too small	No: opportunity too small & no profit potential.
Affordable Housing across Flintshire on Currently Identified Sites			Possible: but opportunity may be seen as too small by the market	No: opportunity too small & no profit potential.
Affordable Housing across Flintshire on Current & Future Sites			Yes	No: no profit potential.
Market & Affordable Housing across Flintshire on Current & Future Sites			No: cannot accommodate funding / profit share	No: cannot accommodate funding / profit share

- 3.27 The most suitable relationships would be either a development contract or a joint venture company ('JVCo'). Both accommodate funding and the potential to realise profit from the Council's investment of land for development.
- 3.28 The core difference between a JVCo and other models is the shared control (within a separate company) of the development programme between the developer (and any other parties such as 3<sup>rd</sup> party funders). Strategic decisions would normally be made by the JVCo's partnership board (made up from Council and other party shareholders, with control being held in proportion to the value of investment and commercial risk).
- 3.29 This is in comparison to a Development Contract within which the Council solely makes the key strategic decisions (with the benefit of the advice and expertise of the developer).
- 3.30 The establishment and management of a JVCo can be complex, costly and time consuming, particularly in relation to senior management and executive officers. The extent of costs and time involved may prove to be disproportionate in relation to the extent of profit likely to be obtained by the Council, as the extent of the Council's landholdings which may be made available for development in the future is unclear. Whilst the developer (as part of a JVCo and potentially a Development Contract) will provide expertise and assistance in sourcing land for development, the extent of land available may not merit the establishment of a JVCo.<sup>6</sup> A development contract may provide a more flexible platform from which profits can still be realised, particularly if the land holding available for disposal is relatively small and uncertain.
- 3.31 Whilst both a Development Contract and a JVCo will involve organisational change, the extent of change necessitated by a JVCo is much greater, often involving the outsourcing of elements of Council services and staff. Pension liabilities can often be a significant factor in negotiations and the scope of the Programme would have to be broadened to include the necessary consultation with staff and organisational redesign.
- 3.32 In comparison a Development Contract offers similar benefits but with a much lower level of integration (in other words organisational change). A client team would have to be established within the Council to manage the contract and commission works within it.<sup>7</sup>

### **Commissioning Objectives which will underpin the Procurement**

- 3.33 Potential bidders were consulted on the proposed commissioning objectives for the procurement which are the essential outcomes of the Programme. They will be used as 'golden threads' which will run through each stage of the procurement. Bidders' proposals will be evaluated (as appropriate for each stage) on how successfully the evidence presented ensures the achievement of the objectives. The commissioning objectives are detailed below and illustrated in the Commissioning Objectives Diagram (attached at Appendix 2).

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<sup>6</sup> The project team are currently investigating the extent of land likely to be available for development.

<sup>7</sup> The project team are currently investigating the potential structure of a client team.

- Delivery of the Programme in a manner which is responsive to local needs and priorities.
- Quality of Housing which conforms to at least local planning level 3;
- A funding model which provides the initial capital investment for the Developments through borrowing; lease back; buy back options or other arrangements to be recouped through increased income from rents.
- Value for money facilitated by competitive pricing; robust and transparent costings supported by open book accounting<sup>8</sup>; performance reporting and monitoring.
- Workforce and training initiatives.
- Environmental protection and improvements.
- Development of sub-contracting and supply chain opportunities including transparency of opportunities and award procedures including advertisement through Sell2Wales.
- Increased social capital through engagement and consultation with the community.
- Contribution to the regeneration of the economy in Flintshire to support the achievement of the strategic objectives of the Council's Regeneration Strategy: 'a competitive Flintshire; sustainable communities and the creation of employment and skills' (including working with disadvantaged and targeted groups and social businesses).
- Benefits to the community which ensure that the development is designed to be integrated and accessible; tackle poverty and promote quality of life for all, in particular protecting the interests of individuals with protected characteristics; the elderly and children. For example this would be sought through the regeneration of open space and increased community cohesion through volunteering and support for community groups and third sector organisations.
- Contribution to education such as through education-work placements; school visits and volunteering and support for national curriculum topics such as numeracy; literacy; science and careers.

## **The Procurement Process**

### **Proposed Competitive Dialogue Process**

- 3.34 The procurement of the Contract will be subject to the Public Contract Regulations 2006 (the Regulations) as the Council is seeking to commission a contract for Works and Services, the value (at a minimum £12M) is above the current EU threshold for procurements of £4,322,012.
- 3.35 A range of applicable procurement processes are defined by the Regulations (i.e. the open; restricted and competitive dialogue processes). A table is contained in Appendix 3 which compares the features of these processes. Of the applicable processes, the competitive dialogue process is considered to be the most

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<sup>8</sup> In other words, through the Council having access to the financial components of the development: e.g. through the developer sharing details of its costs; charges and profit margins.

suitable for this project as it is designed for the procurement of “particularly complex” contracts.

- 3.36 A description of the proposed process including process maps and timescales can be found at Appendix 4. The competitive dialogue differs from other applicable procurement processes in that it allows for dialogue with bidders to be conducted during the tender process, so allowing us to develop the scope of the Programme; shape and specification of the Service and the funding model to be used.
- 3.37 This also allows for concurrent work streams, for example, in respect of housing design specification; funding model appraisal and suitable terms and conditions to be conducted alongside the procurement (to strict deadlines which align with the procurement process). Positive to very positive feedback was received from the market consultation in respect of the proposed process and its usage was broadly welcomed.

### **Next steps**

- 3.38 In accordance with the indicative timetable, it is proposed to advertise the procurement (via Sell2Wales and the European Journal) on the 25<sup>th</sup> September 2014. The process will identify the Preferred Bidder during April 2015, aiming for contract award in early May 2015 (after Cabinet approval has been obtained). The aim would be for a start on site during the autumn 2015.
- 3.39 A strategic risk assessment has been completed in conjunction with the Council’s risk management unit (attached at Appendix 5). The strategic risk assessment is supported by additional assessments of operational; funding; procurement and communication risks. These assessments will be reviewed and updated on a monthly basis throughout the Programme.
- 3.40 There are 6 review points built into the procurement process to ensure effective governance of the process of the procurement. These review points take place:
- Prior to the commencement of the market consultation (Cabinet report of July 2014);
  - Prior to the commencement of the procurement (this report);
  - Prior to the confirmation of bidders who have passed the selection criteria and have been ‘long listed’ at the end of the PQQ stage (Review by Project Leads);
  - Prior to ‘short listing’ at the end of the Refined Solution Stage (Review by Project Leads);
  - Prior to confirmation of the Preferred Bidder at the end of the Final Tender stage (Review by Project Leads);
  - Prior to contract award (Cabinet report April 2015).
- 3.41 The governance of the procurement process is a discrete process from strategic consultation with Elected Members on the desired outcomes from the process i.e. sites for development; affordability; budgets and capital expenditure; funding sources; design standards and housing models.



- 3.42 In addition to the strategic consultation, regular briefings on the progress of the procurement will also be provided to Elected Members.

### **Collaborative Procurement**

- 3.43 Early dialogue is underway with other local authorities across North Wales to discuss whether they wish to join Flintshire as collaborative partners in the procurement. The benefits of collaboration include the potential to increase critical mass; gain greater benefits from economies of scale; share knowledge and expertise and share procurement and administration costs (by for example Flintshire charging a 'usage fee').
- 3.44 Whilst this interest is at an early stage (and indeed may not occur),<sup>9</sup> to avoid breaching European procurement regulations, any authorities wishing to participate in a contract must be named (either by specific reference or reference to a group or class) and an estimate of their likely expenditure included in the contract notice in the European Journal.<sup>10</sup>
- 3.45 Participation in the work involved in the procurement process would be optional, particularly as it is Flintshire's stipulation that it will be unable to extend the timescale for the procurement. However, should any other authority wish to participate then accordingly the specifications; terms of the contract, funding and the relationship would be more likely to reflect their requirements. Having said this, a degree of flexibility (the extent of which depending on the relationship model selected), would be built into the contract in any case.
- 3.46 The risk to the Council of adopting this approach (in terms of challenge from aggrieved bidders (inc. potential bidders) and the European Commission) is extremely small.<sup>11</sup> Each authority wishing to use the contract would carry out its own due diligence exercise on its ability to participate based on the details contained within the contract notice and contractual documents. Flintshire's consent to the entry of any new authority would have to be gained prior to their contract usage (according to Flintshire's governance arrangements).

## **4.00 RECOMMENDATIONS**

### **Cabinet is asked to approve:**

- 'Future Thinking Option 2' as the strategy for the Programme;
- The use of a development contract model for the reasons outlined in the report as most suitable for the Programme;
- The procurement of the Programme using the competitive dialogue process and to report back to Cabinet for approval of the preferred

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<sup>9</sup> Evaluation of bidder capability to fulfil the size of the contract would be evaluated within the procurement on the basis of expenditure as confirmed at that point. The Contractors capability to provide works and services to other authorities would be confirmed at the point at which any interest was received.

<sup>10</sup> The guidelines within the OGC's public Policy Note 16/10 08 September 2010 for naming participating authorities will be followed.

<sup>11</sup> As potential members and usage predictions will be transparently and heavily caveated and OGC guidelines (as above) will be followed.

partner;

- That the procurement process and contract are structured in a way which can include the scope for collaborative partners to use the contract;
- That the Chief Officer for Community & Enterprise and the Corporate Finance Manager be given authority in consultation with the Leader and the Housing Portfolio Holder to draw up and implement a funding plan to finance the Programme;
- That the Chief Officer for Community & Enterprise and the Corporate Finance Manager be given delegated authority in consultation with the Leader and the Housing Portfolio Holder to acquire and/or transfer land between the HRA and the Council Fund in order to ensure that the tenure of the proposed houses best meets the needs of the locality in which they are built;
- That approval is given for key strategic sites (as identified through the SHARP Programme and where budget provision has been made) to be purchased for Housing Development in consultation with the Leader and Housing Portfolio Holder;

## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Site acquisitions will be made through budget identified for this purpose. This will include utilisation of the Vibrant and Viable Places Programme, Housing Revenue Account and could also include Commuted Sums budgets (subject to policy approval).
- 5.02 As set out in the report, in particular 3.14 – 3.20.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 Each of the models will provide additional housing and would therefore have a positive anti-poverty impact.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 All council housing built will be built to the Welsh Government's "Development Quality Requirements" (DQR) housing standards. All new Affordable housing will also be subject to Building Regulations relating to energy efficiency and sustainability standards.
- 7.02 A sustainability risk assessment has been undertaken. The environmental track record and capability of bidders to assure good practice will be assessed at the PQQ stage of the procurement and the environmental impacts of bidder's proposals will be evaluated as part of the Refined Solution and Final Tender stage of the procurement.

## **8.00 EQUALITIES IMPACT**

- 8.01 An initial equalities impact assessment has been completed, which will be reviewed frequently throughout the process. There are no negative equality implications arising out of this report. However the equalities impact assessment recognises that there are many positive implications: including increased provision of homes to tackle homelessness; increased and improved provision of accessible homes for the disabled and elderly.
- 8.02 In addition, the project aims to create a more cohesive and accessible community through improved street layout and accessibility within Flint town centre (as set out in the Masterplan).
- 8.03 Increased social capital will be gained through engagement and consultation with the community (including a bilingual requirement for all communications).
- 8.04 Further social capital to be realised through training; employment and education opportunities which will include targets for opportunities for young people. Further, there will be transparent and accessible supply chain opportunities including targets for social businesses and community groups.
- 8.05 Plus, there will also be targets in relation to the achievement of wider community benefits such as volunteering and support for community groups and third sector organisations. There will also be scope for innovative proposals from bidders as to how further social and community benefits could be gained.
- 8.06 The equalities track record and capability of bidders to assure good practice will be assessed at the PQQ stage of the procurement and bidder's proposals to ensure the achievement of equalities will be evaluated as part of the Refined Solution stage of the procurement.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 The resources required for the procurement have been estimated at 800 days inclusive for all officers and external support. The project will require support from external financial; legal; technical and procurement advisers. A programme manager and an interim procurement manager have been in post since June. The Council's existing technical advisers will be used for ad-hoc advice and a tender process for financial and legal advisers will be commenced once approval has been obtained.
- 9.02 There will also be implications for internal staffing structure in terms of the formation of the team to commission; manage performance; support and oversee the development works going forward. Whilst the structure and nature of the team required will depend on the relationship approved, the importance of establishing an appropriate team cannot be understated. As without it, then it is highly likely that the envisaged benefits will not be realised from the contract; commissioning objectives will not be achieved; costs may increase and ultimately the contract may fail.
- 9.03 As previously discussed the preliminary work required to inform the design of a sufficiently resourced and structured team to manage the works going forward is currently being undertaken by the project manager. This work will be progressed

as part of an implementation / mobilisation when the relationship model to be utilised is confirmed. This work will link into the transformation programme to be undertaken within the Corporate Procurement Unit in terms of the establishment of a category management approach and the overall programme of corporate transformation.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 As above, there are 6 review points built into the procurement process to ensure ongoing approval for the developing Programme strategy.
- 10.02 In addition strategic consultation with Members will be required. In particular, further consultation will be carried out with Members to confirm the design specification of the homes in terms of confirming the appropriate building code level and any specific design features to be applicable to homes in Flintshire. The aim is to create a 'Flintshire Homes Design Standard'.
- 10.03 Consultation with the local community (including community groups) will be undertaken with support from the Council's Equalities Unit.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Most recently at the Council's Overview and Scrutiny Committee in July 2014, Elected Members gave support to take forward the market consultation prior to the procurement to enable the development of new homes in Flint town centre and for a Council and Affordable Housing building programme across Flintshire.
- 11.02 Market consultation has taken place during July and August to gather bidders' views that the proposed approach is feasible and efficient and likely to achieve the value for money.
- 11.03 Extensive consultation has taken place with the local community in Flint to develop the agreed vision and outcomes as per the Flint Master Plan.

#### **12.00 APPENDICES**

- Appendix 1: Market Consultation Results Summary
- Appendix 2: Commissioning Benefits Diagram
- Appendix 3: Procurement Process Comparison Table
- Appendix 4: Guide to the Competitive Dialogue Process
- Appendix 5: Strategic Risk Assessment

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

None

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## **Strategic Housing and Regeneration Programme (SHARP) Market Consultation: Feedback on Responses Received**

The Council would like to thank all parties for their interest in the market consultation for the Council's Strategic Housing and Regeneration Programme (SHARP / the Programme). In particular the Council would like to thank those organisations which returned a questionnaire and / or attended a consultation meeting ('Contributors'). The comments received were much appreciated and will be considered within the Council's ongoing review of how best to achieve its strategic housing and regeneration objectives.

The market consultation was advertised via Sell2Wales and the European Journal. Over 5000 notices informing bidders who may be interested in the opportunity were sent. An information page was also set up on the Council's internet site which has received over 500 hits. The webpage can be accessed via the following link:

[www.flintshire.gov.uk/SHARP](http://www.flintshire.gov.uk/SHARP)

Responses were in line with expectations as the number of potential contractors able to provide the Council's requirements is relatively small and specialised. 9 questionnaires were received and 6 consultation meetings were held. A cross section of organisations completed questionnaires, with 2 being received from small to medium enterprises. Publicity attracted national interest with 3 responses from organisations based in Flintshire and 5 from Wales as a whole.

Overall a sufficient number of organisations expressed an interest in the opportunity to satisfy the Council that sufficient bidders would tender should procurement be undertaken. Generally Flintshire was seen by Contributors to have good commercial and strategic potential due to its key location; development scope and the commercial links already held by Contributors in the North Wales region.

However despite this interest it is also important to note that the development market is currently buoyant and that bidders have limited resources with which to tender for contracts. On this basis the Council is mindful of the need to structure the procurement so that the opportunity to tender is viewed favourably by potential bidders at time when they may have many opportunities to select from: in other words that potential bidders 'Choose Flintshire'.

### **Feedback Received**

Generally the outline Programme scope was thought well formed and the outcomes based approach of structuring the procurement around commissioning objectives was endorsed.

A good number of Contributors expressed their ability and willingness to be flexible to meet any and all of the Council's requirements. However Contributors stressed that potential housing and regeneration benefits would be maximised if the Programme was delivered in the context of a long term relationship. This was particularly thought to be desirable to realise the community benefit potential, as bidders would then be able to invest more effectively in the provision of long term programmes for training; apprenticeships and education for example.

Whilst the development of housing in Flint town centre was recognised as the 'anchor' for the Programme, the ability to encompass development sites across Flintshire was seen as a factor which would greatly increase development potential and Contributor interest. This acknowledges the ability of a Flintshire wide Programme to provide a greater mix of housing tenures; increase economies of scale and greater strategic integration in terms of planning and the phasing of development. Contributors also stated that many of these benefits would be further enhanced if it were possible for Flintshire to collaborate with other local authorities and public sector partners in the commissioning of the contract.

Including the scope to commission of community buildings alongside housing was also considered an important feature by many Contributors, as it was seen as increasing the ability to achieve regeneration benefits and create 'holistic' and cohesive communities.

The inclusion of a requirement for funding for affordable housing was seen as least a neutral feature or most commonly, a feature that made the Programme a more attractive prospect.

Additionally, sufficient flexibility and scope was requested to be built into any contract, in order to more easily cope with any changing requirements.

All Contributors expressed a strong willingness to work closely with local communities and with the Council (and its partners,) to achieve community benefits as part of the outcomes of the Programme. All Contributors were very enthusiastic about the extent of the benefits that could be achieved.

### **Feedback Received on the proposed Tendering Process**

Mindful of the fact that bidders often have competing demands on their bidding resources, the Council is committed to ensuring that the procurement is well structured; transparent and efficient: as bidders need to be assured that the tendering process will request the investment of their time and resources prudently and wisely.

Transparency within the procurement process will be maximised to support bidders in the completion of a compliant tender which showcases their capabilities. Specific marking guidance will be provided for each question and maximum word counts will be adopted for answers. The Council will use the Proactis eTendering system to minimise the administrative burden of tender submission. Bidders can register their details on Proactis via the link below:

[Link to Proactis Supplier Registration Portal](#)

The PQQ will follow the standard Welsh Government question set. (However questions will be adapted to meet the needs of the procurement when necessary.) The question set be viewed via the link below:

[Standard PQQ Questions](#)

A full written debrief will be provided to bidders along with the opportunity for face to face debrief meetings.

Generally the tendering process proposed by the Council was broadly welcomed by Contributors. Whilst the procurement timetable was seen as challenging, it was seen as possible providing the procurement remained focused on the key issues. Most concern was expressed around the length of time available for bidder responses and the amount of time that could be made available for dialogue between the Council and bidders.

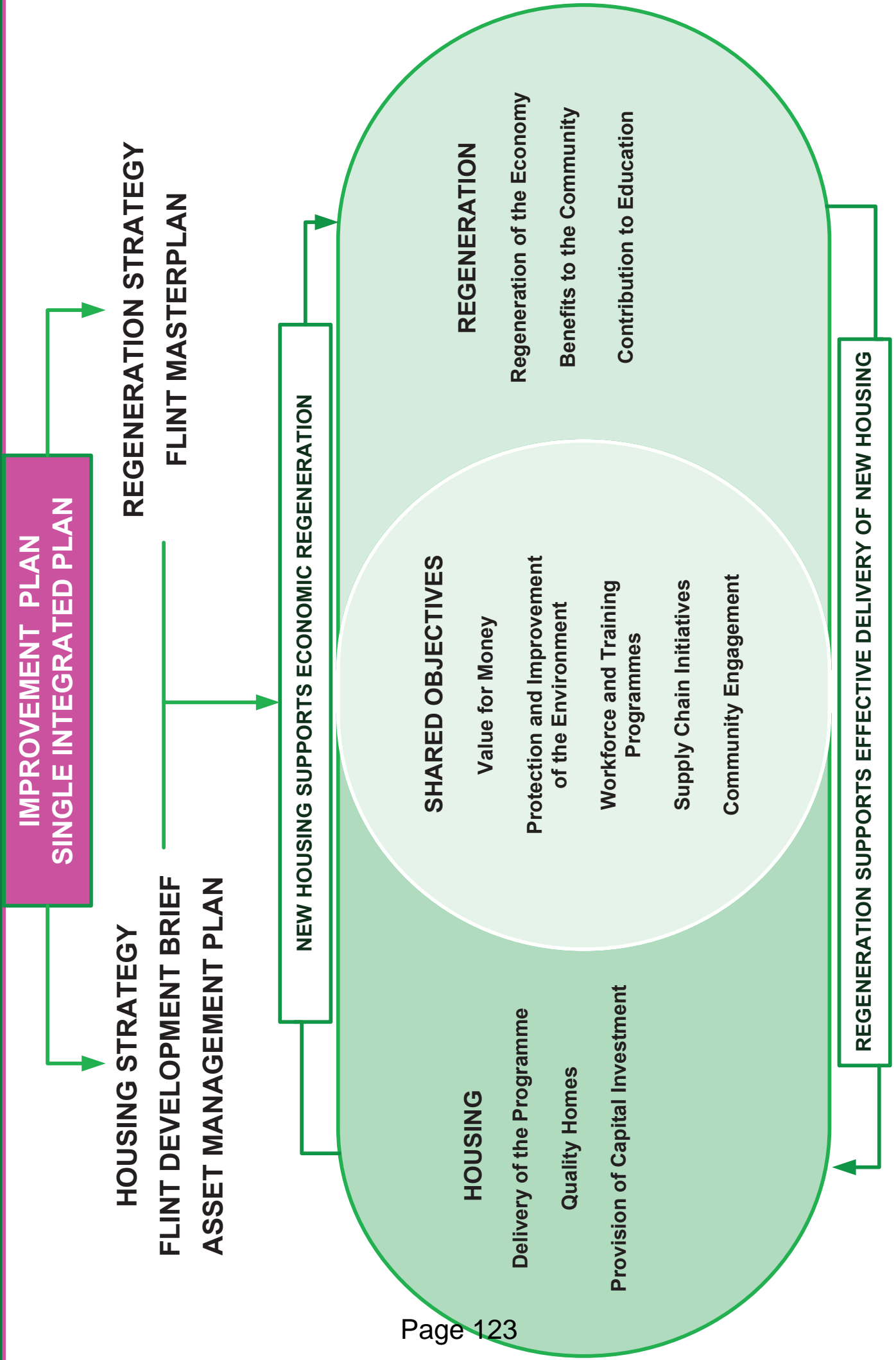
Contributors identified that a material factor in making sure that the time is used wisely is the number of bidders invited by the Council to participate in the process: as too many bidders can stretch Council resources and limit the time available for dialogue and the preparation of tenders. Contributors also stressed that the Council must ensure to sufficiently refine its requirements prior to advertising the tender, so that potential bidders can determine whether the opportunity is for them: and likewise so that the Council can attract and identify a relatively small but sufficient pool of capable bidders.

Also to ensure that effective progress is made, Contributors emphasised that the Council would also need to provide key information such as confirmed development sites (including feasibility information) and details of the proposed commercial relationship and contract model at an early stage. Plus early engagement with planning requirements was also considered essential.

Overall however, the procurement process and timetable proposed by the Council was considered by Contributors to be feasible.

Once again the Council would like to express its thanks for your interest in the market consultation: further updates will be provided on the market consultation internet page.

Please send any comments in respect of this feedback to: [SHARP@flintshire.gov.uk](mailto:SHARP@flintshire.gov.uk).



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Process	Description	Pros and Cons	Timescales
<b>Competitive Dialogue</b> (EU Regulated Process)	3 stage process (Qualification / Dialogue / Tender)  Best for strategic / complex requirements	Allows for development of solution with bidders during dialogue stage. Perceived as complicated and lengthy and can 'turn off' the market as a result. However broadly positive feedback was received from the market in respect of the 'streamlined' process set out in the market consultation documents.	9 months for streamlined process.
<b>Restricted</b> (EU Regulated Process)	2 stage process (Qualification and Tender) Best when requirements fully capable of specification and need to qualify or shortlist bidders e.g. when a large number of responses are expected.	No dialogue allowed when process underway, however this can be carried out before the issue of the tender as a 'pre-procurement engagement' with bidders. However can be difficult to engage with bidders due to competing pressures on their resources; bidders are more likely to disengage and can be less likely to share their commercially confidential solutions.	6 months for the process, but will need 2 months for prep, so 9 months in total.
<b>Open</b> (EU Regulated Process)	Single Stage process in which bidders provide selection and tender information in a single submission.  Best when requirements fully capable of specification; there are a predictable small number of bidders & no complex qualification criteria requirements.	Cannot shortlist bidders – not recommended as all tenders received which pass selection criteria have to be evaluated. May disincetivise the market as all bidders will have to complete a full tender submission. Plus comments in respect of pre-procurement engagement apply as per the restricted process above.	4 months for the process, but will need 3 months for prep, so 7 months in total.
<b>Framework</b> (EU Regulated Process)	Some frameworks are 'sole provider' so no further competition, merely refinement of terms needed. Also multi-provider frameworks, within which requirements would still be competed through a 'mini' competition' but no qualification time needed as bidders are 'pre-qualified'.  Exempt from EU regulations as a grant of an 'option' over land.	Terms of the framework would have to meet the Council's needs.  Currently no suitable frameworks identified.	4 months for the process, but will need 3 months for prep, so 7 months in total.
<b>Land Development Agreement</b> (EU Exempt Process)	3 stage process (expression of interest – qualification and outline solution). Exclusivity then given to one candidate; who then develops a conditional development agreement.	Not ideal as developer is under no obligation to develop.  Council also cannot exercise decisive control over the development e.g. specify housing type; mix; design. Plus unable to specify regeneration aspects e.g. community benefits.  More likely to attract market interest as exempt from EU regulations.  So possible option if EU regulated process unlikely to attract interest from bidders, but market consultation feedback indicates that sufficient interest exists.	5 months until exclusivity then provider carries out feasibility; obtains planning etc. Autumn 2014 start on site possible.
<b>Set up of a Joint Venture Co.</b> (EU Exempt Process)	Exempt from EU regulations as a 'Teckal' compliant company.	Whilst exempt from EU regulations, a comparative exercise (i.e. via a transparent process with pre-set criteria) would still be recommended to assure best value as there are a number of available models and providers. Plus due diligence still needed in respect of the commercial terms of the company and assurance of the developer's good standing i.e. capability; capacity and financial good standing.	4 months for the process, but will need 3 months for prep, so 7 months in total.

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Flintshire County Council  
Information Document 2  
Competitive Dialogue Process Guide  
(CDPG)

**SHARP**

9<sup>th</sup> July 2014

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## SECTION 1: Overview of the Process

### Part One: Process Outline

- 1.1 This document sets out the proposed competitive dialogue process (the Process) to be followed by the Council; however the Council reserves the right to: alter the timings and structure of any of the Stages within the Process at any time. In particular, Candidates should note that the Council reserves the right to terminate the Process and when appropriate, re-advertise the requirement for the Works in the event that an insufficient number of affordable; compliant and satisfactory responses are received to ensure best value and / or genuine competition.<sup>1</sup>
- 1.2 This guide to the proposed Process to be followed by the Council is based on the OGC Guide to the Competitive Dialogue Procedure (2008) which has been adapted by the Council (as allowed by the Guide [OGC/HMT 2008 Guidance on Competitive Dialogue](#)) to meet the particular needs and timescales of the Project.
- 1.3 The Process is planned to consist of the following process stages (Stages):
  - Pre-Qualification with the issue of a PQQ;
  - Detailed Solution with the issue of an Invitation to Submit a Detailed Solution (ISDS) and the submission of a Refined Solution (ISRS);
  - Final Tender, with the issue of a call to submit a Final Tender (CFT).
- 1.4 The purpose of the Process is to progressively develop a solution with Bidders that best meets the Council's requirements due to the technical, legal and financial complexity of the Programme. The aim of the Council is to run an effective and efficient Process that seeks to build the solution stage by stage (based around commissioning objectives) to minimise the time taken by the process and both Bidder and Council effort and costs.

## SECTION 2: Process Stages

### Stage One: Pre-Qualification Stage (PQS)

- 2.1 Full details of the procedure to be followed and evaluation guidance will be made available in Information Document 1: PQQ Guidance.
- 2.2 All Candidates will be debriefed on the relative merits of their Response. If any Candidates are not invited to submit a Detailed Solution (be 'Participants') the Council may apply a voluntary standstill period of 10 days from the issue of debriefs before issuing the invitation to participate in the next stage. The Council's objective in applying this period is to improve transparency and ensure fairness and equal treatment, thereby protecting the interests of Candidates and the Council.
- 2.3 In particular, the application of the voluntary standstill period gives non-selected Candidates the opportunity to consider the reasons for their non-selection and if any areas of contention are identified, discuss these with the Council. This then allows the Council to consider any representations made and if these are agreed, rectify any issues with the evaluation before the next stage in the process is commenced. This being said it is hoped that the level of transparency contained within supporting documents will protect against any misunderstandings of requirements by Candidates and misapplication of criteria by the Council. Overall the application of a voluntary standstill period is thought to protect the interests of all.
- 2.4 This being said, the Council may choose not to apply a voluntary standstill period for example, if the application of a 10 day period would threaten the viability of Contract Award by early May 2015 or if all Candidates are invited to Participate in Dialogue.

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<sup>1</sup> And/or to resort to following the process of the Negotiated Procedure as set out under Reg.17 of the PCR (if applicable circumstances apply).

## **Stage Two: Detailed / Refined Solution Stage (DS / RS)**

- 2.5 Participants selected to progress to the Detailed / Refined Solutions Stage will be issued with an Invitation to Submit Detailed / Refined Solutions (ISDS/RS). The DS/RS stage enables dialogue to be held with each Participant. A timetable of meetings will be prepared which will ensure that each Participant spends an equal time in dialogue and has sufficient time to prepare their Solutions. The timetable will allow each Participant to prioritise resources and to invite advisers and funders to attend meetings as and when required.<sup>2</sup>
- 2.6 Following submission of DSRs, the dialogue will re-commence and, formal written clarification questions may be issued to all Participants, as well as individual clarification questions being issued to each Participant as appropriate. Clarification meeting(s) may be held with each Participant to ensure clarity in the consideration of Detailed Solutions and remove any ambiguity but the Council would seek to progress with alacrity.
- 2.7 DSRs will not be formally evaluated by the Council, but rather considered to ensure that they meet the Council's commissioning objectives. Given the limited timescales for the preparation of DSRs only details of the most material aspects of the Solution will be requested from Participants. Written feedback will be provided.
- 2.8 Based on the DSR consideration, the Council may refine the ITPD and request the submission of Refined Solutions, however the aim will be to limit any amendments to the documents and request RSRs (as far as possible) to the same requirements as set out within the DS documents. RSRs will then be formally evaluated. Participants will be invited to submit a Final Tender (FT) based on the evaluation of their RSRs.
- 2.9 The Council reserves the right not to invite all Participants to submit FTs. Should any Participant not be requested to submit a FT, the Council may apply a voluntary standstill period as per the process outlined at PQQ Stage (again protecting commercial confidentiality). All Participants will be debriefed on their RSRs.

## **Stage Four: Final Tender Stage (CFT)**

- 2.9 Participants called to submit FTs (Tenderers), will have the opportunity for limited clarification of the requirements of the FT (to ensure compliance) prior to the deadline for submission.
- 2.10 Following evaluation of FTs, a Preferred Bidder will be appointed subject to the approval of the Project Team's recommendation to the Council's Cabinet. The Council also reserves the right to identify a Reserve Bidder and will request that the FT from that Bidder remain on offer for a specified period of time. The Reserve Bidder will be expected to attend meetings with the Council until the specified period of time has elapsed.
- 2.11 A limited period will follow during which the Preferred Bidder will confirm its commitments and a Final Business case will be prepared for submission to the Council's Cabinet's to seek approval to award the contract.

## **Stage Five: Contract Award**

- 2.12 Following approval to award the contract, the Council will debrief Tenderers and issue an intention to award letter. The mandatory 10 day standstill period will then be applied prior to the award of the Contract.

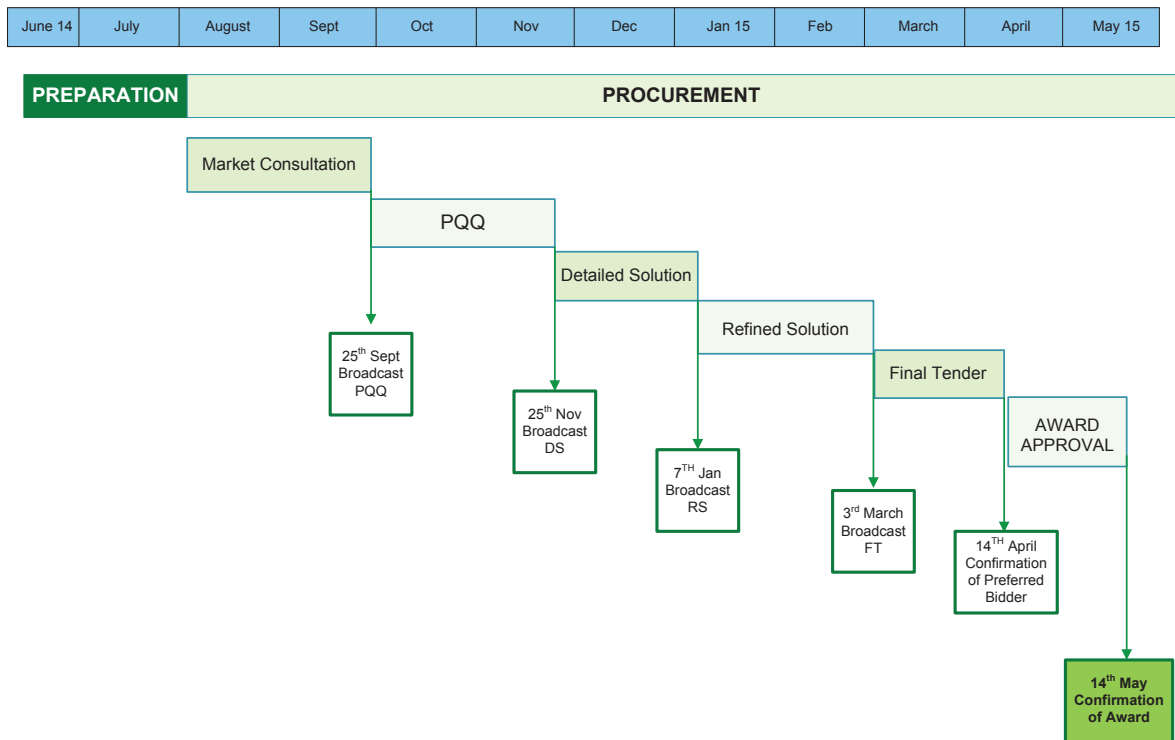
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<sup>2</sup> Whilst Participant's number of dialogue attendees will be limited to 8, Participants may rotate personnel during the course of the session. For example, a Participant may choose to bring 11 attendees, having a maximum of 8 in the dialogue room ('on the pitch') at any one time, with the 3 remaining attendees being outside the room ('on the bench'), thereby ready to be substituted as the dialogue demands. In providing this discretion to Participants, the Council would ask Participants to be reasonable and not to bring attendees in 'by the bus load'. (Plus to add, that from a commissioning perspective, strength of numbers and therefore a high frequency of substitution does not always equate to increased clarity or consistency during dialogue sessions).

### SECTION 3: Process Timetable

- 3.1 The table below outlines the proposed timetable for the Process. Candidates should be aware that the Tender Process will involve their attendance at various meetings at Council offices and at other venues within Flintshire such as for site visits. Meetings are likely to consist of Q&A Sessions (the opportunity to put questions to Council Officers); Dialogue Meeting(s); Presentation(s) and Interview(s). The attendance of Council representatives on a Site Visit to the Candidate’s premises may also be required. Advance notice will be given of any meeting requirements at the commencement of each Stage of the Process. Candidates should ensure they will be available to attend any meetings as notified.
- 3.2 An indicative timeline is shown below.

Timeline Competitive Dialogue



- 3.3 Indicative process timings are shown on the following page. As outlined at Section 2 above, Candidates should note that 10 day voluntary standstill periods have been included at any point in the process at which debriefs will be provided and that these voluntary standstill periods may not be applied.
- 3.4 As a result, the timings of all post Pre-Qualification Stages should be best viewed as indicative only. Should it be necessary for the Council to alter the structure and timings of any of the stages within the Tender Process, the Council will endeavour to provide Candidates with as much notice as possible.
- 3.5 Should any Candidate identify any issues with any of the Stages of the proposed timetable, such as errors or omissions, they should notify the Council immediately so that any issues can be rectified.

## SHARP: INDICATIVE COMPETITIVE DIALOGUE TIMETABLE

STAGE	ANTICIPATED DATES
PIN Sent for Publication in OJEU	4 <sup>th</sup> July 2014
<b>Market Consultation Documents Available</b>	Documents available on or after the day of publication of the PIN w/c 7 <sup>th</sup> July 2014, however no earlier than 12:00 noon 9 <sup>th</sup> July 2014.
Consultation Appointments Available	16 <sup>th</sup> – 30 <sup>th</sup> July 2014
<b>Closing date for return of Market Consultation Survey</b>	<b>8<sup>th</sup> August 2014 12:00 noon</b>
Market Consultation Feedback Summary Available	Onwards from w/c 25 <sup>th</sup> August 2014
Confirmation of Procurement Strategy. Approval of strategy at Cabinet Meeting 16 <sup>th</sup> September plus 5 working day call-in period.	23 <sup>rd</sup> August – 26 <sup>th</sup> September 2014
Contract Notice Sent for Publication in OJEU	(anticipated) 25 <sup>th</sup> September 2014
<b>PQQ Documents Available</b>	Documents available on or after the day of publication of the Contract Notice however no earlier than 12:00 noon on the 30 <sup>th</sup> September 2014.
Clarification Period Closes	13 <sup>th</sup> October 2014 12:00 noon
Clarification Answers Published By:	20 <sup>th</sup> October 2014
<b>Closing date for return of PQQ</b>	<b>28<sup>th</sup> October 2014 12:00 noon</b>
Confirm Candidates to be Invited to Submit Detailed Solutions: Debrief during Voluntary Standstill. <b>(Please note that dates from this point onward are indicative only.)</b>	13 <sup>th</sup> November 2014
<b>Broadcast ISDS</b>	25 <sup>th</sup> November 2014
Hold Dialogue Appointments (1 per week per Participant)	1 <sup>st</sup> – 12 <sup>th</sup> December 2014
<b>Closing date for submission of Detailed Solution</b>	<b>19<sup>th</sup> December 2014 12:00 noon</b>
<b>Broadcast ISRS &amp; written debrief provided</b>	7 <sup>th</sup> January 2015
Dialogue and Debrief Meetings	w/c 12 <sup>th</sup> January 2015
Clarification Period Closes	19 <sup>th</sup> January 2015 12:00 noon
Clarification Answers Published By:	23 <sup>rd</sup> January 2015
<b>Closing date for submission of Refined Solution</b>	<b>2<sup>nd</sup> February 2015 12:00 noon</b>
Confirm Participants to be Invited to Submit Final Tenders: Debrief during Voluntary Standstill	20 <sup>th</sup> February 2015
<b>Broadcast CFT</b>	3 <sup>rd</sup> March 2015 12:00 noon
Clarification Period Closes	13 <sup>th</sup> March 2015
Clarification Answers Published By:	20 <sup>th</sup> March 2015
<b>Closing date for submission of Final Tender</b>	<b>27<sup>th</sup> March 2015 12:00 noon</b>
Completion of Final Tender Evaluation; Confirmation of Preferred Bidder	13 <sup>th</sup> April 2015
Confirmation of MEAT and Intention to Award Approval at Cabinet Meeting 21 <sup>st</sup> April plus 5 working day call-in period.	14 <sup>th</sup> – 29 <sup>th</sup> April 2015
<b>Issue of Intention to Award and Start of Mandatory Standstill Period</b>	30 <sup>th</sup> April 2015
<b>Award of Contract</b>	<b>14<sup>th</sup> May 2015</b>
<b>Contract Implementation</b>	<b>Onwards from 14<sup>th</sup> May 2015</b>

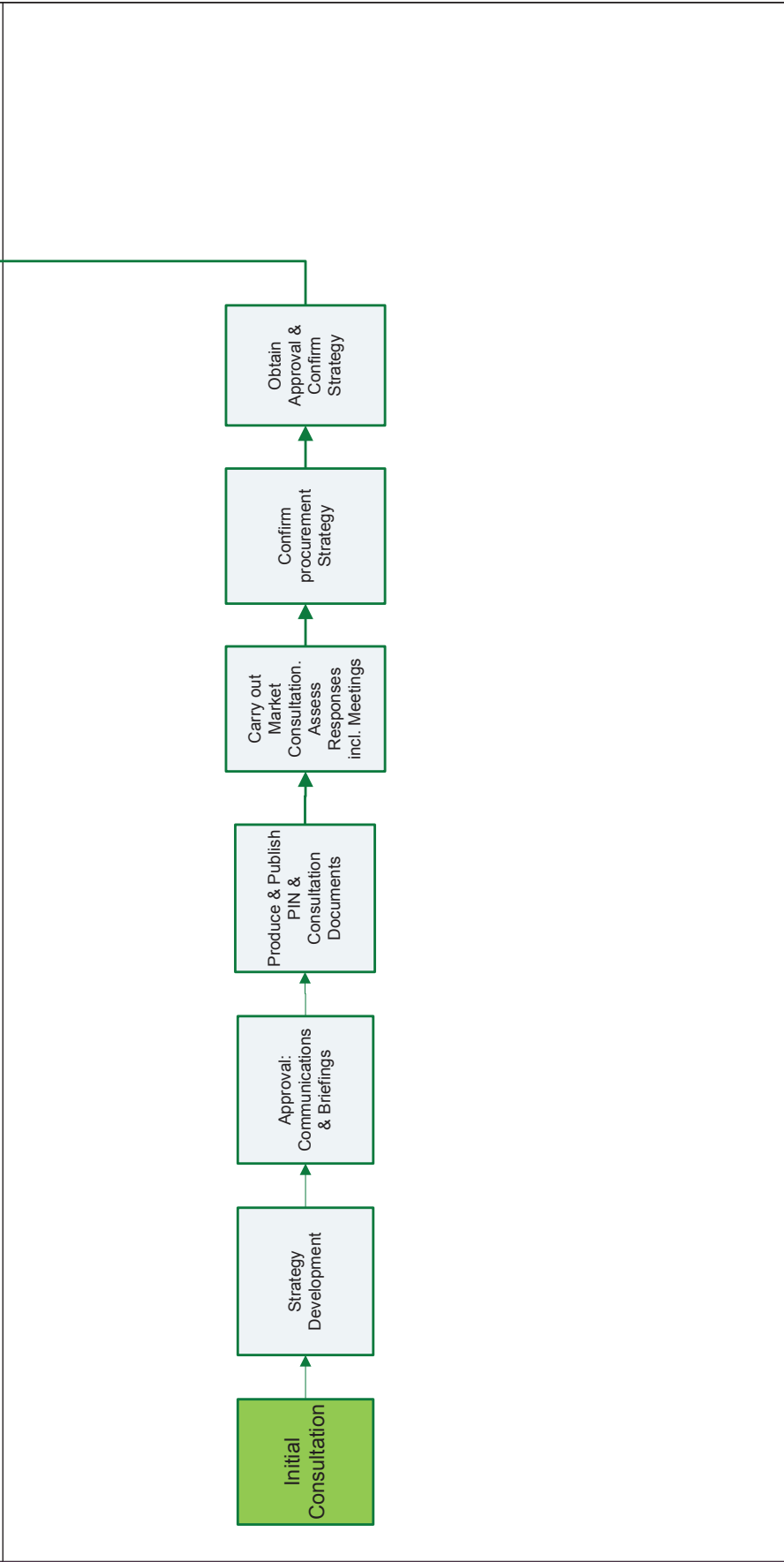


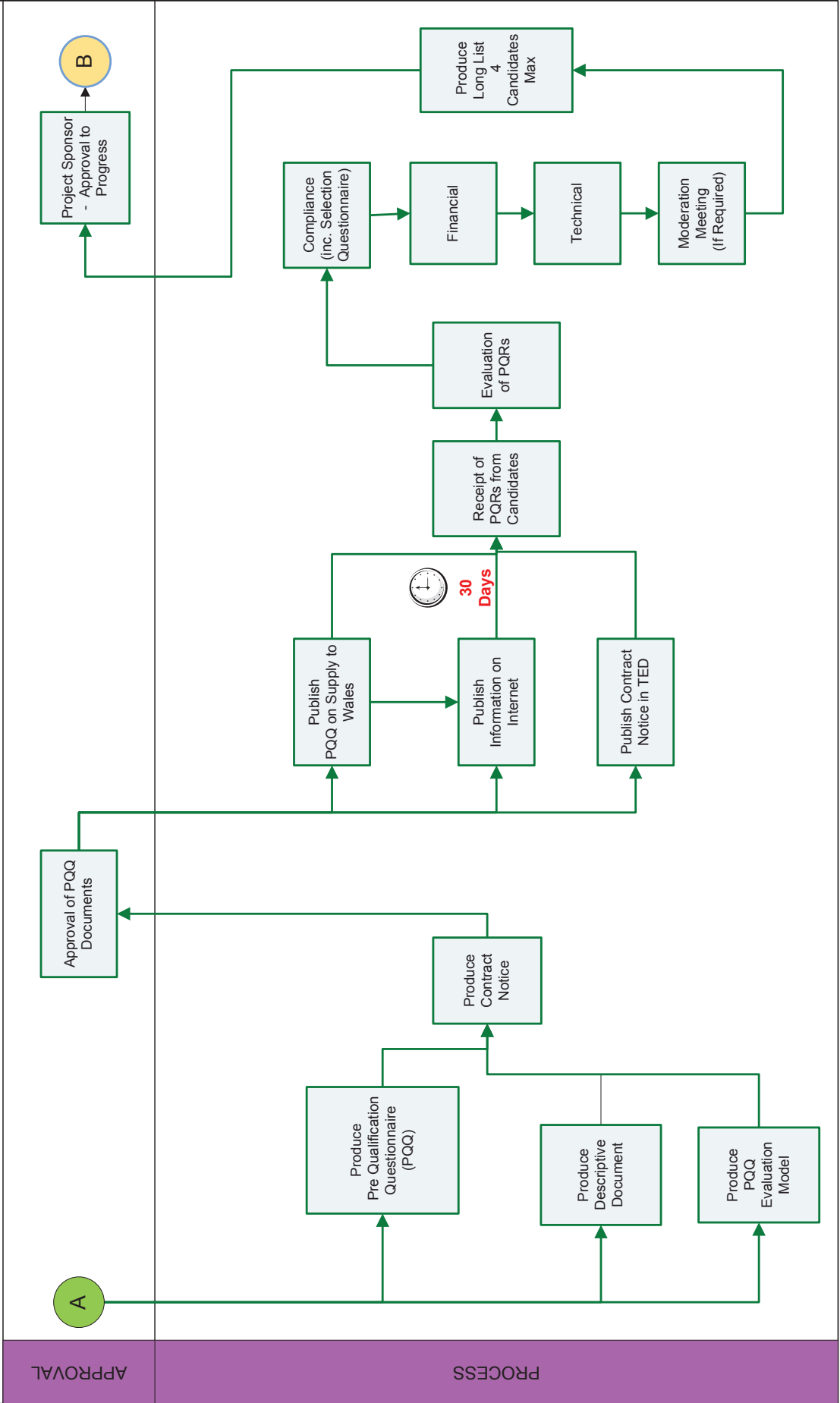


APPROVALS

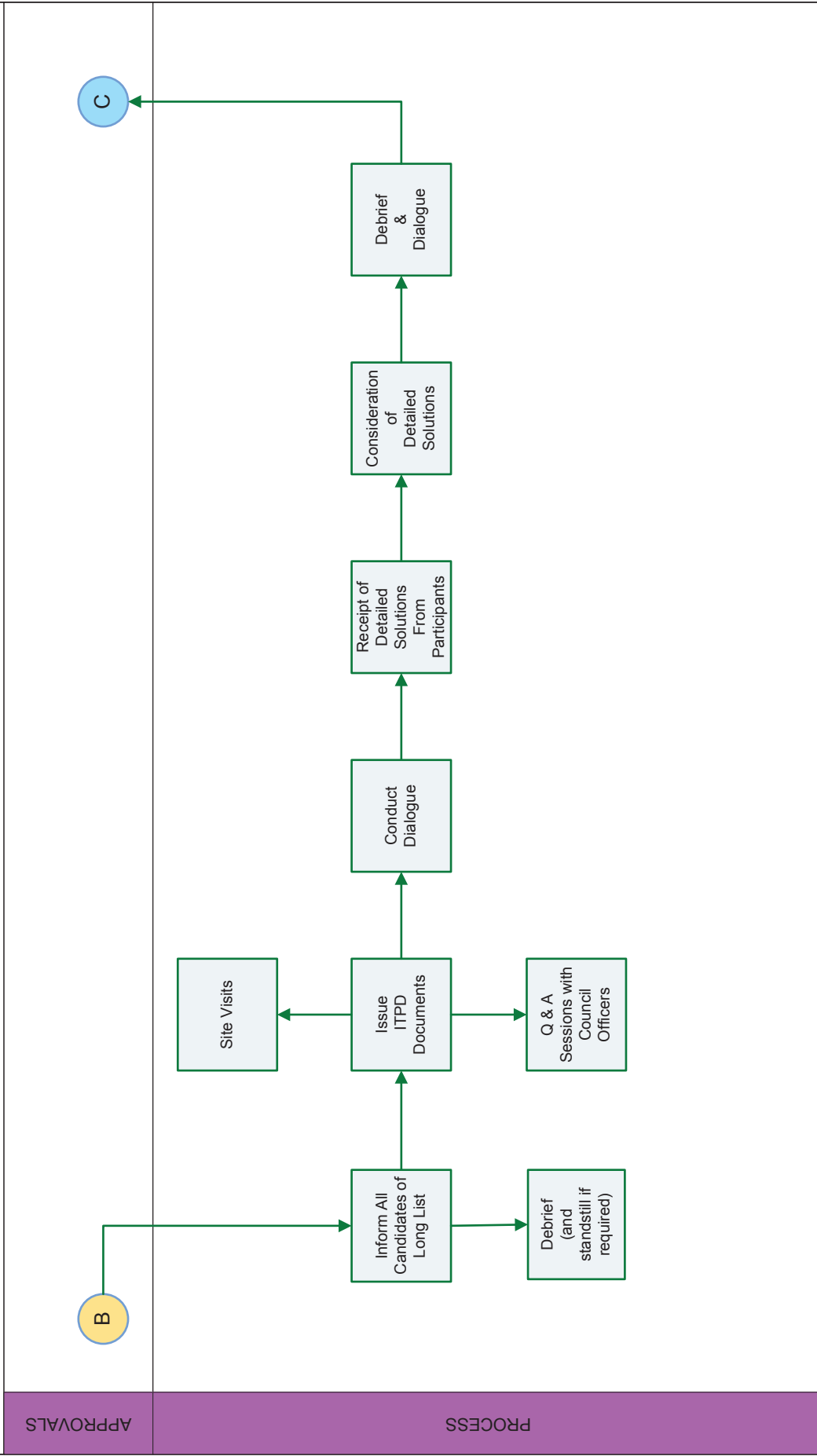


PROCESS

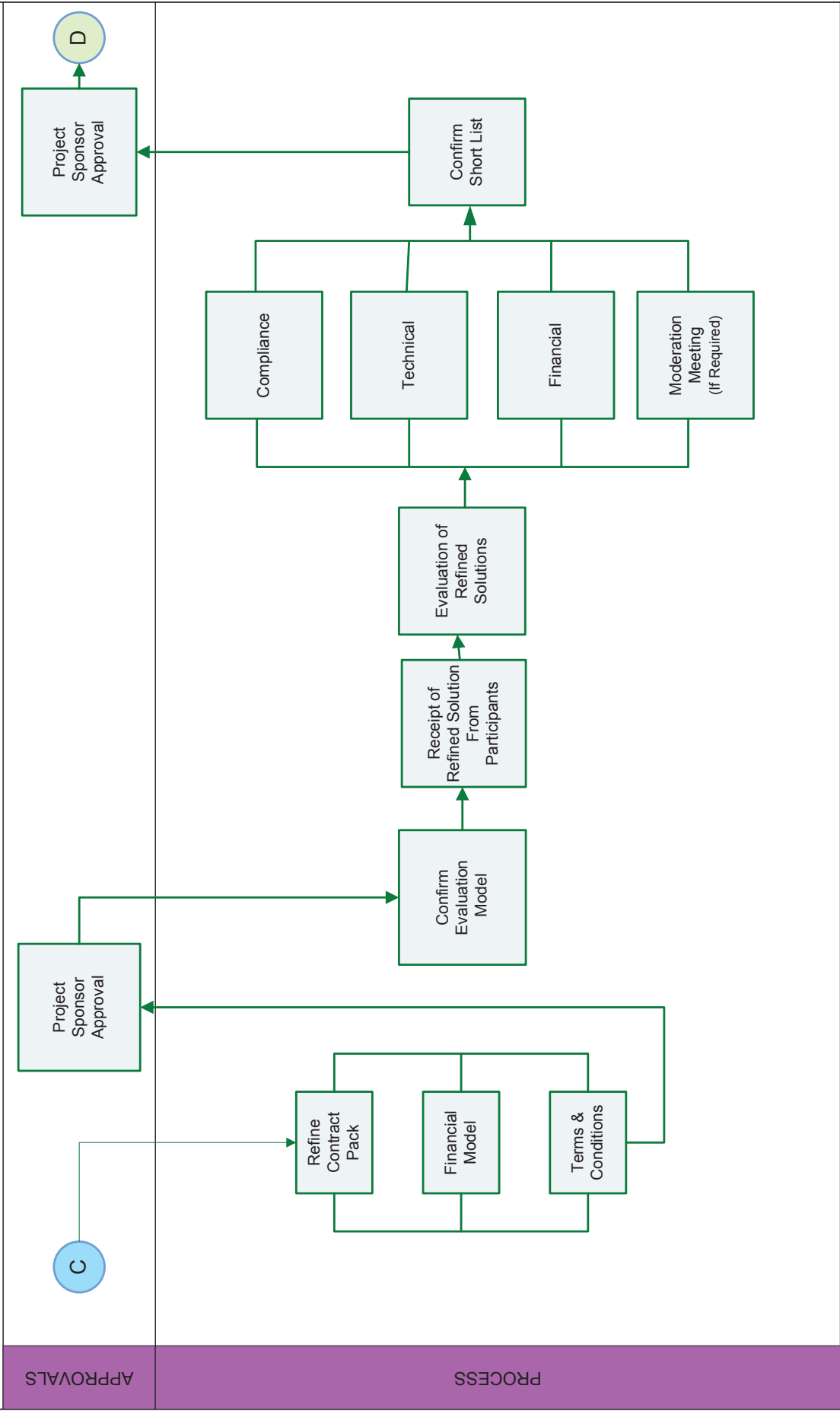


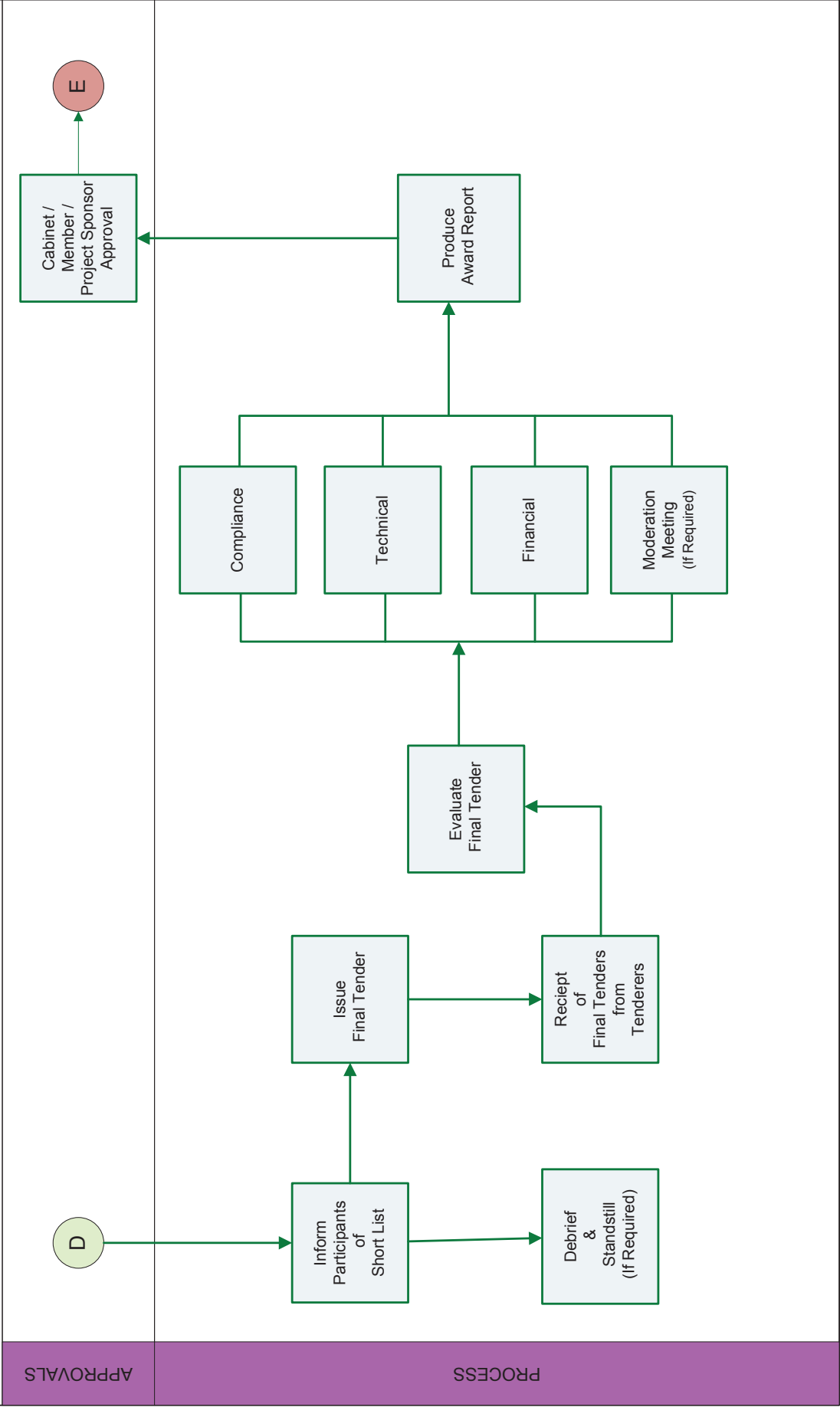


## DETAILED SOLUTION STAGE

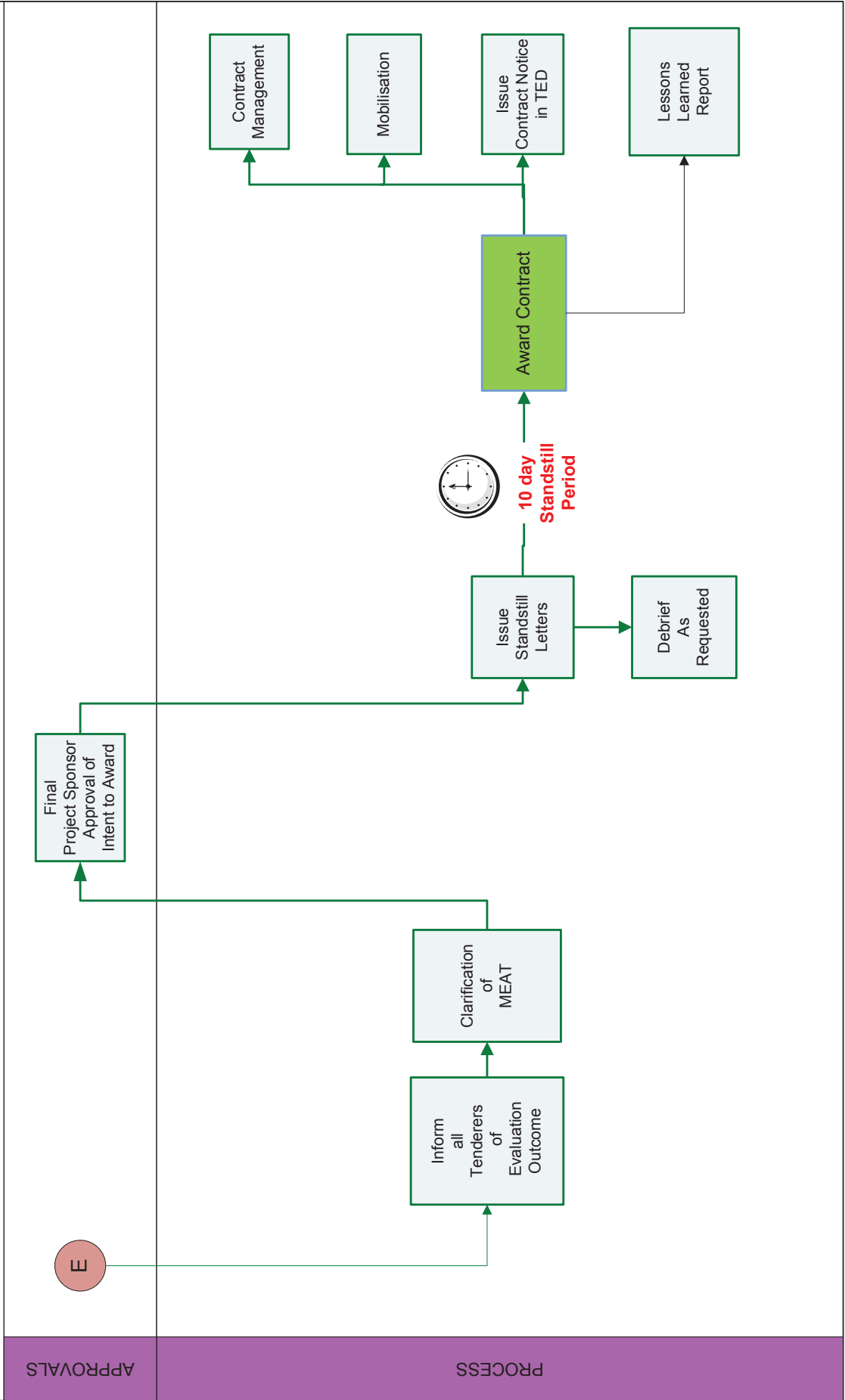


# REFINED SOLUTION STAGE





# CONTRACT AWARD



Likelihood and Impact Matrix

I M P A C T	High	Amber	Red	Red
	Medium	Green	Amber	Red
	Low	Green	Green	Amber
		Low	Medium	High
		<b>LIKELIHOOD</b>		

Key

- ↑ Increasing Risk - mitigating actions have not been completed to timescale and/or the predictive amber/green RAG status has not been achieved by the notified date, or an increased risk as a result of a change in risk circumstance.
- ↔ No Change – mitigating actions are being progressed but no change has been effected to the overall risk.
- ↓ Decreasing Risk - mitigating actions have been completed in advance or to timescale and/or the predictive amber/green RAG status has been achieved, or a decreased risk as a result of a change in risk circumstance

Criteria for assessing likelihood

Likelihood

Description	Example Detail
High / Red	Is happening currently/constantly or is expected to happen in the current/next year. Low or no degree of control.
Medium / Amber	Has recently happened or is expected to happen in the next 2-5 years with moderate degree of control.
Low / Green	Is not expected to happen for 5 years or more. High degree of control.

Criteria for assessing Impact

Description	Examples
<b>High / Red</b>	<ul style="list-style-type: none"> <li>- Complete/critical service failure</li> <li>- Formal WG intervention/exercise of their powers</li> <li>- Negative <i>national</i> publicity</li> <li>- Serious impact on staff across more than one Directorate</li> <li>- Legal action almost certain and difficult to defend</li> <li>- Serious financial impact to budget, not manageable within existing funds</li> <li>- Critical financial impact on reserves</li> <li>- Non-compliance with law resulting in imprisonment</li> <li>- Negative external regulatory reports impacting on Corporate Governance</li> <li>- Multiple fatalities</li> <li>- Limited or no confidence in Senior Management/Leadership</li> </ul>
<b>Medium / Amber</b>	<ul style="list-style-type: none"> <li>- Serious impact on staff across in one Directorate</li> <li>- Significant service failure/under performance</li> <li>- Negative <i>local</i> publicity</li> <li>- Expected impact on staff, but manageable within Directorate contingency arrangements</li> <li>- Legal action expected</li> <li>- Expected financial impact to budget, manageable within Directorate</li> <li>- Non-compliance with law resulting in fines</li> <li>- Negative external regulatory reports</li> <li>- Extensive, permanent/long term injury or long term sick</li> </ul>
<b>Low / Green</b>	<ul style="list-style-type: none"> <li>- Some risk to normal service delivery but manageable within contingency arrangements</li> <li>- Legal action possible but unlikely and defensible</li> <li>- Possible financial impact to budget, manageable within service</li> <li>- Non-compliance with regulations / standards or local procedures resulting in disciplinary action</li> <li>- First Aid or medical treatment required</li> <li>- Previous risk mitigated by completed action plan</li> </ul>



**SHARP – Strategic Risk Register**

**Project Objective:** The provision of a Strategic Housing and Regeneration Programme ('SHARP' / 'the Programme') to maximize long term, sustainable and high quality housing, economic, social and environmental benefits to all Flintshire residents.

Risk /Opportunity No.	Risk (Threat / Opportunity to achievement of service objective)	Gross Score (as it is if there are no measures in place to control risk)			Existing measures to control risk (those in place and working)			Net Score (as it is now)			Actions	Project Manager/Risk Owner	Target Date	
		Likelihood	Impact	Gross Score (L x I)	Likelihood	Impact	Net Score (L x I)	Likelihood	Impact	Net Score (L x I)				
S H A R P 1	Procurement phase of the Programme incorporating procurement; development sites feasibility; finance; legal; governance, and operational activities are not completed to enable appointment of a developer by May 2015.	Likelihood	(L)	H	(i) Appointment of Programme Manager and Procurement Manager. (ii) Steering Group created which includes representatives from the specialist disciplines required to deliver the Programme. (iii) Support received from Housing Scrutiny for progress of SHARP and Flint Masterplan. (iv) Chief Officer of Community and Enterprise given delegated powers to oversee procurement and progress the Programme. (v) Project and resource plan and associated risk registers developed which have been reviewed and approved by SHARP steering group. (vi) Senior Officer relationship with WG. (vii) Procurement process and timeline checked with potential bidders during the market consultation. (viii) Detailed procurement risk register developed.	Likelihood	(L)	H	Likelihood	(L)	H	(i) Report to be submitted to Cabinet requesting approval to procure and to progress of development of sites Sep 2014. (Including Strategic Risk Register appendix.) (ii) Further updates and briefing to keep Members fully informed as to progress of the procurement prior to requesting approval to appoint preferred bidder in April 2015. (iii) Establish performance management for programme and monitor and review in a timely manner and ensure completion of tasks to deadline. (iv) External legal and financial advisers to be appointed. (v) Flint Communications Group to be established. Operational Group to be established. (vi) Identification of operational risks and their mitigating actions to ensure programme is delivered on time. (vii) Regular review and update of the procurement risk register.	Mel Evans / Jo Parkes-Newton	May 2015
		Impact	(I)	M		Impact	(I)	M	Impact	(I)	M			
		Gross Score	(L x I)	H		Gross Score	(L x I)	H	Net Score	(L x I)	M			

Risk /Opportunity No.		Risk (Threat / Opportunity to achievement of service objective)		Gross Score (as it is if there are no measures in place to control risk)		Existing measures to control risk (those in place and working)		Net Score (as it is now)		Actions		Project Manager/Risk Owner		Target Date		Target Score		Impact		Likelihood									
S H A R P 2		Mobilisation Phase of the Programme does not achieve the completion of the first phase of development in Flint by April 2016.		Gross Score		<p>(i) Appointment of Programme Manager and Procurement Manager.</p> <p>(ii) Steering Group created which includes representatives from the specialist disciplines required to deliver and mobilise the Programme.</p> <p>(iii) Support received from Housing Scrutiny for progress of SHARP and Flint Masterplan.</p> <p>(iv) Chief Officer of Community and Enterprise given delegated powers to oversee procurement and progress the Programme.</p> <p>(v) Project and resource plan and associated risk registers developed which have been reviewed and approved by SHARP steering group.</p> <p>(vi) Senior Officer relationship with WG.</p> <p>(vii) Procurement process and timeline checked with potential bidders during the market consultation.</p>		Net Score		<p>(i) Concurrent mobilisation work stream to be established to be lead by a mobilisation team including officers leading on the procurement to ensure issues transfer and ownership.</p> <p>(ii) Client team to be established to commission and over see works, including monitoring and management of performance.</p> <p>(iii) Concurrent consultation work stream to take place alongside the procurement.</p> <p>(iv) Bidder's mobilisation plans to be evaluated as part of the procurement.</p> <p>(v) (If Flintshire wide development programme approved) a rolling annualised programme of works to be steered by Elected Members and development led by Officers and co-designed with bidders as part of the procurement. Flint development to be the first phase of this programme.</p>		Target Score		Mel Evans / Jo Parkes-Newton		April 2016		(L x I)		M		(I)		M		(L)		M	
				Impact				(I)				M		M		M		M		M		M		M		M		M	
				Likelihood				(L)				H		H		H		H		H		H		H		H		H	

Target Date			April 2016 & Ongoing	April 2016 & Ongoing
Target Score (when all actions are in place)	Target Score	(L x I)	M	H
	Impact	(I)	M	H
	Likelihood	(L)	M	M
Project Manager/Risk Owner			Mel Evans / Jo Parkes-Newton	Mel Evans / Jo Parkes-Newton
Actions			<p>(i) Approval requested for Commissioning Objectives in Cabinet Report of Sept 2014.</p> <p>(ii) Design Procurement process to meet commissioning objectives (more detail in procurement risk register).</p> <p>(iii) Evaluate bidder's proposals against the objectives.</p> <p>(iv) Ensure that Commissioning Objectives built into the mobilisation plan and ongoing performance management of the development and that performance monitored and managed.</p>	<p>(i) Approval requested for commercial model in Cabinet Report of Sept 2014.</p> <p>(ii) Design procurement process to allow for development of a model that is flexible enough to accommodate all benefits.</p> <p>(iii) External legal and financial advisers to be appointed.</p> <p>(iv) Ensure that the Council's ability (likely timing and extent) to invest land for private development is confirmed early to make sure that this is feasible and built into the final model.</p>
Net Score (as it is now)	Net Score	(L x I)	H	H
	Impact	(I)	H	H
	Likelihood	(L)	M	M
Existing measures to control risk (those in place and working)			<p>(i) Strategic Commissioning Objectives drafted which will act as 'golden threads' running throughout the procurement against which bidder's proposals will be evaluated.</p> <p>(ii) Consultation with Steering Group; Elected Members and internal stakeholders on Commissioning Objectives.</p> <p>(iii) Market consultation with contractors undertaken on Commissioning Objectives.</p>	<p>(i) Market Consultation with contractors undertaken to ensure that similar benefits can be achieved from both models.</p> <p>(ii) Summary of models included in Cabinet report of Sept 2014 and consultation carried out with Senior Officers; Elected Members and internal stakeholders.</p>
Gross Score (as it is if there are no measures in place to control risk)	Gross Score	(L x I)	H	H
	Impact	(I)	H	H
	Likelihood	(L)	H	H
Risk (Threat / Opportunity to achievement of service objective)			Required outcomes are not delivered by the Programme.	Programme performance is not optimised by failure to select the most suitable commercial model e.g. JV or development contract
Risk /Opportunity No.			S H A R P 3	S H A R P 4

Risk /Opportunity No.		Risk (Threat / Opportunity to achievement of service objective)		Gross Score (as it is if there are no measures in place to control risk)			Existing measures to control risk (those in place and working)			Net Score (as it is now)			Actions			Project Manager/Risk Owner			Target Date		
				Likelihood	Impact	Gross Score	Likelihood	Impact	Net Score	Likelihood	Impact	Net Score	Likelihood	Impact	Likelihood	Target Score					
<b>S H A R P 5</b>		Housing is built to a poor technical specification creating increased build; maintenance and management costs; greater environmental impacts; and creating tenant dissatisfaction		Likelihood	H	Specification states that all affordable units to be built to at least local planning level 3. All council housing units to be built to DQR standards. Sustainability risk assessment completed to manage environmental impacts. Tenant satisfaction monitoring systems in place for council houses and for houses managed by NEW Homes.	Likelihood	M	(i) Client team to be established to commission and over see works, including monitoring and management of performance. (ii) Flintshire housing standard to be developed in conjunction with members and bidders. (iii) Bidder's housing specifications (including build and WLC) to be evaluated in the procurement. (iv) Members and officers to visit reference sites for a range of housing specifications.	Likelihood	M	Mel Evans / Jo Parkes-Newton	Likelihood	M	Mel Evans / Jo Parkes-Newton	Likelihood	M	April 2016 & Ongoing	Likelihood	M	April 2015 & Ongoing
				Impact	M		Impact	M		Impact	M		Target Score	M							
				Gross Score	H		Net Score	M		Target Score	M										
<b>S H A R P 6</b>		Stakeholder opposition to development Programme and / or housing specifications		Likelihood	H	(i) Support received from Housing Scrutiny for progress of SHARP and Flint Masterplan. (ii) Consultation carried out with residents and community groups on the Flint Masterplan. (iii) The Choices document produced to support the Housing Ballot set out broad strategic plans for housing. (iv) Consultation with community groups on potential equalities impacts scheduled to commence in Sept 2014 supported by the Council's Equalities Unit.	Likelihood	H	(i) Approval for strategy sought via Cabinet Report of Sept 2014. (ii) Integrated Communications Group for Masterplan (see SHARP 5) to be established. (iii) Planning consultation carried out as a concurrent work stream. (iv) Housing specification strategy to be developed with Members, inc. visit to reference sites for a range of housing specifications. (v) Member consultation on proposed development sites. (vi) Extensive consultation to be carried out with residents and community groups. Members and officers	Likelihood	H	Mel Evans / Jo Parkes-Newton	Likelihood	M	Mel Evans / Jo Parkes-Newton	Likelihood	M	April 2015 & Ongoing	Likelihood	M	April 2015 & Ongoing
				Impact	M		Impact	M		Impact	M		Target Score	L							
				Gross Score	H		Net Score	H		Target Score	L										

Risk /Opportunity No.		Risk (Threat / Opportunity to achievement of service objective)		Gross Score (as it is if there are no measures in place to control risk)		Existing measures to control risk (those in place and working)		Net Score (as it is now)		Actions		Project Manager/Risk Owner		Target Date		Target Score		Impact		Likelihood																																	
		Repayment of any funding obligations is not possible from predicted income streams i.e. rental income from homes (or from profit share if land is released for private development).		<table border="1"> <tr> <td>Gross Score</td> <td>(L x I)</td> <td colspan="2" rowspan="3"></td> </tr> <tr> <td>Impact</td> <td>(I)</td> </tr> <tr> <td>Likelihood</td> <td>(L)</td> </tr> </table>		Gross Score	(L x I)			Impact	(I)	Likelihood	(L)	<table border="1"> <tr> <td>Existing measures to control risk</td> <td>(L x I)</td> <td colspan="2" rowspan="3"></td> </tr> <tr> <td>Impact</td> <td>(I)</td> </tr> <tr> <td>Likelihood</td> <td>(L)</td> </tr> </table>		Existing measures to control risk	(L x I)			Impact	(I)	Likelihood	(L)	<table border="1"> <tr> <td>Net Score</td> <td>(L x I)</td> <td colspan="2" rowspan="3">H</td> </tr> <tr> <td>Impact</td> <td>(I)</td> </tr> <tr> <td>Likelihood</td> <td>(L)</td> </tr> </table>		Net Score	(L x I)	H		Impact	(I)	Likelihood	(L)	<table border="1"> <tr> <td>Actions</td> <td>(L x I)</td> <td colspan="2" rowspan="3">M</td> </tr> <tr> <td>Impact</td> <td>(I)</td> </tr> <tr> <td>Likelihood</td> <td>(L)</td> </tr> </table>		Actions	(L x I)	M		Impact	(I)	Likelihood	(L)	Mel Evans / Jo Parkes-Newton		April 2015 & Ongoing		M		M		M	
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Target Date			April 2015 & Ongoing	April 2016
APPENDIX 5 Target Score (when all actions are in place)	Target Score	(L x I)	L	L
	Impact	(I)	L	L
	Likelihood	(L)	M	L
Project Manager/Risk Owner			Mel Evans / Jo Parkes-Newton	Mel Evans / Jo Parkes-Newton
Actions			(i) Integrated Communications Group for Flint Masterplan (incorporating Flint House; Leas Site (Extra Care integrated development) to be established to create, oversee and implement an integrated communications plan. (ii) Update of the internet page at key stages of the procurement. (iii) Integration of the Programme with the development of the Local Development Plan (LDP) and the housing strategy.	(i) See separate register for actions planned.
Net Score (as it is now)	Net Score	(L x I)	H	M
	Impact	(I)	M	M
	Likelihood	(L)	H	L
Existing measures to control risk (those in place and working)			(i) Internet page set up on the Council's site to provide general information on the market consultation and the progress of the procurement. (ii) Consultation carried out with residents and community groups on the Flint Masterplan. (iii) The Choices document produced to support the Housing Ballot set out broad strategic plans for housing. (i) Sustainability risk assessment completed (see separate register). (ii) All affordable units to be built to local planning standard planning 3 and all council housing to be built to DQR standards.	
Gross Score (as it is if there are no measures in place to control risk)	Gross Score	(L x I)	H	M
	Impact	(I)	M	M
	Likelihood	(L)	H	M
Risk (Threat / Opportunity to achievement of service objective)			Reputational risk through poor communication of Programme objectives progress and outcomes.	Failure to reduce Environmental Impacts / manage sustainability risks
Risk /Opportunity No.			S H A R P 8	S H A R P 9

APPENDIX 5		Target Date		Sept 2015				
Target Score (when all actions are in place)	Target Score	(L x I)	<b>H</b>					
	Impact	(I)				<b>M</b>		
	Likelihood	(L)						
Project Manager/Risk Owner			Mel Evans / Jo Parkes-Newton					
Actions			<p>(i) Report to be submitted to Cabinet requesting approval to procure and to progress of development of sites Sep 2014. (Including Strategic Risk Register appendix.)</p> <p>(ii) More intensive site visits to be conducted on potential development sites.</p> <p>(iii) Concurrent work stream to liaise with highways; planning and street scene officers.</p> <p>(iv) Early feasibility investigations to be undertaken in respect of sites identified as within first development tranche.</p> <p>(v) Bidders to be provided with fullest available detail of sites (inc. any completed feasibility investigations etc.) in order that suitability for development is confirmed (on a working basis).</p>					
Net Score (as it is now)	Net Score	(L x I)	<b>H</b>					
	Impact	(I)				<b>H</b>		
	Likelihood	(L)						
Existing measures to control risk (those in place and working)			<p>(i) Steering Group created which includes planning and capital works.</p> <p>(ii) Member's workshop held to discuss future usage potential of garage sites.</p> <p>(iii) Review of council fund land available for development completed.</p> <p>(iv) Initial site visits completed on potential list of development sites (including garage sites).</p> <p>(v) Confirmed location details being obtained for potential sites (red line plans; full postal address and site size).</p>					
Gross Score (as it is if there are no measures in place to control risk)	Gross Score	(L x I)	<b>H</b>					
	Impact	(I)				<b>H</b>		
	Likelihood	(L)						
Risk (Threat / Opportunity to achievement of service objective)			<p><b>Unsuitable sites selected for development and / or planning permission not granted</b></p>					
Risk /Opportunity No.			<b>S H A R P 1 0</b>					

Target Date			<b>April 2015</b>
Target Score (when all actions are in place)	Target Score	(L x I)	<b>L</b>
	Impact	(I)	<b>L</b>
	Likelihood	(L)	<b>M</b>
Project Manager/Risk Owner			Mel Evans / Jo Parkes-Newton
Actions			(i) Via as successful management of all of the risks above.
Net Score (as it is now)	Net Score	(L x I)	<b>M</b>
	Impact	(I)	<b>H</b>
	Likelihood	(L)	<b>M</b>
Existing measures to control risk (those in place and working)			(i) Senior Officer relationship with WG.
Gross Score (as it is if there are no measures in place to control risk)	Gross Score	(L x I)	<b>M</b>
	Impact	(I)	<b>H</b>
	Likelihood	(L)	<b>M</b>
Risk (Threat / Opportunity to achievement of service objective)			Flintshire County Council being recognised as innovative in delivering a Housing and Regeneration solution for the County
Risk /Opportunity No.			<b>S H A R P O P P 1</b>



## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF OFFICER, COMMUNITY AND ENTERPRISE**

**SUBJECT:** **SUPERFAST BUSINESS WALES EXPLOITATION PROGRAMME**

### **1.00 PURPOSE OF REPORT**

- 1.01 To inform Members of Welsh Government's exploitation programme for Superfast Business Wales.

### **2.00 BACKGROUND**

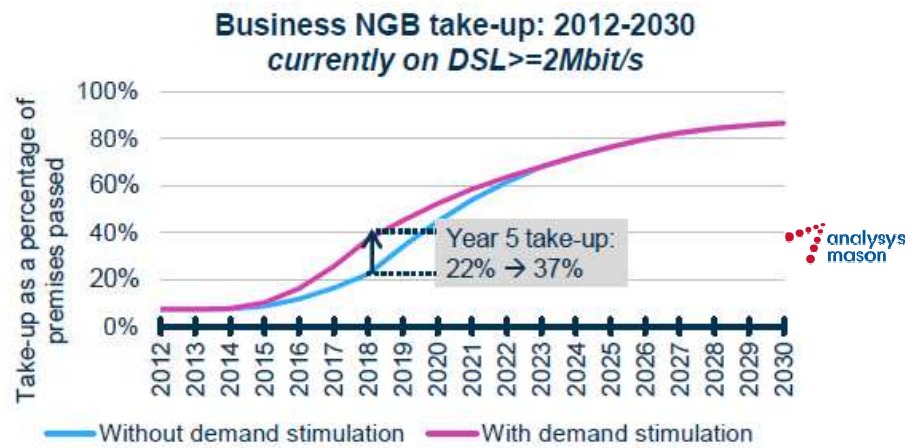
- 2.01 A total of £425m is being invested in Wales to extend Next Generation Broadband (NGB) infrastructure or 'superfast connectivity' through the BT contracted programme 'Superfast Cymru' This consists of £220m from BT, £58m from the Welsh Government, £90m from the European Regional Development Fund (ERDF) and £57m from Broadband Delivery UK. The schedule of works is targeted to reach 96% of premises within the footprint of roll-out of infrastructure. This large-scale infrastructure programme will be underpinned by an ambitious programme for exploitation.
- 2.02 To realise the benefits of this investment, businesses in Wales need to leverage superfast enabled technologies to fundamentally change and improve the way they work. These changes are likely to occur over time without intervention, through the initiatives of local businesses and sales efforts from suppliers; however, in order to maximise the potential value added benefits and ensure they are realised in the short to medium term (thereby increasing Welsh competitiveness in the global market), Welsh Government is undertaking a programme of superfast exploitation support for businesses and business support intermediaries. The focus is on encouraging adoption of new systems and processes that are enabled by superfast connectivity.

### **3.00 CONSIDERATIONS**

- 3.01 The superfast Exploitation Programme will assist Welsh businesses, free of charge, to understand the wider economic opportunities of adopting the service and superfast enabled technologies.
- 3.02 The Programme will deliver a suite of high level deliverables which will include:

- National provision of dedicated superfast exploitation business support, delivered in partnership with Local Authorities and local business support providers
- Close working linkages with Business Wales, the web presence, enquiry / advice line and broader suite of support
- Government led collaboration projects with the ICT sector and other key players to bring about coordinated exploitation of the asset

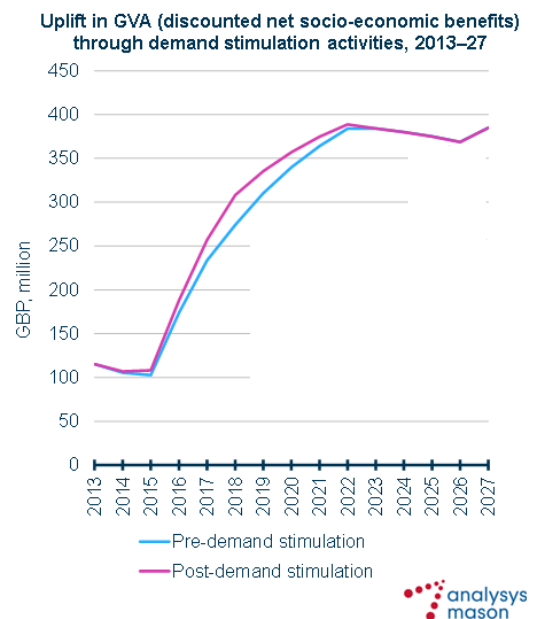
3.03 Economic return on the infrastructure investment for Welsh Government is a top priority. Industry analyses undertaken on behalf of Welsh Government highlight levels of projected accelerated take-up that could be realised if the Government were to implement Next Generation Broadband (NGB) activities.



3.04 Adopting superfast enabled technologies and new working practices will ensure Wales' economy benefits. Accelerated take-up has measurable positive gross value added (GVA) implications; industry analysis shows exploitation activities could generate a 3% increase in GVA for Wales.

The economic benefits of Next Generation Broadband (NGB) take-up are as follows:-

- Direct revenues from the project
- Job creation during roll-out
- Procurement savings
- Productivity enhancements
- Flexible working savings
- Expansion of knowledge based economy
- Reduction in processing costs (Government to Business)
- Reduction in eHealth costs
- Education savings
- Environmental savings



3.05 The key objectives of superfast exploitation are that activities need to be on a pan-Wales basis and be inclusive of stakeholders outside the Superfast Cymru roll-out footprint. Activities need to align with ‘*Programme for Growth*’ and the ‘*Priority Sectors*’ approach to economic development. As such, the programme will deliver directly against:

- Programme for Government
- Welsh European Funding Office 2014-2020 Economic Framework Priorities
- EST’s Priority Sectors’ Strategies
- Local and Regional Economic Strategies
- Enterprise Zone Strategies and;
- ICT Sector Strategy – specifically to drive economic competitiveness through exploitation of superfast dependent technologies.

3.06 The programme will seek to ensure that business focused activities are delivered which generate measurable results and outcomes. These will be brought about through:-

**Influencing & Engagement** – Stakeholder engagement to ensure partnerships are established to support the delivery mechanism and embed core messaging into partner organisations and support ongoing key messaging

**Delivery & Coordination** – Welsh Government will operationally manage pan-Wales ‘Superfast Business Support’ delivery, local partnerships, partner embedding, financial management of operations, impact assessment and evaluation tools. It will dovetail with Business Wales and complement and utilise pre-existing business support products.

**Government Led Initiatives** – Welsh Government intends to influence from the supply-side of exploitation, remove barriers to exploitation investment by businesses, stimulate large scale private sector initiatives and encourage innovation between ICT industry & academia in the development of new products

#### **Outcomes and Measures**

The overarching objective is clear and has been set out in the mission statement for the activity; ‘to help businesses gain commercial benefit from superfast infrastructure and create economic dividend for Wales’.

3.07 The economic themes identified as providing greatest return for enterprises, when adopted and exploited effectively, are listed below. They are arranged in descending order of priority for the exploitation programme:

- Increased use of cloud services
- Improved business security
- Supply chain simplification and innovation

- Increased workforce flexibility
- Increased tele-presence
- Use of big data, data analytics, improved information sharing and inter-working
- Access to new markets and sales opportunities
- Improved customer service and customer experience
- Improved skills and education of workforce

3.08 The programme will also deliver against key priorities including:

- Number of Enterprises receiving support
- New products/processes/services adopted
- Employment increases in supported enterprises
- Profit benefit

### **Delivery Partners Activity - Local Authorities, Intermediaries & Industry Bodies**

3.09 The Deputy Minister for Skills and Technology has requested that the Chief Executives and Chairs of each Local Authority nominate a senior champion to engage with the exploitation programme. Business Development is leading on this activity for Flintshire.

3.10 Flintshire has signed the Superfast Exploitation Charter Agreement between Welsh Government and Local Authorities to:-

- Commit to the Superfast Exploitation agenda
- Provide a unified and coherent position regarding the exploitation agenda
- Support the actions of Exploitation Champions \*
- Support the delivery of partnership working with Welsh Government
- Support the deployment of Superfast Exploitation activities
- Endorse and embed deliverables against local/regional strategies and priorities
- Support and endorse application for the funding of activities (including EU funds)

## **4.00 RECOMMENDATIONS**

4.01 To note this initiative will have a very positive impact on the business sectors in Flintshire.

## **5.00 FINANCIAL IMPLICATIONS**

5.01 Welsh Government budgets will be apportioned on a Local Authority basis. There is no financial implication for Flintshire to support the exploitation programme.

**6.00 ANTI POVERTY IMPACT**

6.01 Superfast Broadband will have the opportunity to make a significant contribution as a result of private investment encouraging local opportunities for training, skills and employment.

**7.00 ENVIRONMENTAL IMPACT**

7.01 Superfast Broadband will have the potential to make a significant contribution to environmental enhancement as a result of Welsh Government and private sector infrastructure investment.

**8.00 EQUALITIES IMPACT**

8.01 Superfast Broadband has the potential to make a significant contribution to equalities and this is included as a cross cutting theme under which all investment projects will be expected to demonstrate their impact.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None.

**10.00 CONSULTATION REQUIRED**

10.01 Welsh Government as the lead body. Private sector industry to raise awareness of the exploitation programme for Superfast Business Wales.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Welsh Government as the lead body. Local Authorities to support the exploitation programme for Superfast Business Wales.

**12.00 APPENDICES**

12.01 Superfast Exploitation Charter for Exploitation Champions

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16<sup>TH</sup> SEPTEMBER 2014**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **IMPROVEMENT PLAN 2014-15 AUDIT –  
CERTIFICATE OF COMPLIANCE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan.
- 1.02 Members to receive a presentation of the key issues by the Wales Audit Office and agree the Council's Executive response.

### **2.00 BACKGROUND**

- 2.01 The Auditor General is required by the Local Government (Wales) Measure 2009 (the Measure) to report any audit and assessment work which informs tangible judgement as to whether a Council has discharged its duties and met the requirements of the Measure.
- 2.02 This is the first certificate that the Council will receive during 2014/15; to certify the Auditor General's views on whether the Council has discharged its duties in respect of improvement planning. The second certificate will consider the Council's compliance with requirements to make arrangements to secure continuous improvement.
- 2.03 The issuing of certificates by the Auditor General for Wales (AGW) replaces the former practice of 'letters' which have been issued for the last four years. The AGW has decided to discharge his audit duties under section 17 of the Measure by checking whether authorities have published improvement plans and assessments of performance as required by them under section 15 of the legislation. Provided an authority meets these statutory requirements, it will have complied with Welsh Government statutory guidance. The issue of a certificate for each audit will state whether or not an authority has discharged its duties.

Limiting the audit approach to that described above allows concentration on improvement assessment work on issues critical to organisational health and to aspects directly relevant to driving improvement within the current local government context. Less

emphasis will be placed on compliance testing and more emphasis on providing insight into drivers and barriers to improvement.

### **3.00 CONSIDERATIONS**

3.01 The certificate states the Auditor General's opinion on whether the Council has discharged its statutory duties in respect of improvement reporting.

3.02 The certificate is attached at Appendix 1.

3.03 The conclusion of the audit is:

“As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.”

The Auditor General has made no new statutory recommendations or proposals for improvement.

3.04 As is good practice, the Council always makes a full response to issues raised as part of external regulatory reports. The response is attached at Appendix 2.

3.05 The certificate and the Council's response will be received by both the Corporate Resources Overview and Scrutiny Committee and the Audit Committee meeting later this month. Both these committees will receive a presentation by the Wales Audit Office detailing the background to the conclusion drawn. This was at the request of the Corporate Resources Overview and Scrutiny Committee at its meeting in June.

### **4.00 RECOMMENDATIONS**

4.01 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan.

4.02 Members to note the report and agree the Council's Executive response.

### **5.00 FINANCIAL IMPLICATIONS**

5.01 The letter has no direct implication in relation to finance.

### **6.00 ANTI POVERTY IMPACT**

6.01 The letter has no direct implication in relation to poverty.



**7.00 ENVIRONMENTAL IMPACT**

7.01 The letter has no direct implication in relation to environmental impact.

**8.00 EQUALITIES IMPACT**

8.01 The letter has no direct implication in relation to equalities.

**9.00 PERSONNEL IMPLICATIONS**

9.01 The letter has no direct implication in relation to personnel issues.

**10.00 CONSULTATION REQUIRED**

10.01 None required.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Senior officers have had input into the findings of this audit.

**12.00 APPENDICES**

12.01 Appendix 1: Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan.  
(August 2014)

Appendix 2: The Council's response to the Auditor General's Certificate of Compliance (August 2014)

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

None

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## Certificate of Compliance

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### Audit of Flintshire County Council's 2014-15 Improvement Plan

#### Certificate

I certify that I have audited the 2014-15 Improvement Plan produced by Flintshire County Council (the Council) in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

#### Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Council to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Council is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Council has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Council has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

## Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Council can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Council's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.



**HUW VAUGHAN THOMAS**

**AUDITOR GENERAL FOR WALES**

cc: Lesley Griffiths, Minister for Local Government and Government Business  
Huw Lloyd Jones: Manager  
Paul Goodlad: Performance Audit Lead

## Wales Audit Office Certificate 1: Improvement Plan 2014/15

August 2014

### Executive Response

The Auditor General for Wales has provided a positive Certificate of Compliance in relation to the audit of the Improvement Plan 2014/15 which overall, is a fair and positive summary of the position of the Council. The report is a welcome endorsement of a full year of improved improvement reporting following the introduction of this year's Improvement Plan.

There are no new statutory recommendations or proposals for improvement.

In our response we set out how we will make improvements to ensure full compliance with the spirit and detail of the national guidance.

Listed below are the principal topics highlighted by the Wales Audit Office along with our response.

Issue	Response
<b>Avoid inconsistency and ambiguity when future Plans are produced:</b>	
– ensure that success measures are capable of demonstrating whether planned outcomes are being met;	The example to demonstrate this point has perhaps not been fully understood; as the planned outcome is “Independent living”, to which all these measures contribute. Some planned outcomes need to be measured with ‘proxies’ as exact measurement may only be achieved over a long period of time or cannot be directly measured.
– if future targets are intentionally lower than recent outturn performance, explain why;	Yes, noted.
– focus the Improvement Plan on areas where the Council intends to make a “bigger impact’ – and reflect this in the targets; and	The example to illustrate this point “effective streetlighting” does contribute to community safety, which is why it has been included.
– ensure that aspirations to improve outcomes are reflected in achievement measures which target improved performance.	Noted; this is an area that needs to be improved in a small minority of cases.
<b>Explore cost-effective ways to improve access to, and awareness of, the 2014-15 Improvement Plan (and other key plans) – for all citizens</b>	Access to key documents is usually searched using a key search engine such as Google or using the ‘search’ tool on the FCC website itself. Further opportunities to promote the Improvement Plan will be taken with the introduction of the new e-newsletter.

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **ANNUAL REPORT OF THE STRATEGIC EQUALITY PLAN AND THE WELSH LANGUAGE SCHEME 2013/14**

### **1.00 PURPOSE OF REPORT**

1.01 To endorse the annual monitoring reports for the period 2013-14 for both the Strategic Equality Plan and Welsh Language Scheme, prior to publication and distribution to the relevant regulatory bodies. The reports are available in the Members' library and on the Council's website.

### **2.00 BACKGROUND**

2.01 The Council has a statutory duty to produce annual monitoring reports for its Strategic Equality Plan and its Welsh Language Scheme.

2.02 The Equality Act 2010 placed a specific duty on public bodies which requires them to draw up a strategic equality plan and publish equality objectives. An annual report is required to be published by 31 March each year setting out the progress made to achieve the equality objectives.

2.03 The Council published its four year Strategic Equality Plan (SEP) in April 2012 which sets out the steps that will be taken to achieve the equality objectives. This is the second annual monitoring report for the SEP for the 2013-14 financial year.

2.04 The Council's Welsh Language Scheme, which was prepared under the Welsh Language Act 1993, sets out how the Council will treat the Welsh and English languages on a basis of equality, when providing services to the public, and in the conduct of its internal business. The Welsh Language Scheme is both a statutory Scheme and a corporate policy document on bilingualism. This is the final annual report for the Welsh Language Scheme. It will be replaced by the implementation of the new Welsh Language Standards in February 2015. The Welsh Language Commissioner has not yet confirmed the future reporting arrangements for the new Standards.

2.05 The Council is required by the Welsh Language Act 1993 to submit an

annual monitoring report to the Welsh Language Commissioner. It has been agreed with the Welsh Language Commissioner to submit the monitoring report in September 2014. The Welsh Language Commissioner has set out the information which must be included in the report. She will respond to the report and may request additional evidence and make recommendations for improvement.

- 2.06 Both the annual monitoring reports highlight the Council's progress in implementing the SEP and Welsh Language Scheme (WLS) for the period 2013-14 and show case examples of good practice. These reports also include a self assessment RAG status, assessing overall progress and confidence in achieving the equality objectives and Welsh language targets.

### **3.00 CONSIDERATIONS**

- 3.01 Both the annual monitoring reports highlight the Council's progress in implementing the SEP and Welsh Language Scheme (WLS) for the period 2013-14 and show case examples of good practice. These include:
- The Sports Development Team attained the first tier 'Ribbon' standard of Disability Sport Wales' *insport* development programme. This national kite mark award recognises the team's commitment towards the inclusive provision of sport and physical activity opportunities for disabled people.
  - The Domestic Abuse Workplace Policy was launched and supported by training for managers and employees.
  - The Community Services Directorate were runners up in The Minister's Special Award for the best initiative at the Health and Social Care Welsh language awards 2014 for Llys Jasmine Extra Care Scheme. A Welsh language pilot conversation group for tenants has been established at the Llys Jasmine Extra Care Housing Scheme, a housing project for older people and older people with dementia.
  - Within Leisure Services, Welsh speakers and Welsh learners hold impromptu 'Welsh for 20 minutes' over the course of a week, where everyone is encouraged to talk in Welsh. This has improved the confidence of the Welsh learners and also encourages first language Welsh speakers to use Welsh in the workplace.
  - Flintshire Youth Service is working with Welsh Language groups, including the URDD to arrange projects for young people supporting them to develop and use organisational, financial and cookery skills.



- 3.02 However there are areas for improvement in both equality and Welsh language and progress has been inconsistent across services. There is a lack of robust baseline equality data. The purpose of the Strategic Equality Plan is to reduce known inequalities; capturing baseline data is critical to being able to measure improvements and to check whether specific inequalities have been reduced by 2016. It was anticipated that more detailed data sets would have been available for this 2013/2014 annual report. Capturing equality monitoring data needs to be accelerated during the next 12 months. Some of the actions from the Welsh Language Scheme that have not been completed are outstanding from 2009, when they were identified as improvement areas by the Welsh Language Board. These also need to be reviewed as relevant actions to meet the new standards.
- 3.03 Further integration of the Strategic Equality Plan and Welsh language scheme implementation plan within the business planning framework will facilitate robust and regular reporting and ensure key officers are aware of their responsibilities.

#### **4.00 RECOMMENDATIONS**

- 4.01 Cabinet endorse the annual monitoring reports for the period 2013 – 2014 for both the Strategic Equality Plan and Welsh Language Scheme prior to publication and formal submission to the relevant regulatory bodies.
- 4.02 Cabinet receive a further report on the implementation of the Welsh Language Standards as and when more details are received from the Welsh Language Commissioner.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are no financial implications to this report; the annual monitoring reports set out progress that has been made to achieve targets and commitments within the Strategic Equality Plan and Welsh Language Scheme.

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

- 6.01 Achieving the equality objectives will have a positive impact on people from protected groups who experience poverty.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None.

#### **8.00 EQUALITIES IMPACT**

- 8.01 An Equality and Welsh Language Impact Assessment is not required for the annual reports. The purpose of the Strategic Equality Plan and

the Welsh Language Scheme is to promote equality for, and eliminate discrimination experienced by protected groups and Welsh speakers. Implementing the Welsh Language Scheme will also have a positive impact on the Welsh language.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications associated with this report. However, the effective implementation of the Strategic Equality Plan and Welsh Language Scheme is dependent on staff having an awareness and understanding of their requirements and how they impact on their posts.

#### **10.00 CONSULTATION REQUIRED**

10.01 None required.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Equality Representatives and managers were consulted in order to update both the action plans and provide information for the annual monitoring reports.

#### **12.00 APPENDICES**

12.01 Appendix 1 Annual Report 2013-2014 Strategic Equality Plan  
(available in Member's Library and on the Council's website)

Appendix 2 Annual Monitoring Report 2013 -2014 Welsh Language Scheme (available in Member's Library and on the Council's website)

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

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CORPORATE FINANCE MANAGER**

**SUBJECT:** **REVENUE BUDGET MONITORING 2014/15 (MONTH 3)**

### **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 the Housing Revenue Account based on actual income and expenditure as at Month 3 and projected forward to year-end based on the most up to date information available.

### **1.02 INDEX OF CONTENTS**

Section 2	Executive Summary
Section 3	Council Fund Latest In Year Forecast
Section 4	Inflation
Section 5	Monitoring Budget Assumptions & Risks
Section 6	Unearmarked Reserves
Section 7	Housing Revenue Account (HRA)
Appendix 1	Council Fund Variance Summary
Appendix 2	Efficiencies Summary
Appendix 3	Movements on Council Fund Unearmarked Reserves
Appendix 4	HRA Variance Summary

### **2.00 EXECUTIVE SUMMARY**

The projected year end position, as estimated at Month 3 is as follows:

#### Council Fund

- Net in year non pay expenditure forecast to be £0.603m higher than budget. This does not include any potential effect of variances on pay (see paras 3.02 – 3.03).
- Projected contingency reserve balance at 31 March 2015 of £2.338m.

#### Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.038m higher than budget.
- Projected closing balance as at 31 March 2015 of £1.127m.

### 3.00 COUNCIL FUND LATEST IN YEAR 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 Following the implementation of the Single Status agreement in June 2014 extensive work has been undertaken to rebase all staffing budgets to reflect the actual new costs arising from the new pay and grading structure and this is now at a key point and being verified by Portfolio areas. It is anticipated that this work will be concluded by the end of September.
- 3.03 Due to the above significant piece of work no pay variations are included within this report, although this is deemed reasonable due to the fact that the relevant budgetary provision will be allocated to the actual costs being incurred in line with the affordability model used to estimate costs. Month 3 revenue monitoring has therefore been focussed on the major variations within non-pay areas of Portfolios, as well as on the risk assumptions and the achievement of the 2014/15 efficiencies.
- 3.04 The table below shows projected in year non pay expenditure to be £0.603m higher than budget.

TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend
	£m	£m	£m
Social Services	59.508	60.154	0.646
Community & Enterprise	14.727	14.642	(0.085)
Streetscene & Transportation	28.227	28.520	0.293
Planning & Environment	6.030	5.997	(0.033)
Education & Youth	96.948	96.851	(0.097)
People & Resources	5.235	5.250	0.015
Governance	8.221	8.390	0.169
Organisational Change 1	5.810	5.821	0.011
Organisational Change 2	3.785	3.768	(0.017)
Chief Executives	2.163	2.173	0.010
Central & Corporate Finance	24.522	24.213	(0.309)
<b>Total</b>	<b>255.176</b>	<b>255.779</b>	<b>0.603</b>

The reasons for the projected variances occurring to date are summarised within appendix 1.

## Programme of Efficiencies

### Corporate and Functional Efficiencies

- 3.05 The 2014/15 budget contains £8.8m of specific efficiencies comprising Corporate Value for Money (VFM) in relation to Procurement and Back to Basics of £1.3m and specific Functional VFM efficiencies of £7.5m.
- 3.06 The table below summarises the initial position in relation to the achievement of these items. The analysis shows that it is currently projected that £8.444m (96%) will be achieved resulting in a net underachievement of £0.396m. Details in relation to the in year efficiencies currently projected to not be achieved in full are shown in appendix 2.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	1.643	1.643	0.000
Expected to be achieved in full	5.211	5.211	0.000
Achievable in part	1.936	1.590	(0.346)
Not achievable	0.050	0.000	(0.050)
<b>Total</b>	<b>8.840</b>	<b>8.444</b>	<b>(0.396)</b>

- 3.07 It should be noted that a significant efficiency is included within the Functional VFM element which relates to administrative support across the organisation. This is subject to further review and though currently assumed as achievable remains a risk.

### Workforce Efficiencies

- 3.08 The 2014/15 budget also contains £3.1m of Workforce Efficiencies. As reported in the Month 2 report, an initial Voluntary Redundancy Programme has now identified a number of efficiencies as part of its first phase and a second Voluntary Redundancy programme commenced on 1<sup>st</sup> September and this will run alongside the next phase of the Management Review.
- 3.09 The table below details the efficiencies achieved to date against each phase of the Workforce Programme:

Workforce Phase	Efficiency Achieved (%)
Management Phase 1 (Tier 1 & 2)	79
Management Phase 2	25
Workforce Scale Review	41
Cost of Employment	Allocated to Portfolios

#### **4.00 INFLATION**

- 4.01 Included within the 2014/15 budget there were amounts in relation to pay (£1.316m), targeted price inflation (£0.590m), non standard inflation (£0.670m) and income (£0.151m).
- 4.02 The amounts in relation to non standard inflation (Fuel, Energy and Food) will be held centrally and allocated out to Portfolio areas once evidenced by need.

#### **5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS**

##### **5.01 Potential legal claim**

A claim is being pursued against the Council based on the actions of one of its employees. This is being handled by a specialist external expert due to its complexity. This could result in a potential claim against the Council, though as yet no proceedings have been issued. Further updates on this will be included in future monitoring reports.

##### **5.02 Outcome Agreement Grant**

The full allocation of this grant is subject to future agreement by Welsh Government (WG) that performance against key criteria has been met. Current self assessment of the performance for 2013/14 by the Council indicates that this will be the case, although until we are advised of this formally, the receipt of the full grant remains a risk.

##### **5.03 Single person discount Review**

A single person discount review is intended to take place in October 2014. It has been predicted that a 4% reduction in SPD claims will be achieved. This will equate to an additional £0.200m of Council Tax income collected in 2014/15 and the impact of actual income achieved as a result of this will be included as part of regular monitoring reports.

##### **5.04 Schools ICT Infrastructure**

A balance of £0.220m was brought forward from 2013/14 for investment in Schools ICT infrastructure. The estimated cost of investment required is £0.500m and this has been ringfenced within the budget. No commitment has yet been made as to the options for providing School ICT therefore the amount may be subject to change.

##### **Former Euticals Site**

- 5.05 As referred to in the Month 2 report, tenders are shortly due to be invited for the full decommissioning, decontamination and clearance of the former chemical site in Sandycroft (Euticals Ltd). Once the full cost of site decommissioning is known, the Council will be able to consider its options in managing through to conclusion this public health risk project. Depending on the final cost, the Council may need to re-approach Welsh Government for assistance.

## **6.00 UNEARMARKED RESERVES**

- 6.01 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.
- 6.02 This position reflected a contribution of £0.745m made from reserves as part of an accounting adjustment for termination benefits relating to 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.
- 6.03 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.
- 6.04 Currently it is estimated that £2.5m will be required from the contingency reserve to fund the one off costs in 2014/15.
- 6.05 The Month 2 Monitoring report to Cabinet on 15<sup>th</sup> July also advised members of an allocation of £0.696m from the contingency reserve to fund investment costs approved under delegated powers.
- 6.06 Taking into account all of the above and the current projected outturn at month 3, the projected balance on the contingency reserve at 31 March 2015 is £2.338m. This is summarised in Appendix 3.

## **7.00 HOUSING REVENUE ACCOUNT**

- 7.01 On 18<sup>th</sup> 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%.
- 7.02 The 2013/14 final outturn reported to Cabinet on 15<sup>th</sup> July 2014 showed a closing balance at the end of 2013/14 of £1.662m (subject to audit).
- 7.03 The position at Month 3 is reporting an overall projected overspend of £0.038m and a projected closing balance at Month 3 of £1.127m, which at 3.75% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 4 details the reasons for significant variances.
- 7.05 The HRA Garden Service is currently being reviewed and contracts amended meaning there will be additional costs for carrying out the service and reduced income from tenants.

## **8.00 RECOMMENDATIONS**

8.01 Members are recommended to :-

- a) Note the overall report.
- b) Note the projected Council Fund contingency sum as at 31<sup>st</sup> March 2015 (paragraph 6.06).
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03).

## **9.00 FINANCIAL IMPLICATIONS**

9.01 The financial implications are as set out in Sections 3.00 – 7.00 of the report.

## **10.00 ANTI-POVERTY IMPACT**

10.01 None

## **11.00 ENVIRONMENTAL IMPACT**

11.01 None

## **12.00 EQUALITIES IMPACT**

12.01 None

## **13.00 PERSONNEL IMPLICATIONS**

13.01 None

## **14.00 CONSULTATION REQUIRED**

14.01 None

## **15.00 CONSULTATION UNDERTAKEN**

15.01 None

## **16.00 APPENDICES**

Council Fund -Non pay variances – Appendix 1

Council Fund - Efficiencies not fully achieved – Appendix 2

Council Fund - Movements on unearmarked reserves – Appendix 3

Housing Revenue Account Variances – Appendix 4



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

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MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
<b>Social Services</b>				
Social Services for Adults	45.367	45.881	0.514	The biggest influence within the net projected overspend of £0.514m relates to Domiciliary Care provision within the Localities teams. This is a demand led service with the key influences on a significant increase in demand being the changing demographic profile, complexity of need and the increasing numbers of older people with dementia. As a result of the Modernising of Social Services programme, Social Services for Adults have been successful in reabling many clients, which has delivered significant savings for the Council over the last four years. However, there is a cyclical impact of this approach whereby clients who have been successfully reabled in the past will return to the service with increasing needs and increased frailty. Detailed analysis has been carried out which illustrates the range of influences on the significant growth in client demand for domiciliary care, as a consequence of this we are seeking to proactively manage this demand lead pressure.
Development & Resources	1.543	1.414	(0.129)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £50 per week to £55 per week.
Social Services for Children	12.598	12.859	0.261	(£0.153m) overspend is a result of an increase in the level of boarded out payments for Foster care placements within the service. Costs need to be made due to the demand of the service. (£0.142m) overspend due to increased direct payment for Children's Integrated Disability Services (CIDS) and cost of placements within the leaving care service. (£0.034m) underspend due to other minor variances.
<b>Total Social Services</b>	<b>59.508</b>	<b>60.154</b>	<b>0.646</b>	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
<b>Community &amp; Enterprise</b>				
Customer & Housing Services	1.100	1.151	0.051	An overspend (£0.074m) is projected to occur due to a lower level of support recharge to the Council Fund from the HRA. (£0.023m) underspend due to other minor variances.
Supporting People	0.534	0.601	0.067	Projected over spend (£0.018m) against mileage costs. Projected over spend (£0.015m) on the Maintenance Contract due to insufficient budget to meet renewed contract. (£0.034m) overspend due to other minor variances.
Regeneration	0.701	0.716	0.015	Minor Variance
Revenues & Benefits	11.277	11.033	(0.244)	(£0.104m) surplus on the Council Tax Collection Fund (£0.145m) underspend on Council Tax Reduction Scheme (£0.005m) overspend minor variances
Customer Services	1.115	1.141	0.026	(£0.025m) pressure on Postage services (£0.001m) overspend minor variances
<b>Total Community &amp; Enterprise</b>	<b>14.727</b>	<b>14.642</b>	<b>(0.085)</b>	

MONTH 3 - SUMMARY

<b>Service</b>	<b>Revised Budget (£m)</b>	<b>Projected Outturn (£m)</b>	<b>Variance (£m)</b>	<b>Cause of Major Variance</b>
<b>Streetscene &amp; Transportation</b>				
Street Scene	19.190	19.433	0.243	The Service Scoping of Highways Related Services is subject to a service review due to be completed 01/01/2015. This, in addition to the limited take up on the Voluntary Redundancy Scheme, means only partial recovery of this efficiency is likely (£0.140m). There are a number of vacant posts within the Waste Service that are currently required to be covered by Agency or additional overtime to maintain service delivery (£0.080m). (£0.023m) overspend due to other minor variances.
Assets & Transportation and Public Protection	2.985	3.046	0.061	The trunk road collaboration project is currently stalled following a Ministerial announcement on the future procurement of Trunk Road services in Wales (£0.050m). (£0.011m) overspend is due to other minor variances.
School Transport	6.052	6.041	(0.011)	Minor Variance
<b>Total Streetscene &amp; Transportation</b>	<b>28.227</b>	<b>28.520</b>	<b>0.293</b>	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Planning & Environment				
Planning	1.414	1.339	(0.075)	Higher than expected levels of Planning Fee Income in the first quarter of 14/15, have contributed to the favourable variance. These levels will be closely monitored during the year.
Public Protection	2.739	2.736	(0.003)	Minor Variance
Miscellaneous Services*	0.821	0.863	0.042	The overspend is due to projected costs for external contractors / hired plant for Public Rights of Way Works
Management Support & Performance	0.772	0.780	0.008	Minor Variance
Greenfield Valley & Heritage Park	0.284	0.279	(0.005)	Minor Variance
<b>Total Planning &amp; Environment</b>	<b>6.030</b>	<b>5.997</b>	<b>(0.033)</b>	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Education & Youth				
Primary & Early Years Education	44.176	44.176	0.000	No Variance
Secondary, 14 -19 & Continuing Education	36.757	36.767	0.010	Minor Variance
Inclusion Services	12.866	12.780	(0.086)	Current Projected underspend on Out of County Placements (£0.078). (£0.008m) underspend due to other minor variances.
Access (School Planning & Provision)	0.712	0.699	(0.013)	Minor Variance
21st Century Schools	0.082	0.082	0.000	No Variance
Youth Services	1.646	1.655	0.009	Minor Variance
Commissioning & Performance	0.505	0.484	(0.021)	Minor Variance
School Management & Information	0.204	0.208	0.004	Minor Variance
<b>Total Education &amp; Youth</b>	<b>96.948</b>	<b>96.851</b>	<b>(0.097)</b>	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
People & Resources				
HR&OD	2.423	2.433	0.010	Minor Variance
Corporate Finance	2.812	2.817	0.005	Minor Variance
<b>Total People &amp; Resources</b>	<b>5.235</b>	<b>5.250</b>	<b>0.015</b>	
<b>Governance</b>				
Legal Services	0.934	1.045	0.111	(£0.131m) pressure due to Litigation around local land charges (£0.020m) underspend due to other minor variances
Democratic Services	2.092	2.085	(0.007)	Minor Variance
Internal Audit	0.504	0.498	(0.006)	Minor Variance
Procurement	0.178	0.178	0.000	No Variance
ICT	4.513	4.584	0.071	(£0.040m) pressure due to Oracle Licence Management review (£0.031m) overspend due to other minor variances
<b>Total Governance</b>	<b>8.221</b>	<b>8.390</b>	<b>0.169</b>	



MONTH 3 - SUMMARY

<b>Service</b>	<b>Revised Budget (£m)</b>	<b>Projected Outturn (£m)</b>	<b>Variance (£m)</b>	<b>Cause of Major Variance</b>
Organisational Change 1				
Public Libraries & Arts, Culture & Events	1.891	1.875	(0.016)	Minor Variance
Museusms Service	0.062	0.058	(0.004)	Minor Variance
County Archives	0.261	0.261	0.000	No Variance
Leisure Services	3.537	3.573	0.036	Repairs to swimming pool at Buckley Leisure Centre.
Community Assets	0.059	0.054	(0.005)	Minor Variance
<b>Total Organisational Change 1</b>	<b>5.810</b>	<b>5.821</b>	<b>0.011</b>	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Organisational Change 2				
Valuations & Estates	(0.718)	(0.785)	(0.067)	Estimated net income shortfalls across the Industrial Estate Portfolio. Potential Risk from additional rental loss from a unit where current leaseholder is experiencing financial difficulties. Rental Income levels will be closely monitored through the year.
Property Design & Consultancy	3.054	3.088	0.034	Minor Variance
Management	0.095	0.095	0.000	No Variance
Engineering Services	(0.140)	(0.136)	0.004	Minor Variance
Facilities Services	1.494	1.506	0.012	Minor Variance
<b>Total Organisational Change 2</b>	<b>3.785</b>	<b>3.768</b>	<b>(0.017)</b>	
<b>Chief Executives</b>				
Chief Executives	2.163	2.173	0.010	Minor Variance
<b>Total Chief Executives</b>	<b>2.163</b>	<b>2.173</b>	<b>0.010</b>	

## MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Central & Corporate Finance				
Central & Corporate Finance	24.522	24.213	(0.309)	Corporate Windfall Income (£0.098m), this is in relation to additional Non Domestic Rate revaluations, which are one-off. (£0.301m) within the budget for Pension Fund Contribution, requires realignment to pay as part of Single Status Accounting to be undertaken by the end of September 2014. Unbudgeted costs in relation to former Euticals Ltd site (£0.115m). (£0.025m) underspend is due to other minor variances.
Total Central & Corporate Finance	24.522	24.213	(0.309)	
<b>TOTAL</b>	<b>255.176</b>	<b>255.779</b>	<b>0.603</b>	

\* Miscellaneous services include Drainage, Highways Development Control, Public Rights of Way, Energy Services, and Landfill Sites (closed).



EFFICIENCY NOT ACHIEVABLE		
Portfolio	Efficiency Description	Efficiency not achieved (£m)
Streetscene & Transportation	Streetscene - North Wales Trunk Road Association Financial benefit from Involvement with the NE Wales Trunk Road Hub.	0.050
Reason for efficiency not being achieved		Ministerial announcement re: the future of the Trunk Road Management arrangements has stalled the project.
<b>Total</b>		<b>0.050</b>

EFFICIENCY ACHIEVABLE IN PART			
Portfolio	Efficiency Description	Efficiency not achieved (£m)	Reason for efficiency not being achieved
Social Services	LD - Short Term Care - Rightsizing project worker staffing levels	0.013	Care Packages being reviewed ongoing, projected end date of reviews is April 2015.
Social Services	LD - Enhanced Community Residential Services - Rightsizing 4 supported living houses	0.023	ECRS Reviews being reviewed as part of the Rightsizing.
Social Services	Community Living - Transition	0.100	Currently projected to be a shortfall of circa £0.100m.
Streetscene & Transportation	Streetscene & Transportation - Highways Related Services - the ongoing diagnostic of the two service areas will make recommendations on synergies	0.140	Savings subject to completion of the Service Review by 1 January 2015.
Education & Youth	Inclusion Services -Securing early, local and effective intervention for vulnerable children and young people through increasing locality working and school autonomy	0.070	We anticipate that the £0.070m relating to delegation of the TA support budget to schools will be affected by the delay in implementation. Full year efficiency is expected to be achieved in 2015/16.
<b>Total</b>		<b>0.346</b>	



APPENDIX 3

**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		<b>5.392</b>
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		<b>2.941</b>
Less projected non pay overspend as at Month 3		(0.603)
<b>Total projected Contingency Reserve as at 31<sup>st</sup> March 2015</b>		<b>2.338</b>





HRA Major Variance Report - Period 3

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance
Rents	(27.713)	(27.659)	0.054		Garage income is lower than anticipated due to high void rates.
Other variances (aggregate)	26.548	26.532	(0.016)		
<b>Total :</b>	<b>(1.165)</b>	<b>(1.127)</b>	<b>0.038</b>		



## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CORPORATE FINANCE MANAGER**

**SUBJECT:** **TREASURY MANAGEMENT ANNUAL REPORT  
2013/14**

### **1.00 PURPOSE OF REPORT**

1.01 To present to Members the draft Annual Treasury Management Report for 2013/14 for recommendation to Council.

### **2.00 BACKGROUND**

2.01 The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices.

2.02 On 1<sup>st</sup> March 2013, the Council approved the Treasury Management Policy Statement 2013-16, Treasury Management Strategy 2013/14 and Treasury Management Practices 2013-2016. The Annual Report reviews the activities and performance of the treasury management operations during 2013/14 and compares this with the Policy, Strategy and Practices.

2.03 The Council has nominated the Audit Committee to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and Policies.

### **3.00 CONSIDERATIONS**

3.01 The draft Annual Treasury Management Report 2013/14 is attached as Appendix 1. As required by the Council's Financial Procedure Rules, this Annual Report was reviewed by Audit Committee on 16<sup>th</sup> July 2014 and will also be reported to Council on 24<sup>th</sup> September 2014.

#### **Summary of Key Points**

3.02 The UK bank base rate remained at its historic low of 0.5% throughout the year. This was reflected in the low level of interest that the

Council was able to generate on its investments; the average interest rate for investments during the year was 0.58%. Section 2 of the annual report provides a review of the economy and interest rates, and Section 4 provides further details of the Council's investment activity during the year.

- 3.03 No new borrowing was undertaken during the year; the Council continued to use cash reserves to fund capital expenditure in place of new borrowing. Debt rescheduling opportunities were considered by officers and the Council's Treasury Management Advisors. However, the premia charged for repaying high interest rate debt or replacing it with debt at a lower interest rate was deemed too expensive and therefore made any debt rescheduling unattractive. Section 3 of the annual report provides more information on borrowing and debt management during the year.
- 3.04 During quarter 4, the Council sold its claims against the insolvent estate of LBI (Landsbanki) through a competitive auction process. The Council recovered 92% of the amounts that were originally deposited, representing a very large portion of the LBI deposits. The sale of the claims represents a clean break and with the administration of the insolvent estate of LBI likely to continue for several years, removed uncertainty around the timing of future recoveries. Section 5 provides further details.
- 3.05 The treasury function operated within the limits detailed in the Treasury Management Strategy 2013/14 with one exception; an investment made in early April exceeded the limit with a particular counterparty. The error was identified promptly and immediate action taken to reduce the total invested in accordance with the policy limit. Section 6 provides further details.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the Cabinet approves and recommends to the Council the Annual Treasury Management Report for 2013/14.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 As set out in the Annual Report.

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

- 6.01 None directly as a result of this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None directly as a result of this report.

#### **8.00 EQUALITIES IMPACT**

8.01 None directly as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly as a result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 Arlingclose Ltd. as Treasury Management Advisors.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Arlingclose Ltd. as Treasury Management Advisors.

**12.00 APPENDICES**

12.01 Annual Treasury Management Report 2013/14

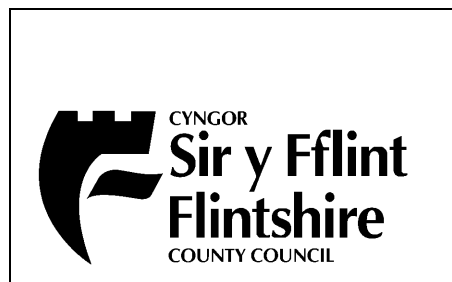
**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

Treasury Management Policy Statement 2013-2016  
Treasury Management Investment Strategy 2013/14  
Treasury Management Practices 2013-2016  
Schedule of temporary investment transactions 2013/14  
Approved Counterparty list as at 31<sup>st</sup> March 2014.

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**FLINTSHIRE COUNTY COUNCIL**

**TREASURY MANAGEMENT**

**DRAFT ANNUAL REPORT 2013/14**

## **1.00 INTRODUCTION**

- 1.01 The Council approved the Treasury Management Strategy (Strategy) 2013/14 including key indicators, limits and an annual investment strategy on 1<sup>st</sup> March 2013.
- 1.02 The Strategy was produced based on the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice.
- 1.03 The purpose of this report is to review the outcomes from 2013/14 treasury management operations and compare with the Strategy.
- 1.04 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

## **2.00 ECONOMIC & INTEREST RATE REVIEW 2013/14**

*Provided by Arlingclose Ltd the Council's Treasury Management advisors.*

**Economic background:** At the beginning of the 2013-14 financial year markets were concerned about lacklustre growth in the Eurozone, the UK and Japan. Lack of growth in the UK economy, the threat of a 'triple-dip' alongside falling real wages (i.e. after inflation) and the paucity of business investment were a concern for the Bank of England's Monetary Policy Committee. Only two major economies – the US and Germany – had growth above pre financial crisis levels, albeit these were still below trend. The Eurozone had navigated through a turbulent period for its disparate sovereigns and the likelihood of a near-term disorderly collapse had significantly diminished. The US government had just managed to avoid the fiscal cliff and a technical default in early 2013, only for the problem to re-emerge later in the year.

With new Governor Mark Carney at the helm, the Bank of England unveiled forward guidance in August pledging to not consider raising interest rates until the ILO unemployment rate fell below the 7% threshold. In the Bank's initial forecast, this level was only expected to be reached in 2016. Although the Bank stressed that this level was a **threshold** for consideration of rate increase rather an automatic trigger, markets began pricing in a much earlier rise than was warranted and, as a result, gilt yields rose aggressively.

The recovery in the UK surprised with strong economic activity and growth. Q4 2014 GDP showed year-on-year growth of 2.7%. Much of the improvement was down to the dominant service sector, and an increase in household consumption buoyed by the pick-up in housing transactions which were driven by higher



consumer confidence, greater availability of credit and strengthening house prices which were partly boosted by government initiatives such as Help-to-Buy. However, business investment had yet to recover convincingly and the recovery was not accompanied by meaningful productivity growth. Worries of a housing bubble were tempered by evidence that net mortgage lending was up by only around 1% annually.

CPI fell from 2.8% in March 2013 to 1.7% in February 2014, the lowest rate since October 2009, helped largely by the easing commodity prices and discounting by retailers, reducing the pressure on the Bank to raise rates. Although the fall in unemployment (down from 7.8% in March 2013 to 7.2% in January 2014) was faster than the Bank of England or indeed many analysts had forecast, it hid a stubbornly high level of underemployment. Importantly, average earnings growth remained muted and real wage growth (i.e. after inflation) was negative. In February the Bank stepped back from forward guidance relying on a single indicator – the unemployment rate – to more complex measures which included spare capacity within the economy. The Bank also implied that when official interest rates were raised, the increases would be gradual – this helped underpin the ‘low for longer’ interest rate outlook despite the momentum in the economy.

The Office of Budget Responsibility’s 2.7% forecast for economic growth in 2014 forecast a quicker fall in public borrowing over the next few years. However, the Chancellor resisted the temptation to spend some of the proceeds of higher economic growth. In his 2013 Autumn Statement and the 2014 Budget, apart from the rise in the personal tax allowance and pension changes, there were no significant giveaways and the coalition’s austerity measures remained on track.

The Federal Reserve’s then Chairman Ben Bernanke’s announcement in May that the Fed’s quantitative easing (QE) programme may be ‘tapered’ caught markets by surprise. Investors began to factor in not just an end to QE but also rapid rises in interest rates. ‘Tapering’ (a slowing in the rate of QE) began in December 2013. By March 2014, asset purchases had been cut from \$75bn to \$55bn per month with expectation that QE would end by October 2014. This had particular implications for global markets which had hitherto benefited from, and got very accustomed to, the high levels of global liquidity afforded by QE. The impact went further than a rise in the dollar and higher US treasury bond yields. Gilt yields also rose as a consequence and emerging markets, which had previously benefited as investors searched for yield through riskier asset, suffered large capital outflows in December and January.

With the Eurozone struggling to show sustainable growth, the European Central Bank cut main policy interest rates by 0.25% to 0.25% and the deposit rate to zero. Markets were disappointed by the lack of action by the ECB despite CPI inflation below 1% and a looming threat of deflation. Data pointed to an economic slowdown in China which, alongside a weakening property market and a highly

leveraged shadow banking sector, could prove challenging for its authorities.

Russia's annexation of the Ukraine in March heightened geopolitical tensions and risk. The response from the West which began with sanctions against Russia which is the second largest gas producer in the world and which supplies nearly 30% of European natural gas needs and is also a significant supplier of crude oil – any major disruption to their supply would have serious ramifications for energy prices.

### **3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT**

#### 3.01 PWLB (Public Works Loans Board) Certainty Rate

The Council again qualified for the PWLB Certainty Rate, allowing the authority to borrow at a reduction of 20bps on the Standard Rate.

#### 3.02 Borrowing Activity in 2013/14

The total long term borrowing outstanding, brought forward into 2013/14 totalled £172.1 million. Loans with the Public Works Loans Board were in the form of fixed rate (£143.2m) and variable rate (£10m). The remaining £18.95m was variable in the form of Lobo's (Lender's Option, Borrower's Option). The Council's average borrowing rate throughout the year was 5.41%.

	<b>Balance 01/04/2013 £m</b>	<b>Debt Maturing £m</b>	<b>New Debt £m</b>	<b>Balance 31/03/2014 £m</b>
<b>Capital Financing Requirements</b>	<b>184.6</b>			<b>186.7</b>
<b>Short Term Borrowing</b>	0.00	0.00	0.00	0.00
<b>Long Term Borrowing</b>	172.1	0.00	0.00	172.1
<b>TOTAL BORROWING</b>	<b>172.1</b>	<b>0.00</b>	<b>0.00</b>	<b>172.1</b>
<b>Other Long Term Liabilities</b>	8.1	0.5	0.00	7.6
<b>TOTAL EXTERNAL DEBT</b>	<b>180.2</b>	<b>0.5</b>	<b>0.00</b>	<b>179.7</b>
<b>Increase/ (Decrease) in Borrowing £m</b>				<b>(0.5)</b>

3.03 The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31/3/2014 was £186.7m. The Council's total external debt was £179.7m.

3.04 No new long term Public Works Loan Board (PWLB)/financial institution borrowing was undertaken during 2013/14 - the Council continues to use cash reserves to fund capital expenditure in place of new borrowing.

### 3.05 Loans at Variable Rates

The extent of variable rate borrowing the Council can potentially undertake is influenced by the level of Reserves and Balances. The interest rate on the Council's £10m variable rate loans averaged 0.56%.

The uncertain interest rate outlook further supported the case for maintaining variable rate debt. As the economy still appeared susceptible to economic shocks, growth remained insipid and official interest rates were forecast to remain low for much longer, the Council determined that exposure to variable rates was warranted. It also made sense from an affordability and budgetary perspective in the short-to-medium term.

Any upward move in interest rates and interest paid on variable rate debt would be 'hedged' by a corresponding increase in interest earned on the Council's variable rate investments. The interest rate risk associated with the Council's strategic exposure of £10m is regularly reviewed with our treasury advisor against clear reference points, this being a narrowing in the gap between short and longer term interest rates by 0.5%. When appropriate this exposure will be reduced by replacing the variable rate loans with fixed rate loans.

### 3.06 Internal Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the strategy followed was to minimise debt interest payments without compromising the longer-term stability of the portfolio. The differential between the cost of new longer-term debt and the return generated on the Council's temporary investment returns was significant at around 3.9%. The use of internal resources in lieu of borrowing was judged to be the most cost effective means of funding £10.23m of capital expenditure. This has, for the time being, lowered overall treasury risk by reducing both external debt and temporary investments. Whilst this position is expected to continue in 2014/15, it will not be sustainable over the medium term. The Council expects it will need to borrow for capital purposes from 2015/16 onwards.

### 3.07 Lender's Option Borrower's Option Loans (LOBOs)

The option to change the terms on £18.95m of the Council's LOBOs was not exercised by the lender.

### 3.08 Debt Rescheduling

No debt-restructuring opportunities arose. However, The Head of Finance, along with its Treasury Management Advisors, keeps under review any opportunities which may arise for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

## 4.00 INVESTMENT ACTIVITY

4.01 The Welsh Assembly Government's Investment Guidance requires local authorities to focus on security and liquidity, rather than yield.

4.02 Investment Activity in 2013/14

### Summary of investments as at 31<sup>st</sup> March 2014.

Country	Total	<1 month	1 –12 months	>12 months
	£m	%	£m	£m
UK BANKS	12.1	6.4	5.7	
UK BUILDING SOCIETIES	3.0	3.0		
OVERSEAS	4.6	4.6		
MMF's				
LOCAL AUTHORITIES	13.5	6.5	5.0	2.0
DMO	14.6	14.6		
<b>TOTAL</b>	<b>47.8</b>	<b>35.1</b>	<b>10.7</b>	<b>2.0</b>
<b>% OF PORTFOLIO</b>		73.4%	22.4%	4.2%
<b>TARGET 2013</b>		35%	55%	10%

4.03 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Strategy for 2013/14. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other Local Authorities
- Investments in AAA-rated Constant Net Asset Value Money Market Funds
- Call accounts and deposits with Banks and Building Societies

#### 4.04 Credit Risk

The Authority assessed and monitored counterparty credit quality with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP and share price. The minimum long-term counterparty credit rating determined by the Authority for the 2013/14 treasury strategy was A-/A-/A3 across rating agencies Fitch, S&P and Moody's.

The material changes to UK banks' creditworthiness were (a) the strong progress made by the Lloyds Banking Group in strengthening its balance sheet, profitability and funding positions and the government reducing its shareholding in the Group to under 25%, (b) the announcement by Royal Bank of Scotland of the creation of an internal bad bank to house its riskiest assets (this amounted to a material extension of RBS' long-running restructuring, further delaying the bank's return to profitability) and (c) substantial losses at Co-op Bank which forced the bank to undertake a liability management exercise to raise further capital and a debt restructure which entailed junior bondholders being bailed-in as part of the restructuring.

In July Moody's placed the A3 long-term ratings of Royal Bank of Scotland and NatWest Bank and the D+ standalone financial strength rating of RBS on review for downgrade amid concerns about the impact of any potential breakup of the bank on creditors. As a precautionary measure the Council reduced its duration to overnight for new investments with the bank(s). In March Moody's downgraded the long-term ratings of both banks to Baa1. As this rating is below the Council's minimum credit criterion of A-, the banks were withdrawn from the counterparty list for further investment. NatWest is the Council's banker and will continue to be used for operational and liquidity purposes.

#### 4.05 Liquidity

In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts. The Authority uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed.

#### 4.06 Yield

The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. The low rates of return on the Council's short-dated money market investments reflect prevailing market conditions and the Council's objective of optimising returns commensurate with the principles of security and liquidity.

Income earned on £2m of longer-dated investments made in 2013/14 at a rate of 0.95% provided some cushion against the low interest rate environment.

The Council's budgeted investment income for the year had been estimated at £382k. The average cash balances were £69.4m during the period and interest earned was £455k, at an average interest rate of 0.58%.

## **5.00 UPDATE ON INVESTMENTS WITH ICELANDIC BANKS**

5.01 On the 3<sup>rd</sup> February 2014, the Council sold its claims against the insolvent estate of LBI (Landsbanki). All Members were notified of the sale by letter on 4<sup>th</sup> February 2014.

The claims were sold through a competitive auction process. The price at which the claims were sold was based on a reserve price set by the Council on the basis of legal advice received from Bevan Brittan, financial advice procured by the Local Government Association (LGA) and our own analysis of the financial position.

A number of other priority creditors/UK local authorities sold their claims through the same auction process. Each creditor who participated in that process achieved exactly the same auction price.

The Council had £3.7m invested with LBI when the bank became insolvent in 2008, and that £1.947m had already been returned. The proceeds of the sale were paid in cash in Pounds Sterling and the sale means that the Council recovered 92% of the amounts that were originally deposited, representing a very large portion of the LBI deposits.

The sale of the claims represents a clean break and with the administration of the insolvent estate of LBI likely to continue for several years, removes the uncertainty around the timing of future recoveries. Future distributions could have been made in a number of currencies, including Icelandic Krona, which would have been less advantageous to the Council. As a result of the sale of the claims the Council is now no longer a creditor of LBI.

In order to maximise the position of those creditors taking part in the auction, the arrangements were made, with advice as set out above, by the Head of Finance and the Monitoring Officer. The sale of the claims was undertaken under delegated powers by the Head of Finance under Financial Procedure Rule 9.5, which is to agree the arrangements for the collection of all income due to the Council.

## **6.00 COMPLIANCE**

- 6.01 The Council can confirm that it has complied with its Prudential Indicators for 2013/14, which were approved on 1<sup>st</sup> March 2013 as part of the Council's Treasury Management Strategy.
- 6.02 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2013/14. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.
- 6.03 The treasury function operated within the limits detailed in the Treasury Management Strategy 2013/14 with one exception; the 2013/14 strategy permitted investments with counterparties rated A- or above for a maximum period of 6 months and a limit of £5m per counterparty (in 2012/13 the strategy was to invest with counterparties rated A or above with a limit of £7m). On the 3rd April 2013 an 'on-call account' investment of £7m was made with a counterparty (the Council's own bank) rated at A-, which therefore breached the investment criteria. This was a procedural issue and no loss was incurred by the Council as a consequence. Once the error was discovered action was taken immediately to reduce the investment to the agreed limit of £5m.

## **7.00 OTHER ITEMS**

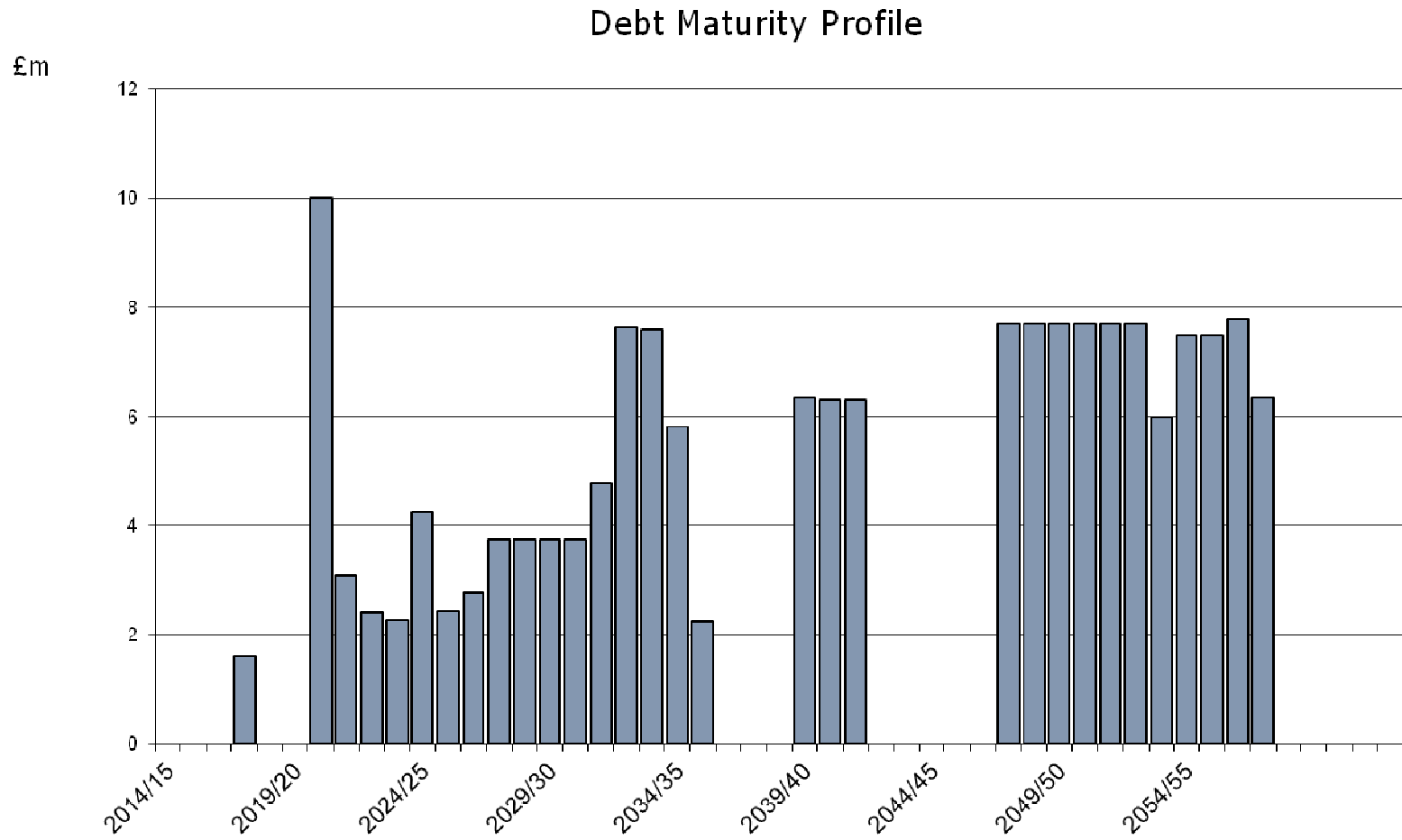
- 7.01 The following were the main treasury activities during 2013/14:
- The Head of Finance received a monthly update on treasury activities.
  - The Council received a Mid Year Report on 18<sup>th</sup> December 2013.
  - Quarterly updates reports were presented to the Audit Committee.
  - All Members were invited to a training session undertaken by Arlingclose Ltd on 27<sup>th</sup> January 2014, which was hosted by Audit Committee.
  - The 2014/15 Statement was approved by Council on 18<sup>th</sup> February 2014.
  - The Council continues to be an active member of the CIPFA Treasury Management Network.
  - The Council's cash flow was managed on a daily basis. During the year the Authority acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Authority had on deposit at any one time was £83.3m and the maximum long-term borrowing at any one time was £172.1m.

## **8.00 CONCLUSION**

- 8.01 The treasury management function has operated within the statutory and local limits detailed in the 2013/14 Treasury Management Strategy with one exception.

8.02 The Policy was implemented in a pro-active manner with security and liquidity as the focus.







## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF OFFICER, COMMUNITY AND ENTERPRISE**

**SUBJECT:** **HOUSING REVENUE ACCOUNT: NEW RENT POLICY FOR SOCIAL HOUSING RENTS AND SERVICE CHARGES**

### **1.00 PURPOSE OF REPORT**

- 1.01 The report seeks approval to the proposals for implementing the Housing Revenue Account (HRA) Rent Policy in 2015/16.
- 1.02 The report also seeks approval for a phased implementation of service charges over three years starting in 2016/17, and agreement to begin a consultation process with tenants, leaseholders and other stakeholders on the proposals.

### **2.00 BACKGROUND**

#### **Revised HRA Rent Policy**

- 2.01 The Essex Review of affordable housing policy carried out in 2008 pointed to the unfairness of the current system of rent setting for both social landlords and their tenants and recommended a full review.
- 2.02 Rent policies in Wales had developed in different ways over a long period, and produced markedly different levels and profiles of rents across the country, and between tenures. Variations in council rents between councils were largely driven by the values of dwellings sold under the right to buy, based on a subsidy formula implemented in 1989.
- 2.03 In that context the Welsh Government (WG), rent review sought to develop a coherent and consistent rent policy framework that would apply to all social landlords, reflect local variations in affordability and housing market values, providing for a more equitable distribution of rents for social sector tenants across Wales, while at the same time ensuring the viability of individual social landlords.
- 2.04 WG consulted on a proposed new policy for social housing rents in Wales during 2011. The review group considered consultation responses and proposed amendments to the policy. The amended policy was re-issued to both housing association and local authority

sectors for consultation in May 2012.

- 2.05 Since that time, the review group has considered various aspects of the policy including bringing sheltered housing within the scope of the new rent policy and issuing advice requiring all landlords to disaggregate service charges from rent.

The rent policy will apply to;

- All social landlords that have 100 or more dwellings;
- General needs and sheltered housing properties

The rent policy excludes;

- Extra care housing;
- Supported housing;
- Intermediate rent housing;
- Market rent housing; and
- Other specialised forms of provision.

- 2.06 The Minister for Housing and Regeneration made a decision that the new Rent policy be implemented for housing associations from April 2014 and for local authorities from April 2015 following exit from the Housing Revenue Account Subsidy system. Where a social landlord currently pools rents and service charges, they are now required to start the process of disaggregating service charges from rent and to start the exercise by April 2015.

- 2.07 Some tenants receive additional services, over and above the service that is provided through rent payments. This tends to apply to those living in blocks of flats, or in schemes with communal/shared facilities.

De pooling involves separating out these costs and charging them as a service charge to those who receive the service

### **3.00 CONSIDERATIONS**

#### **Rent Setting**

- 3.01 The target rent bands for each landlord are based on a consistent set of principles and a common methodology across Wales that applies equally to both local authority and housing associations. Landlord rents are based on locality, size, quality and type of dwelling. Appendix 1 sets out this methodology which shows how rents are adjusted above or below the All Wales average.
- 3.02 The policy prescribes that rents should have a higher value for houses and bungalows compared to those for flats and maisonettes and rents should have a higher value for larger dwellings. Appendix 2 sets out the proposed target rents for Flintshire for 2014/15.

- 3.03 The rent policy sets out the total target rent band for each landlord and landlords will be required to work towards and ultimately achieve average weekly rent levels that fall within the scope of those bands. The banding is set at 5% above or below the target rent.
- 3.04 Where a landlord's weekly rent is higher than the target rent band, the landlord is expected to increase its rents more slowly e.g. at CPI plus 1.0%, until the average weekly rent falls within the target rent band.
- 3.05 Where a landlord's weekly rent is lower than the target rent band, transitional protection will apply to tenants. In any year a landlord will not be permitted to increase the rent for any individual tenant by more than £2 per week in addition to the agreed average annual rate of rent increases for the sector as a whole.
- 3.06 The inflation indices to be used for uplifting rents each year will be based on CPI at the previous September and a real increase percentage of 1.5% will be applied to the inflation indices. This will be fixed until 2018/19.
- 3.07 The only exception to this rule would be where CPI falls outside a range of between 0% and 4%. If CPI falls below 0%, or is above 4%, The Minister for Housing and Regeneration will be able to make a decision on the level of rent increases to be applied in that year only.
- 3.08 **Rent Policy proposals**
- 3.09 The new rent policy is an opportunity to resolve anomalies and to harmonise rents in Flintshire. The Council currently has over 400 different rents from a combination of systems used by previous Councils, prior to amalgamation. This has resulted in a disparity in rent for similar properties across Flintshire.
- 3.10 The current guideline Rent of £74.77 will move towards the benchmark rent of £82.90 on a phased transitional basis where no tenant will see rent increases above CPI Plus 1.5%, plus £2 per year.
- 3.11 In year 1 there are 1385 tenancies at or above the target rent. These are mainly sheltered and non sheltered flats, and sheltered bungalows.
- 3.12 **Elements to consider to implement the rent policy**

Currently there are a range of rent charges in place for each property type across the county and the new rent policy provides an opportunity to develop greater consistency.

### **A. Rent bands**

It is recommended that Flintshire works towards one rent for each size & type of property. This means (for example), that ultimately, all 2 bedroom houses will be charged the same rent level, and rather than 400 different rents there would be nine. These would cover 1, 2, and 3 bedroom flats, 1, 2, 3 and 4 bedroom houses and bungalows, cottage flats and bedsits.

### 3.13 **B. Meeting the Welsh Housing Quality Standard**

Agreement is also sought for the overall level that target rents are set within the WG guidelines. There are three options as shown below:-

1. At Target Rent ;
2. 5% below Target Rent; or
3. 5% above target rent

3.14 If rents were set at 5% above target rent, when rents had achieved this level this would maximise income to the HRA. This could create additional funds to reduce borrowing levels to achieve WHQS and enable further build of new council houses. As seen in Appendix 3 this could ultimately bring in additional income of £1.554m per year compared to the target rent.

3.15 However, in the interests of maximising affordability to tenants, in a county where average incomes and house prices are relatively strong compare to many parts of Wales; yet many people earn below the county average wage; it is recommended that in Flintshire, rents are set within the total rent envelope and at a level which ensures affordability.

### 3.16 **C. Vacancies**

It is proposed that from April 2015, that when a property becomes vacant the rent for the new tenant is automatically set at target rent and charging for services is implemented where appropriate (See below).

### 3.17 **D. Service Charges**

Welsh Government expect all social landlords to separate services from rents and introduce charging from 2015. Councils are expected to recover the cost of services in addition to rent. There are a range of items which can be charged for separately. In Flintshire it is proposed that charging is introduced on a phased basis over three years from 2016 for the following items:

These will include:-

- 3.18 **Communal Services**
- Cleaning charges in communal areas (not community rooms)
  - Laundry facilities
  - Janitors service (high rise only)
  - Aerial maintenance and digital services
  - Grounds maintenance/estate caretakers
  - Management charge for administering service charge

**Individual Services**

- Individual Grass cutting
- Individual Hedge cutting

3.19 There is currently £700K of services being provided to tenants. It is recognised at the moment that the costs for providing some of the services identified above are not value for money and the quality of some services will need to be improved and costs reduced.

3.20 In addition there are community rooms at many sheltered schemes, which are used by community groups in addition to the residents themselves. In most schemes there are no charges made for using these rooms and therefore a full review will be undertaken and a future strategy developed for this part of the Housing service.

3.21 From a tenant's perspective, the implementation of service charges will lead to greater transparency. It will become clear how much services cost and improved tenant awareness will provide greater accountability for the services that are being delivered.

3.22 With the exception of services provided for the benefit of individuals, the service charges described above are all currently "housing benefit eligible". At the beginning of this financial year 67% of tenants were in receipt of full or partial housing benefit.

3.23 The individual tenant garden and hedge cutting service is subject to a review following the challenges encountered in implementing the new service this year. Proposals will be brought to cabinet for consideration shortly. This paper makes no recommendations for this service.

3.24 There are currently c2300 tenancies including c1700 units of sheltered housing who receive services.

3.25 **Charging Policy for Service Charges**

It is proposed that charges would be introduced on a phased basis for existing tenants over 3 years from 2016 leaving a full year to review, consult and improve services.

Ultimately introducing service charging for all the services shown above would bring in additional income to the HRA of circa £700k per annum.

**3.26 There are two methods for charging for services:-**

**Option 1**

The total cost of each chargeable service is shared equally amongst all tenants receiving that type of service. For example, all flats that receive cleaning would be charged the same, regardless of how much the cleaning cost in each building. This is the simplest to administer and explain and helps to address cost differences where, for example one block of flats is significantly larger than another and has more communal space. However, costs would still not be fully transparent.

**3.27 Option 2**

Each service is charged on actual costs. This would create maximum transparency although there would be disparity in cost of services to different buildings and normally this means that those in small blocks of flats pay more than those in larger blocks of flats due to economies of scale.

Option 1 is the recommended option as this would be the simplest to explain and administer.

**3.28 Implementation Transition**

Councils that have implemented service charges have done so via two different methods,

- **Option 1** de pooling from rents which sees the rent reduce by the value of the service charge and then the rent increases back to target rent over a transitional period. This approach works well when all charges are implemented in year 1.
- **Option 2** is not to de pool but to keep rents at their current levels and phase service charges in gradually as an additional charge over a period of 3 years

**3.29** Option 2 is the recommended option as this would allow a phased implementation, allowing time for each service to be reviewed and for full discussion with those tenants who would be affected by the implementation of any charge.

**3.30** It is recommended that in year 1 (2016/17), that charges are introduced for TV aerial maintenance and digital services, and cleaning services. TV aerials charging will be circa £1.10 per week,



with cleaning services circa £2.50. This would then be followed in the next two years by firstly laundry and janitor services (2017/18) and finally grounds maintenance/caretaking in (2018/19), after full review of quality and price, alongside resident consultation.

#### **4.00 RECOMMENDATIONS**

4.01 Cabinet are asked to approve the revised rent policy as described below:

- The implementation of a single rent for each type and size of property as per the rent reform guidance.
- Rent levels set within the target rent band to support a policy of maximising affordability.
- New tenancies are let at target rent from April 2015, with full service charge implementation.
- To charge for services as a single average rate for each element.
- To implement service charges for existing tenants on a phased basis over three years from 2016 following detailed consultation, and as per paragraph 3.30.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 As described in the report. The council has a dual responsibility to maximise rental income to deliver high quality services to tenants and to ensure that rents remain affordable. The proposals in this paper aim to achieve that balance.

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

6.01 Those who do not qualify for housing benefit and are on low incomes will feel the impact of rent increases above inflation and the introduction of charging for services. Welfare rights advice and support will be provided to any tenant who needs it.

Work has been underway to make sure that all properties are correctly classified as two/three bedroom following the introduction of Welfare Reform, and any cases brought to the attention off the service for reclassification will be considered on their merits.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no direct environmental impacts arising from the proposal outlined in the report.

## **8.00 EQUALITIES IMPACT**

8.01 All tenants will be affected by the rent policy and all those who live in properties with communal areas or communal facilities will be affected by the introduction of service charges.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 The 2014/15 budget makes provision for an officer to undertake developmental work to implement service charges.

## **10.00 CONSULTATION REQUIRED**

10.01 Full consultation will be required with any tenants affected by the introduction of service charges. This will take place scheme by scheme; with a full opportunity to discuss the proposed charges, quality of service provision, and tenant expectations around service frequency. It is likely that different groups of property could ultimately require different service levels and therefore different charges would be set. At any scheme it would be a majority decision as to service standards/cost and whether a service is provided at all.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 This report has been shared with Housing scrutiny committee and will be shared with the Tenants Federation

## **12.00 APPENDICES**

Appendix 1 – methodology for rents adjustment above or below the All Wales average.

Appendix 2 – Target rent per property type

Appendix 3 – Target rent band financials

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

None

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Policy for Social Housing Rents - Final  
Locational index used in calculation of 2014-15 policy rent matrix

TABLE 2

Local authority	Separate components										Components combined into the locational index	
	House prices		Private rents		Workplace earnings		Residence earnings		Undamped	Damped		
	£k	(Wales=100)	£pw	(Wales=100)	£pw	(Wales=100)	£pw	(Wales=100)				
Blaenau Gwent	71,301	61.6	82.3	77.2	317.1	96.4	317.7	95.4	82.7	88.4		
Bridgend	104,083	89.9	104.2	97.8	329.0	100.0	326.4	98.0	96.4	97.6		
Caerphilly	98,286	84.9	104.3	97.9	340.5	103.5	338.9	101.8	97.0	98.0		
Cardiff	137,348	118.6	137.0	128.6	353.0	107.3	348.3	104.6	114.8	109.8		
Carmarthenshire	105,052	90.7	96.8	90.9	328.7	99.9	332.7	99.9	95.4	96.9		
Ceredigion	135,304	116.8	112.3	105.4	308.3	93.7	322.4	96.8	103.2	102.1		
Conwy	124,075	107.1	110.4	103.6	292.1	88.8	300.2	90.2	97.4	98.3		
Denbighshire	111,559	96.3	107.2	100.6	345.6	105.0	330.2	99.2	100.3	100.2		
Flintshire	119,262	103.0	116.0	108.9	349.4	106.2	339.1	101.8	105.0	103.3		
Gwynedd	119,824	103.5	94.1	88.3	303.5	92.3	308.5	92.6	94.2	96.1		
Isle of Anglesey	122,982	106.2	108.9	102.2	326.2	99.2	338.1	101.5	102.3	101.5		
Merthyr Tydfil	80,929	69.9	86.8	81.4	318.9	97.0	323.6	97.2	86.4	90.9		
Monmouthshire	149,880	129.4	121.2	113.7	315.1	95.8	349.2	104.9	111.0	107.3		
Neath Port Talbot	86,802	75.0	97.3	91.4	354.3	107.7	324.8	97.5	92.9	95.3		
Newport	109,595	94.6	113.0	106.1	329.3	100.1	332.8	100.0	100.2	100.1		
Pembrokeshire	128,982	111.4	108.5	101.8	320.1	97.3	320.6	96.3	101.7	101.1		
Powys	122,817	106.1	93.2	87.5	297.5	90.4	312.5	93.9	94.5	96.3		
Rhondda Cynon Taf	87,480	75.5	90.8	85.2	313.2	95.2	327.8	98.4	88.6	92.4		
Swansea	108,864	94.0	114.0	107.0	320.9	97.6	333.0	100.0	99.7	99.8		
Torfaen	99,814	86.2	107.4	100.8	320.8	97.5	346.0	103.9	97.1	98.1		
Vale of Glamorgan	136,928	118.2	126.2	118.4	340.8	103.6	360.4	108.2	112.1	108.1		
Wrexham	116,095	100.2	112.0	105.1	332.4	101.0	340.5	102.3	102.2	101.4		
Wales	115,807	100.0	106.5	100.0	329.0	100.0	333.0	100.0	100.0	100.0		

Source: Welsh Government Social Rent Model

Notes:

- Each component of the index is shown as its actual value based on the sources below, and expressed as an index relative to Wales = 100.
- The four separate index values are then averaged together to derive the **undamped** locational index.
- The locational index is then **damped** by a factor of one-third (applied to the undamped values) and is the final index used within the rent matrix calculations.

Data sources (all based on three year averages covering the period 2010-2012):

- House prices: Mean selling price for 2 bedroom dwellings based on data for loan advances from the Council for Mortgage Lenders
- Private rents: Median weekly rent data for 2 bedroom private sector properties from the Rent Officers Wales
- Workplace earnings: Lower quartile gross weekly full time earnings including overtime on a workplace-basis from the Annual Survey of Hours and Earnings, Office for National Statistics
- Residence earnings: Lower quartile gross weekly full time earnings including overtime on a residence-basis from the Annual Survey of Hours and Earnings, Office for National Statistics

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**Flintshire Rents 2014/15**

Target Rents	Properties	Current Rent	-5%	0%	5%
G2house	689	£ 74.05	£ 78.21	£ 82.33	£ 86.45
G3House	3196	£ 78.86	£ 86.03	£ 90.56	£ 95.09
G4house	117	£ 85.80	£ 93.86	£ 98.80	£ 103.74
G5house	10	£ 90.74	£ 101.68	£ 107.03	£ 112.38
G6house	4	£ 93.98	£ 101.68	£ 107.03	£ 112.38
G1Flat	283	£ 69.65	£ 63.69	£ 67.04	£ 70.39
G2Flat	311	£ 71.32	£ 70.77	£ 74.49	£ 78.21
G3Flat	62	£ 77.97	£ 77.84	£ 81.94	£ 86.04
G1bungalow	1138	£ 67.07	£ 70.40	£ 74.10	£ 77.81
G2bungalow	485	£ 72.31	£ 78.21	£ 82.33	£ 86.45
G3bungalow	9	£ 87.17	£ 86.03	£ 90.56	£ 95.09
G2maisonette	9	£ 73.26	£ 70.77	£ 74.49	£ 78.21
G3maisonette	1	£ 73.76	£ 77.84	£ 81.94	£ 86.04
S1house	1	£ 68.23	£ 70.40	£ 74.10	£ 77.81
S2house	2	£ 73.18	£ 78.21	£ 82.33	£ 86.45
S3house	20	£ 83.33	£ 86.03	£ 90.56	£ 95.09
S1Flat	399	£ 69.31	£ 63.69	£ 67.04	£ 70.39
S2Flat	309	£ 75.79	£ 70.77	£ 74.49	£ 78.21
S3Flat	1	£ 79.99	£ 77.84	£ 81.94	£ 86.04
S1bungalow	11	£ 70.82	£ 70.40	£ 74.10	£ 77.81
S2bungalow	135	£ 71.97	£ 78.21	£ 82.33	£ 86.45
S3bungalow	18	£ 86.93	£ 86.03	£ 90.56	£ 95.09
	<b>7210</b>	<b>74.77</b>	<b>78.76</b>	<b>82.90</b>	<b>87.05</b>
<b>Total Rent</b>		<b>£ 28,034,164</b>	<b>£ 29,527,041</b>	<b>£ 31,081,096</b>	<b>£ 32,635,151</b>
Increase against Current Rent once phased transition complete			£ 1,492,876	£ 3,046,931	£ 4,600,986

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF OFFICER, TRANSPORT AND STREESCENE**

**SUBJECT:** **LANDFILL COMMUNITIES FUNDING FROM WASTE DISPOSAL OPERATIONS**

### **1.00 PURPOSE OF REPORT**

- 1.01 To inform Cabinet of the mechanism to apply for funding through the Landfill Communities Fund.
- 1.02 To confirm the process to raise awareness of the fund within the community.
- 1.03 To seek a recommendation from Cabinet on the process to review and prioritise internal Council applications into the fund.

### **2.00 BACKGROUND**

- 2.01 The Government introduced a tax on landfill waste in 1996 to help reduce the amount of material sent to landfill and in order to promote more environmentally sustainable methods of waste management and disposal.
- 2.02 Since 1996, Landfill Operators have paid Landfill tax to HM Revenue & Customs on every tonne of waste disposed in their landfill sites. The amount paid per tonne has increased year on year since 1996 and now stands at £80 per tonne.
- 2.03 The Landfill Communities Fund (LCF) is an innovative tax credit scheme which 'offsets' some of the negative impacts of landfill site operations. Under the scheme, landfill operators are able to pay a proportion of their Landfill tax liability to 'not-for-profit' organisations which deliver projects for the benefit of communities and the environment in the vicinity of a landfill site. The scheme is nationally regulated by Entrust and organisations can bid for funding up to a level that equate to 90% of the final cost of a scheme, with the final 10% coming from either the promoting organisation or from another source.
- 2.04 Landfill funding must be spent in compliance with Entrust Regulations which set out specific objectives for projects, which include the following:

**Objective A:** The remediation or restoration of land which can not now be used because of a ceased activity that used to take place there.

**Objective B:** The reduction, prevention or mitigation of effects of pollution that has resulted, or may result, from an activity which has now ceased.

**Objective C:** The provision, maintenance or improvement of a public park or another public amenity.

**Objective D:** The conservation of a specific species or a specific habitat where it naturally occurs.

**Objective E:** The repair, maintenance or restoration of a place of worship or a place of architectural importance.

2.05 Until 2012 the Council disposed of its residual domestic in Waste Recycling Groups (Now FCC Environment) Gowy landfill site and the distribution and approval of the LCF was controlled by the companies own Environmental Trust (WREN). Previously and up until the end of the contract, the Council has been successful in obtaining funding for community benefit schemes from this source, with the final schemes being completed in 2013.

2.06 Since 2012, the Councils domestic waste is landfilled in Cory Environmental's Landfill site in Hafod near Wrexham and bids from the Council and community for funding from the LCF are now considered and approved by the independent Cory Environmental Trust (CET)

### **3.00 CONSIDERATIONS**

3.01 Any 'not for profit' organisation can apply for funding directly to Cory Environmental Trust (including Community and County Councils) assuming the bid meets the criteria and that the organisation is able to provide the necessary 10% contribution. The Board of Trustees at CET meets quarterly to assess applications on merit and decide which projects will then receive funding.

3.02 In order that any bid can be considered the following information will be required.

- a description of the project with appropriate plans/maps/drawings/photographs
- an estimate of the total costs including the amount requested (if different) together with copy quotations received for the work
- a list of any other funders involved or approached
- what groups have been involved in the project and or who will

benefit from its completion

3.03 Details on how to make a bid for funding through LCF can be found by visiting the organisations web-site [www.cetb.org.uk](http://www.cetb.org.uk)

3.04 In order to raise awareness of the LCF within communities it is recommended that an information letter is sent to each Town and Community Council and to the Local Member providing them with information on the application process. In addition the Council will issue a press statement, providing details of the scheme and the contact details for Cory Environment Trust. Finally details on how to make a submission will also be provided on the Councils web-site.

3.05 In order to identify Council commissioned submissions which meet the criteria, information on the bidding process will also be provided to service managers and staff in the Council through the following means:

- Through COT
- Through the Councils internal web site
- Through Cabinet Members.

Council submissions need to be received by 1<sup>st</sup> October for each year of the grant scheme.

3.06 In order to prioritise, regulate and provide consistency in the internal Council bidding process, the submissions will be approved by the Cabinet Member for Waste Management Strategy and Public Protection after discussion with the Chief Officer – Streetscene and Transportation, prior to submission to CET.

The method of prioritising the Council bids passed to CET will be based on the following:

- Degree of local support for the project
- Certainty of funding contribution
- Links to Council Corporate Priorities

#### **4.00 RECOMMENDATIONS**

4.01 That Cabinet note the mechanism to apply for funding through the Landfill Communities Fund.

4.02 That Cabinet approve the proposals to raise awareness of the fund as detailed in section 3.04 of this report.

4.03 That Cabinet agree the mechanism for selecting suitable internal Council bids based on the criteria in section 3.06 of this report.

**5.00 FINANCIAL IMPLICATIONS**

- 5.01 Any internal bids into the fund will require a 10% contribution.
- 5.02 The current level of landfill tax funding linked to Flintshire's waste disposal operations in Hafod is £153,514.

**6.00 ANTI POVERTY IMPACT**

- 6.01 None.

**7.00 ENVIRONMENTAL IMPACT**

- 7.01 Scheme dependant.

**8.00 EQUALITIES IMPACT**

- 8.01 None.

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 None.

**10.00 CONSULTATION REQUIRED**

- 10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 With Cabinet Member.

**12.00 APPENDICES**

- 12.01 None.

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

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF OFFICER, TRANSPORT AND STREESCENE**

**SUBJECT:** **PHASE 3 OF THE REVIEW OF THE COUNCIL  
VEHICLE FLEET**

### **1.00 PURPOSE OF REPORT**

- 1.01 To update Cabinet on the implementation of Phases 1 and 2 of the Fleet Review
- 1.02 To suggest changes to proposed mechanism for delivery of Phase 3 of the Fleet review, and seek Cabinet approval to implement the proposals.

### **2.00 BACKGROUND**

- 2.01 Flintshire County Council operates a total vehicle fleet of approximately 500 vehicles. Whilst the vehicles operate in various Service Areas within the Council, the procurement and maintenance of these vehicles are centrally organised by Fleet Services staff within Streetscene in the Environment Directorate. The total replacement cost of Flintshire County Council's fleet is in excess of £12.8m, with an annual operating lease/hire charge in excess of £1.9m.
- 2.02 In December 2012, the Council engaged a partner to undertake a full diagnostic review of Fleet Services, including making recommendations on the most beneficial ownership model and the most effective operational management and maintenance arrangements for the Council's vehicle fleet into the future.
- 2.03 Following completion of the review a report was presented to the Councils Cabinet in November 2013 which recommended a three phase approach to the review of Fleet Services:-
- **Phase 1** - Procure all replacements for vehicles currently at the end of their lease period through a hire model, utilising the All Wales Vehicle Hire Framework
  - **Phase 2** – Introduce a central demand planning/logistics approach to vehicle supply
  - **Phase 3** – Explore the potential of increasing the workload

within the workshop and also to consider the benefits and limitations of an external partner to deliver the demand planning/logistics role, and consolidating the hire and maintenance provision with a single supplier.

2.04 The current position in respect of the progress of the review is as follows:-

- **Phase 1** is currently being implemented following confirmation of the projected saving levels by the S151 Officer and the new hired vehicles are now being introduced into the service. The new hire arrangement has been utilised predominantly for the light vehicle fleet (small vans and pick ups) which account for approximately 60% of the vehicles in the existing fleet
- **Phase 2** has also been implemented with the new demand planning (logistics) arrangements in place from 1<sup>st</sup> April 2014.
- **Phase 3** - In November 2013, Cabinet requested that a further report should be presented providing further information in respect of Phase 3 of the proposals, before a decision could be made on its implementation. Since then, management have been in extensive consultation with the staff and unions to identify efficiencies, in line with the suggested savings targets. Significant developments have been achieved which allow an intermediate position to be considered, with a strategic annual review to test the continued feasibility of the future of the internal provision of the maintenance function.

### 3.00 **CONSIDERATIONS**

#### **Mechanism for Delivery**

3.01 **Phase 1** – The new Council light vehicle fleet is being hired through an All Wales Vehicle Hire Framework, which has presented significant opportunities to move away from the established method of procurement (Operating Lease) towards a more flexible arrangement, utilising the hire model. Following an extensive evaluation process involving cost and qualitative benefits, the authority has decided to standardise its vehicle fleet using a single supplier. The framework has delivered highly beneficial rates for the hire of non-specialist light vehicles, particularly when vehicles are hired over an extended period and this mechanism will deliver the projected saving for this phase of the project. The use of a single supplier will ensure economies of scale benefits, reduced contract administration burden and also provide additional benefits with regard to fleet management. The evaluation process was undertaken through a direct award under the all wales framework, after an initial dialogue with framework suppliers had been undertaken to clarify pricing and value added benefits.

- 3.02 **Phase 2** - By introducing a Demand Planning or a Logistics approach with a centralised role which provides vehicles as they are needed, rather than permanently supplying vehicles for service users to utilise when work dictates (and standing idle in between), the projected number of vehicles required across all service areas has been considerably reduced. The current expected reduction is between 15–20% of the light fleet which will deliver the projected saving for this phase of the project.

This reduction in vehicle numbers would reduce further if the supply and management of vehicles were controlled by an external partner who could supplement the Council's service with external demands to further increase utilisation.

### **Impact on the Workshop – Phases 1 & 2**

- 3.03 A Risk Assessment of the Authorities service and inspection arrangements has greatly reduced maintenance needs through operating a more modern fleet and this together with the lower number of light vehicles in the fleet has resulted in the workshop workload falling to a level that requires 3 less staff (mechanics).
- 3.04 Extensive work has been undertaken to identify options to increase the workload in the workshop by considering the following options:-
- 3.04.1 Reducing the volume of work which is currently carried out by outside private companies on the current fleet. A full review of all previously externalised work has been carried out jointly throughout the consultation with the staff from the workshop and has resulted in work being brought back "in-house". The projected level of staff needed within the workshop to carry out this work has been taken into account when calculating the FTE requirement.
- 3.04.2 Consideration has been given to partnerships with other public or private organisations. Contact with appropriate organisations has been made through regional fleet managers' forums but there are no realistic options to pursue at this time. The option to take on private contract work was considered to be too high a risk, given that the limited workshop resources are already stretched at peak times (such as snow conditions) and during this period any private work would need to be considered as a second priority. This would create challenges to long term relationships and it would be difficult to honour the terms of any contract in these circumstances.
- 3.04.3 Consideration has been given to whether FCC could carrying out Taxi Testing and potentially general MOT's within the current workshop and whilst there would be some marginal benefit in Taxi Testing and other licensing related inspections, the overall impact on FTE within the workshop is small (increase of less than one FTE). Providing

general MOT's would require changes to the workshop configuration to provide viewing areas and waiting/parking areas would also be required in the new depot buildings. Carrying out general MOT's would also have an impact on local businesses and would be subject to the volatility of the market place.

### **Summary of Findings**

- 3.05 The net position following the introduction of Phases 1 & 2, in terms of the workshop staff, is 3 FTE below original levels (the workshop originally employed 12 mechanics). The level of engagement from the workforce and their willingness to support and improve the position of the service, including the maintenance function, has mitigated any reduction below this level. The service received sufficient volunteers from staff within the workshop under the current VR scheme to accommodate this reduction and three members of staff have now left the authority.
- 3.06 In order to protect the workload of the remaining workshop staff, a single contract and the engagement of a single partner for the supply, management and maintenance of all the Council's operating fleet is therefore recommended with the servicing, inspection and repair of the vehicles continuing to be provided in house by the Authority's own workshop.
- 3.07 A mechanism will be built into the contract to review the maintenance arrangement for the new fleet. Should both parties agree that further added benefit could be accrued by including maintenance operations within the contract; the workshop staff will TUPE transfer to the new partner.
- 3.08 Phase 3 applies the same hire principles as have already been introduced in Phase 1 for the light fleet to the HGV / Specialist fleet and will also introduce some spot hire for specialist vehicles, which will generate additional financial savings. The existing working practises that provide the flexibility for maintenance arrangements (i.e. out-of-hours repairs) will also reduce the need to hold a number of expensive spare vehicles. The workforce has committed to support these working practices through cover from within the 3 shifts that currently cover the existing operating hours.
- 3.09 The use of an external partner in the manner suggested will ensure the identified Phase 3 savings can be achieved or exceeded
- 3.10 The value of the work undertaken by the workforce during the consultation process should not be underestimated and it is recognised by management that this approach and commitment should be used, captured and replicated widely across the service area, to reinforce employee engagement and recognise efficiency opportunities.



- 3.11 The form of contract will be critical in protecting both workshop and support staff, as well as the future service delivery to the Council. It is recommended therefore that a specialist is engaged to make recommendations on the type and duration of the contract required in order to ensure the Council gains maximum benefit from the new arrangements.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Cabinet note the progress made of Phases 1 and 2 of the Fleet Review.

- 4.02 That Cabinet note the professional and positive approach taken by the workforce within the workshop to support Phases 1 and 2 and the input they provided into the process to deliver the proposals for Phase 3 contained within this report.

- 4.03 That Cabinet approves implementation of Phase 3 of the Fleet Review through the following means –

By the progression of a partnership arrangement for the supply, management and maintenance of all the Council's fleet under a single contract, whilst continuing to provide maintenance and repair facilities for the Councils fleet in-house. Delegated authority to finalise the term, starting date and to implement the contract is provided to the Chief Officer Streetscene and Transportation, following consultation with the Deputy Leader and Cabinet Member for Environment.

- 4.04 That Cabinet approves the commissioning of a specialist to provide advice on the most beneficial type of contract for Phase 3 of the project.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The overall Council Fleet cost in the baseline budget is £6.100m and it is anticipated that the annual saving from the implementation of the revised Phase 3 option detailed in this report is £231k

- 5.02 The current estimate for the total savings generated by the three phases of the Fleet Review is £1.3m p.a..

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

- 6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 The policy confirms that the best possible use is made of current engine technology in relation to environmentally acceptable widely available fuels, by utilising newer vehicle and maintaining a lower vehicle age profile.

**8.00 EQUALITIES IMPACT**

8.01 None

**9.00 PERSONNEL IMPLICATIONS**

9.01 The introduction of the contract will result in the TUPE transfer of two members of support staff to the successful partner following the tendering exercise. Should staff not wishing to transfer may be retained within the service subject to the availability of a suitable position. All employees transferring to the new Partner will retain their existing terms and conditions under TUPE legislation.

9.02 An annual review of the continued in-house provision of maintenance/repairs will be undertaken under the terms of the contract. Should the arrangement be considered to be not operating effectively, the staff will transfer to the successful partner under the TUPE legislation. A further report to the Cabinet will be provided before this transfer takes place.

**10.00 CONSULTATION REQUIRED**

10.01 Update Risk Assessment workshop with all stakeholders.

10.02 Trades Unions in respect of TUPE and FTE reductions.

**11.00 CONSULTATION UNDERTAKEN**

11.01 With Cabinet Members.

11.02 Risk Assessment workshop with all stakeholders.

11.03 With Workshop staff and Trades Unions

**12.00 APPENDICES**

12.01 None

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

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CABINET**  
**DATE:** **TUESDAY, 16 SEPTEMBER 2014**  
**REPORT BY:** **CHIEF OFFICER, PLANNING AND ENVIRONMENT**  
**SUBJECT:** **FOOD SERVICE PLAN 2014-15**

### **1.00 PURPOSE OF REPORT**

1.01 To seek Member approval for the Food Service Plan for Flintshire County Council, which the Constitution Committee of the Council determined should be approved at Executive level in January 2011, as per The Framework Agreement on Official Feed and Food Controls by Local Authorities (Amendment 5 April 2010).

### **2.00 BACKGROUND**

2.01 Local Authorities throughout the U.K. have been directed by the Food Standards Agency to take the necessary action to implement the Framework Agreement on the Local Authority Food Law Enforcement. This Framework Agreement became operational from 1st April 2001. The Framework has been developed to ensure consistent food law enforcement service throughout the country.

### **3.00 CONSIDERATIONS**

3.01 The Service Plan, a copy of which is available in the Members' Library and on the website, has been produced by Officers of the Health Protection Service within Public Protection in line with the model format contained within the Framework Agreement. It outlines the proposals for service delivery for the period 1st April 2014 to 31st March 2015 as well as a review of the Service Plan for 2013 with overall performance for 2013 to 2014 shown as Appendix 3 within the Service Plan.

3.02 The elements of the Food Service, namely Food Safety, Food Standards and Animal Feed, sit under two Team Leaders, both under the responsibilities of the Health Protection Manager within the Public Protection Service.

#### **Key Achievements for 2013/14 are as follows:**

- The whole Service was subject to a comprehensive 5 day audit by the Food Standards Agency Wales in October 2013 as a

result of which, it is very pleasing to report that FSA Wales identified several strengths of the Service, namely:-

- Documented policies and procedures for Food Hygiene and Food Standards
- Primary Authority Scheme and the Home Authority Principle
- Advice to businesses across the whole Food and Feed Service
- Control and Investigation of Outbreaks and Food Related Infectious Disease
- Internal Monitoring Arrangements for Food Hygiene and Food Standards
- Food Safety and Food Standards promotion

When published, the full report will be accessible on the FSA website via the following link :

<http://food.gov.uk/enforcement/auditandmonitoring/auditreports/auditwales/#.U-M1htRwbIU>

In addition the following further achievements are also worthy of note:-

- Achieving 100% of all Food Hygiene, Food Standards and Feedstuffs High Risk inspections.
- Successful implementation of the Food Hygiene Rating (Wales) Act 2013, which came in to force in November 2013
- Further development of cross-agency working with Natural Resources Wales and Wirral Council in relation to the Dee Estuary and shellfish industry.
- Delivering Food Hygiene and Food Safety Management System Training in the medium of Cantonese for 100 food handlers as a joint project with Wrexham County Borough Council, which was grant funded by FSA Wales. This was identified as an area of Good Practice as a Case Study in the FSA's recent Food and Feed Law Enforcement in Wales report published in July 2014.
- The updating of the Feed Hygiene premises database.

**Key Targets for 2014/2015 are as follows:**

- Implementation of the FSA Audit Action Plan,
- in line with target dates identified within the action plan. A copy of the Action Plan is included as an Appendix to the Food Service Plan.
- Achieve 100% of all High Risk inspections for Food Hygiene, Food Standards and Feed.

- Develop and implement collaborative working on a regional basis in relation to Feed inspections and sampling.
- Provide comprehensive advice to businesses on the major change in Food Standards legislation due to come in to force as of December 2014.
- Delivery of Food Hygiene and Food Safety Management System training in the medium of Turkish to 50 food handlers within Flintshire and Wrexham, funded by FSA Wales as part of the regional Environmental Health collaboration projects.
- To carry out further survey work on Nut Allergens and Meat Substitution to be delivered on a regional basis as part of the Trading Standards Collaboration Plus Project.

#### **4.00 RECOMMENDATIONS**

4.01 That Members approve the Food Service Plan 2014/2015.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The cost of implementing the agreement in Food Law Enforcement will be met within the existing Planning, Public Protection and Environment Directorate budget.

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None.

#### **8.00 EQUALITIES IMPACT**

8.01 The Plan seeks to ensure food is safe for consumption by all.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 N/A

#### **10.00 CONSULTATION REQUIRED**

10.01 N/A

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 N/A

**12.00 APPENDICES**

- 12.01 Appendix 1 – Food Service Plan 2014/2015 (available in the Members' Library and on the website)

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

None.

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## FOR INFORMATION

### FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **TUESDAY, 16 SEPTEMBER 2014**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **EXERCISE OF DELEGATED POWERS**

#### **1.00 PURPOSE OF REPORT**

1.01 To inform Members of action taken under delegated powers.

#### **2.00 BACKGROUND**

2.01 At the Executive Meeting held on 31<sup>st</sup> October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

#### **3.00 RECOMMENDATION**

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

#### **4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

#### **5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

#### **6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

#### **7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

#### **8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

#### **9.00 CONSULTATION REQUIRED**

9.01 Not applicable

#### **10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable

## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

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

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

**EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

People and Resources

- Workforce Costs / Professional Subscriptions
- Single Status Policies

Community and Enterprise

- Business Rates – Write Offs
- Council Tax – Write Offs

Organisational Change

- Disposal of Land Adjoining Grosvenor House, Sandy Lane, Bagillt
- Grant of Easement at Land in the Grounds off Elfed School, Off Cheshire Lane

Streetscene and Transportation

- A5026 Boot Hill – Holywell to Bagillt, Speed Limit Review
- A5104 Warren Bank, Broughton 30/40 Speed Limit

Community Services

- Community Services Restructure

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY  
SEPTEMBER 2014 TO FEBRUARY 2015**

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Social & Health Care Overview & Scrutiny Committee	4 September 2014	Community and Enterprise	<b>Betsi Cadwaladr University Health Board Update</b> To receive a verbal update on the CSSIW Actin Plan and a joint presentation by Flintshire County Council and Betsi Cadwaladr University Health Board		
Social & Health Care Overview & Scrutiny Committee	4 September 2014	Social Services	<b>Integrated Health and Social Care Action Plan to support individuals with Dementia</b> To provide an update to Members on the CSSIW Dementia Action Plan		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	4 September 2014	Social Services	<b>Flintshire Childcare Sufficiency Assessment 2014-2017</b> To inform Members of the findings of the Flintshire Childcare Sufficiency Assessment for the Period 2014 / 2017.		
Social & Health Care Overview & Scrutiny Committee	4 September 2014	Social Services	<b>Ombudsman's findings regarding Transport Complaint</b> To report on the outcome of an upheld complaint made by the Ombudsman for Wales		
Social & Health Care Overview & Scrutiny Committee	4 September 2014	Overview and Scrutiny	<b>Improvement Plan Monitoring Report</b> To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Social & Health Care Overview & Scrutiny Committee. The report covers the period April - July, 2014.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	4 September 2014	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Community Profile & Partnerships Overview & Scrutiny Committee	8 September 2014	Overview and Scrutiny	<b>Budget Setting &amp; Budgetary Control Arrangements</b> To provide information on the Council's budget setting 2015/16 and monitoring processes for the current year.		
Community Profile & Partnerships Overview & Scrutiny Committee	8 September 2014	Chief Executive's	<b>Regional Emergency Planning Service</b> To receive a presentation by Chief Executive and Regional Emergency Planning Manager on the Service which started in July.		
Community Profile & Partnerships Overview & Scrutiny Committee	8 September 2014	Chief Executive's	<b>County Forum</b> To update Members of the Committee on progress of the County Forum		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community Profile & Partnerships Overview & Scrutiny Committee	8 September 2014	Chief Executive's	<b>Regional Emergency Planning Service</b> A verbal presentation by Chief Executive and Regional Emergency Planning Manager on the Service which started in July		
Page 244 Community Profile & Partnerships Overview & Scrutiny Committee	8 September 2014	Overview and Scrutiny	<b>Improvement Plan Monitoring Report</b> To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Community, Profile & Partnerships Overview & Scrutiny Committee. The report covers the period April - July, 2014.		
Community Profile & Partnerships Overview & Scrutiny Committee	8 September 2014	Overview and Scrutiny	<b>Community Profile &amp; Partnerships Forward Work Programme</b> To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		



COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	9 September 2014	Chief Executive's	<b>Reform of Local Government and the Public Services</b> To review the current consultation papers of Welsh Government on the reform of local government and the public services and to agree a formal Council response.		
Flintshire County Council	9 September 2014	Legal and Democratic Services	<b>Review of Political Balance</b> To review the Council's Political Balance Calculations following the by-election resulting in the election of Councillor D Roney		
Housing Overview & Scrutiny Committee	10 September 2014	Community and Enterprise	<b>Tenancy Agreement Consultation</b> To consider proposed changes to the tenancy agreement as requested by a member of the public.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	10 September 2014	Overview and Scrutiny	<b>Improvement Plan Monitoring Report</b> To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Housing Overview & Scrutiny Committee. The report covers the period April - July, 2014.		
Housing Overview & Scrutiny Committee	10 September 2014	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	11 September 2014	Chief Executive's	<b>Auditor General for Wales: Certificate of Compliance for the Audit of Flintshire County Council's 2014-15 Improvement Plan</b> To note the compliance certificate for the audit off the 2014-15 Improvement Plan		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11 September 2014	Finance	<b>Revenue Budget Monitoring 2014/15 (Month 3)</b> To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 3.		
Corporate Resources Overview & Scrutiny Committee	11 September 2014	Overview and Scrutiny	<b>Improvement Plan Monitoring Report</b> To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Corporate Resources Overview & Scrutiny Committee. The report covers the period April - July, 2014.		
Corporate Resources Overview & Scrutiny Committee	11 September 2014	Overview and Scrutiny	<b>Corporate Resources Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 September 2014	Chief Executive's	<b>Quarter 1 Improvement Plan Monitoring Report</b> Provide an update of progress against the Improvement Plan as at the end of quarter 1	Strategic	Cabinet Member for Corporate Management
Cabinet	16 September 2014	Chief Executive's	<b>Annual Report of the Strategic Equality Plan and the Welsh Language Scheme 2013/14</b> Members to endorse the annual monitoring reports for the Strategic Equality Plan and Welsh Language Scheme prior to submission to the relevant regulatory bodies	Operational	Cabinet Member for Corporate Management
Cabinet	16 September 2014	Chief Executive's	<b>Auditor General for Wales: Certificate of Compliance for the Audit of Flintshire County Council's 2014-15 Improvement Plan</b> To note the compliance certificate for the audit off the 2014-15 Improvement Plan	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 September 2014	People and Resources	<b>Revenue Budget Monitoring 2014/15 (Month 3)</b> To provide Members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 September 2014	People and Resources	<b>Treasury Management Annual Report 2013/14</b> To present to Members the draft Annual Treasury Management Report for 2013/14.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 September 2014	Community and Enterprise	<b>Strategic Housing and Regeneration Programme</b> The purpose of this report is to update Elected Members on the Market Consultation undertaken with interested parties for the procurement of potential developer(s) and funder(s) for the regeneration of Flint Town Centre	Strategic	Cabinet Member for Housing

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Cabinet	16 September 2014	Community and Enterprise	<b>Superfast Business Wales Exploitation Programme</b> To inform Members of Welsh Government's exploitation programme for Superfast Business Wales	Operational	Cabinet Member for Economic Development
Cabinet	16 September 2014	Community and Enterprise	<b>Housing Revenue Account New Rent Policy for Social Housing Rents and Service Charges</b> The report seeks approval to the proposals for implementing the rent policy in 2015/16	Operational	Cabinet Member for Housing
Cabinet	16 September 2014	Streetscene and Transportation	<b>PHASE 3 OF THE REVIEW OF THE COUNCIL VEHICLE FLEET</b> To seek Cabinet approval for the implementation of the final phase of the Fleet Review.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	16 September 2014	Streetscene and Transportation	<b>LANDFILL COMMUNITIES FUNDING FROM WASTE DISPOSAL OPERATIONS</b> To seek Cabinet approval for the process to approve bids for Landfill Tax funding.	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure

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Cabinet	16 September 2014	Planning and Environment	<b>Food Service Plan 2014-15</b> To obtain approval for the Food Service Plan 2014-15.	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	16 September 2014	Education and Youth	<b>Responses to Consultations at Saltney Ferry Primary School and St. David's High School Saltney</b> Responses to consultations at Saltney Ferry Primary School and St. David's High School Saltney	Strategic	Cabinet Member for Education
Environment Overview & Scrutiny Committee	17 September 2014	Streetscene and Transportation	<b>Safe Routes in Communities</b> To seek approval from Scrutiny Committee for the prioritisation matrix for SRIC bids for funding.		
Environment Overview & Scrutiny Committee	17 September 2014	Streetscene and Transportation	<b>Civil Parking Enforcement Update</b> To provide Scrutiny Committee with an update on the progress of the CPE arrangements 12 months after introduction.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17 September 2014	Overview and Scrutiny	<p><b>Feedback from Workshop on Changing Times: Helping Flintshire's Town Centres adapt to a changing world</b></p> <p>To feedback to Members of the Committee the comments and suggestions arising from the Workshop on held on the 14th July</p>		
Environment Overview & Scrutiny Committee	17 September 2014	Overview and Scrutiny	<p><b>Improvement Plan Monitoring Report</b></p> <p>To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Environment Overview &amp; Scrutiny Committee. The report covers the period April - July, 2014.</p>		
Environment Overview & Scrutiny Committee	17 September 2014	Streetscene and Transportation	<p><b>Revised Staffing Structure - Streetscene and Transportation</b></p> <p>To inform Members of the Committee on the proposed staffing structure for the new Portfolio</p>		



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Environment Overview & Scrutiny Committee	17 September 2014	Planning and Environment	<b>Revised High Level Staffing Structures - Planning (PRESENTATION)</b> Presentation by the Chief Officer Plannin and Environment on the Revised High Level Staffing Structures		
Environment Overview & Scrutiny Committee	17 September 2014	Overview and Scrutiny	<b>Environment Forward Work Programme</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Audit Committee	24 September 2014	People and Resources	<b>Statement of Accounts 2013/14</b> To present to Members of the Audit Committee the Statement of Accounts for 2013/14, incorporating those changes agreed with the Wales Audit Office (WAO) during the course of the audit.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	24 September 2014	People and Resources	<b>Certification of Grant Claims and Returns 2012/13</b> The purpose of the report is to inform Members of the grant claim certification for the year ended 31st March 2013	Operational	Cabinet Member for Corporate Management
Audit Committee	24 September 2014	Chief Executive's	<b>Auditor General for Wales: Certificate of Compliance for the Audit of Flintshire County Council's 2014-15 Improvement Plan</b> To note the compliance certificate for the audit off the 2014-15 Improvement Plan	Operational	Cabinet Member for Corporate Management
Audit Committee	24 September 2014	Education and Youth	<b>Costs for Out of County Placements</b> Costs for Out of County Placements	All Report Types	
Audit Committee	24 September 2014	Finance	<b>Action Tracking</b>		
Audit Committee	24 September 2014	Finance	<b>Internal Audit Progress Report</b>		

COMMITTEE		MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee		24 September 2014	Community and Enterprise	<b>Single Fraud Investigation Service</b> To inform the Audit Committee of the new arrangements for benefit fraud investigation		Cllr Billy Mullin
Audit Committee		24 September 2014	Finance	<b>Forward Work Programme</b>		
Flintshire Council	County Council	24 September 2014	People and Resources	<b>Statement of Accounts 2014/15</b> To seek Members' approval of the final Statement of Accounts for 2013/14.		
Flintshire Council	County Council	24 September 2014	Finance	<b>Supplementary Financial Information to Statement of Accounts 2013/14</b> To provide Members with requested supplementary financial information to accompany the Statement of Accounts 2013/14		
Flintshire Council	County Council	24 September 2014	Legal and Democratic Services	<b>Annual Governance Statement</b> For Council to approve the Annual Governance Statement (AGS)		

COMMITTEE		MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	24 September 2014	People and Resources	<b>Treasury Management Annual Report 2013/14</b> To present to Members the Annual Treasury Management Report for 2013/14.		
Flintshire Council	County	24 September 2014	Chief Executive's	<b>Allocation of Role of Monitoring Officer in the new Corporate Operating Model.</b> To review the options for the allocation of the Role of Monitoring Officer within the New Corporate Operating model and adopt an option for immediate effect		
Lifelong Learning Overview & Scrutiny Committee		25 September 2014	Education and Youth	<b>Update on School Modernisation</b> To update Members on the progress made with School Modernisation		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Overview and Scrutiny	<b>Lifelong Learning Improvement Plan Monitoring Report</b> To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Lifelong Learning Overview & Scrutiny Committee. The report covers the period April - July, 2014.		
Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Education and Youth	<b>Apprenticeship and Training Opportunities</b> To update Members on progress in relation to the creation of Apprenticeship and Training Opportunities		
Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Education and Youth	<b>Governance in Schools</b> To provide Members with the opportunity to review the quality of governance in schools, training/mentoring for governors and the election of school governors		

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Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Education and Youth	<b>Update on School Modernisation Strategy</b> To receive an update on the implementation of the Council's School Modernisation Strategy		
Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Overview and Scrutiny	<b>Lifelong Learning Forward Work Programme</b> To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
October					
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Finance	<b>Revenue Budget Monitoring 2014/15 (Month 4)</b> To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 4.		
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Overview and Scrutiny	<b>Corporate Resources Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	<b>Social Services and Well-being Act 2014</b> To provide an update to Members on the Social Services Act		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	<b>Rota Visits</b> To receive a verbal update on Rota Visits		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	<b>Adult Safeguarding</b> To inform Members of the annual adult protection monitoring report submitted to the Welsh Government and to monitor progress of CSSIW Adult Safeguarding Inspection Action Plan		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	<b>Regional Safeguarding Children's Board proposal</b> To inform Members of the proposals to develop a Regional Safeguarding Children's Board for North Wales.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	<b>Direct Payments/Penderels Trust</b> To receive an update on Direct Payments.		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Overview and Scrutiny	<b>Social &amp; Health Care Forward Work Programme</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Community Profile & Partnerships Overview & Scrutiny Committee	13 October 2014	Overview and Scrutiny	<b>Community Profile &amp; Partnerships Forward Work Programme</b> To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		



COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14 October 2014	Chief Executive's	<b>Assessment of Outcome Agreement for 2013/14</b> Provide an update of progress against the Outcome Agreement for year 1 (2013/14) with an assessment of the likely grant funding to be achieved.	Strategic	Cabinet Member for Corporate Management
Cabinet	14 October 2014	People and Resources	<b>Revenue Budget Monitoring 2014/15 (Month 4)</b> To provide Members with the most up to date revenue budget monitoring information (Month 4) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	14 October 2014	People and Resources	<b>Capital Programme 2014/15 (Month 4)</b> To provide Members with the Month 4 (end of July) capital programme information for 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance

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Cabinet	14 October 2014	Social Services	<b>North Wales Safeguarding Children Board (NWSCB)</b> To confirm the establishment of a new NWSCB to promote more effective regional collaboration and integration in line with the proposals set out in the Social Services and Well-being Act 2014.	Strategic	Cabinet Member for Social Services
Cabinet	14 October 2014	Streetscene and Transportation	<b>Revised Staffing Structure - Streetscene and Transportation</b> To seek Cabinet approval for the proposed staffing structure in the new Streetscene and Transportation Porfolio	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Housing Overview & Scrutiny Committee	15 October 2014	Overview and Scrutiny	<b>Housing Forward Work Programme</b> To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	22 October 2014	Overview and Scrutiny	<b>Environment Forward Work Programme</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	23 October 2014	Overview and Scrutiny	<b>Lifelong Learning Forward Work Programme</b> To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
November					
Corporate Resources Overview & Scrutiny Committee	13 November 2014	Finance	<b>Revenue Budget Monitoring 2014/15 (Month 5)</b> To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 5.		
Corporate Resources Overview & Scrutiny Committee	13 November 2014	Overview and Scrutiny	<b>Corporate Resources Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

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Social & Health Care Overview & Scrutiny Committee	13 November 2014	Social Services	<p><b>Safeguarding and care planning of looked after children and care leavers who exhibit vulnerable and risky behaviour</b></p> <p>To inform members as to the outcome of the inspection carried out by CSSIW in March 2014.</p>		
Social & Health Care Overview & Scrutiny Committee	13 November 2014	Overview and Scrutiny	<p><b>Social &amp; Health Care Forward Work Programme</b></p> <p>To consider the Forward Work Programme of the Social &amp; Health Care Overview &amp; Scrutiny Committee.</p>		
Community Profile & Partnerships Overview & Scrutiny Committee	17 November 2014	Overview and Scrutiny	<p><b>Community Profile &amp; Partnerships Forward Work Programme</b></p> <p>To consider the Forward Work Programme of the Community Profile &amp; Partnerships Overview &amp; Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 November 2014	People and Resources	<b>Revenue Budget Monitoring 2014/15 (Month 5)</b> To provide Members with the most up to date revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 November 2014	Community and Enterprise	<b>Council Tax Base for 2015/2016</b> To approve the Council Tax Base for the financial year 2015/2016	Operational	Cabinet Member for Housing
Cabinet	18 November 2014	People and Resources	<b>Workforce Information Quarter 1 and 2</b> To provide members with an update for Quarter one and two 2014/15	Operational	Cabinet Member for Corporate Management
Cabinet	18 November 2014	Social Services	<b>Single Point of Access (SPoA)</b> To up-date Cabinet on the progress made of the SPoA in Flintshire and in North Wales.	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	26 November 2014	Overview and Scrutiny	<b>Housing Forward Work Programme</b> To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		
December					
Environment Overview & Scrutiny Committee	3 December 2014	Overview and Scrutiny	<b>Environment Forward Work Programme</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Overview and Scrutiny	<b>Lifelong Learning Forward Work Programme</b> To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		

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Audit Committee	10 December 2014	People and Resources	<b>Treasury Management Mid-Year Report 2014/15 and 2014/15 Update</b> To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2014/15 to the end of September 2014.		
Audit Committee	10 December 2014	Finance	<b>Action Tracking</b>		
Audit Committee	10 December 2014	Finance	<b>Forward Work Programme</b>		
Audit Committee	10 December 2014	Finance	<b>Internal Audit Progress Report</b>		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Overview and Scrutiny	<b>Corporate Resources Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

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Corporate Resources Overview & Scrutiny Committee	11 December 2014	Finance	<b>Revenue Budget Monitoring 2014/15 (Month 6)</b> To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 6.		
Cabinet	16 December 2014	Chief Executive's	<b>Quarter 2 Improvement Plan Monitoring Report.</b> Provide an update of progress against the Improvement Plan as at the end of quarter 1.	Strategic	Cabinet Member for Corporate Management
Cabinet	16 December 2014	People and Resources	<b>Treasury Management Mid-Year Report 2014/15</b> To present to Members the draft Treasury Management Mid-Year Report for 2014/15 for recommendation to Council.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 December 2014	People and Resources	<b>Council Fund Capital Programme 2015/16</b> To propose the allocation of funding to the core capital programme for 2015/16.	Operational	Leader of the Council and Cabinet Member for Finance



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Cabinet	16 December 2014	People and Resources	<b>Capital Programme 2014/15 (Month 6)</b> To provide Members with the Month 6 (end of September) capital programme information for 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 December 2014	People and Resources	<b>Revenue Budget Monitoring 2014/15 (Month 6)</b> To provide Members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	<b>Social &amp; Health Care Forward Work Programme</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	<b>Community Profile &amp; Partnerships Forward Work Programme</b> To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		
January					
Corporate Resources Overview & Scrutiny Committee	15 January 2015	Finance	<b>Revenue Budget Monitoring 2014/15 (Month 7)</b> To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 7.		
Cabinet	20 January 2015	People and Resources	<b>Revenue Budget Monitoring 2014/15 (Month 7)</b> To provide Members with the most up to date revenue budget monitoring information (Month 7) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 January 2015	Social Services	<b>Intermediate Care Fund (ICF)</b> To up-date Cabinet on the progress made of the Intermediate Care Fund in Flintshire and in North Wales.	Strategic	Cabinet Member for Social Services
Flintshire County Council	27 January 2015	People and Resources	<b>Council Fund Capital Programme 2015/16</b> To present the Annual Council Fund Capital Programme for 2015/16 and indicative funding levels to 2018/19.		
Flintshire County Council	27 January 2015	People and Resources	<b>Treasury Management Mid-Year Report 2014/15</b> To present to Council the Treasury Management Mid-Year Report for 2014/15 for approval.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	28 January 2015	People and Resources	<p><b>Treasury Management Strategy 2015/16 and 2014/15 Update</b></p> <p>To present the draft Treasury Management Strategy 2015/16 for review prior to the Committee recommending its approval to Cabinet. To provide Members with a quarterly update.</p>		
Social & Health Care Overview & Scrutiny Committee	29 January 2015	Social Services	<p><b>Social Services Intermediate Care Fund (ICF)</b></p> <p>To up-date Members on the progress made of the Intermediate Care Fund in Flintshire and in North Wales.</p>		
February					
Corporate Resources Overview & Scrutiny Committee	12 February 2015	Finance	<p><b>Revenue Budget Monitoring 2014/15 (Month 8)</b></p> <p>To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 8.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 February 2015	People and Resources	<b>Treasury Management Strategy 2015/16</b> To present to Members the draft Treasury Management Strategy for 2015/16 for recommendation to Council.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	17 February 2015	People and Resources	<b>Prudential Indicators 2014/15 to 2016/17</b> To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 February 2015	People and Resources	<b>Minimum Revenue Provision 2014/15</b> To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2014/15, as required under the Local Authorities (Capital Finance and Accounting)(Wales)(Amendment) Regulations 2008 ('the 2008 Regulations').	Operational	Leader of the Council and Cabinet Member for Finance

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Cabinet	17 February 2015	People and Resources	<p><b>Revenue Budget Monitoring 2014/15 (Month 8)</b> To provide Members with the most up to date revenue budget monitoring information (Month 8) for the Council Fund and the Housing Revenue Account in 2014/15.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire Council	17 February 2015	People and Resources	<p><b>Minimum Revenue Provision 2014</b> To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.</p>		
Flintshire Council	17 February 2015	People and Resources	<p><b>Prudential Indicators 2014/15 to 2016/17</b> To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	17 February 2015	Human Resources and Organisational Development	<b>Pay Policy Statement</b> To seek approval on the Council's Pay Policy Statement		

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