

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 October 2014

Nicola Gittins 01352 702345
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Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 16TH OCTOBER, 2014** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

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

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 **PROVISIONAL LOCAL GOVERNMENT SETTLEMENT** (Pages 15 - 20)

Report of Chief Executive, Chief Officer (People and Resources), Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

5 **ANNUAL PERFORMANCE REPORT 2013/14** (Pages 21 - 132)

Report of Chief Executive - Cabinet Member for Corporate Management

6 **OUTCOME AGREEMENT 2013/14 - ASSESSMENT OF PERFORMANCE**
(Pages 133 - 168)

Report of Chief Executive - Cabinet Member for Corporate Management

7 **REGIONAL SAFEGUARDING CHILDREN'S BOARD PROPOSAL** (Pages 169 - 172)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

8 **PRIORITISATION OF HIGHWAY IMPROVEMENT SCHEMES AND TRAFFIC REGULATION ORDER VARIATIONS** (Pages 173 - 182)

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

9 **LARGE SCALE RENEWABLE ENERGY OPPORTUNITIES** (Pages 183 - 190)

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

OPERATIONAL REPORTS

10 **REVENUE BUDGET MONITORING 2014/15 (MONTH 4)** (Pages 191 - 222)

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

11 **CAPITAL PROGRAMME 2014/15 (MONTH 4)** (Pages 223 - 240)

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

12 **EXERCISE OF DELEGATED POWERS** (Pages 241 - 244)

Report of the Chief Executive enclosed.

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

The following report was scheduled to be reported to this meeting but is not on the agenda for the reason stated:

VEHICLE TRACKING POLICY

- Deferred to enable information to be included following consultations

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

OPERATIONAL

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the consultation process.

13 **REVISED STAFFING STRUCTURE - STREETSCENE AND TRANSPORTATION** (Pages 269 - 284)

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

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the consultation process.

14 **HIGH LEVEL STAFFING STRUCTURE - PLANNING AND ENVIRONMENT** (Pages 285 - 296)

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

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CABINET **16 SEPTEMBER 2014**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 16 September 2014

PRESENT: Councillor Aaron Shotton (Chair)

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

APOLOGIES:

Councillors Helen Brown and Billy Mullin

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Community and Enterprise), Chief Officer (Planning and Environment), Chief Officer (Streetscene and Transportation), Corporate Finance Manager and Team Manager, Committee Services

ALSO PRESENT:

Councillors: Ron Hampson, Richard Lloyd, Dave Mackie, and Carolyn Thomas

43. DECLARATIONS OF INTEREST

Councillor Attridge declared a personal interest in agenda item number 6, Strategic Housing and Regeneration Programme, as he was a Director of the Board of North East Wales (NEW) Homes Limited.

44. MINUTES

The minutes of the meeting held on 15 July 2014 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

The Leader and Cabinet Member for Finance explained that Mr Paul Goodlad and Mrs Melanie Watson were in attendance from the Wales Audit Office (WAO) to deliver a presentation on agenda item number 8 which would therefore be brought forward on the agenda and considered first.

45. AUDITOR GENERAL FOR WALES: CERTIFICATE OF COMPLIANCE FOR THE AUDIT OF FLINTSHIRE COUNTY COUNCIL'S 2014-15 IMPROVEMENT PLAN

The Chief Executive introduced Mr Goodlad to the meeting to present the details behind the Certificate of Compliance on the audit of the 2014-15 Improvement Plan.

Mr Goodlad explained that detailed feedback was previously presented to Councils however in 2014, the Wales Audit Office (WAO) revised its feedback arrangements and began issuing brief Certificates of Compliance on Improvement Plans. Members of the Corporate Resources Overview and Scrutiny Committee had asked for a detailed analysis of the 2014-15 Improvement Plan, details of which were contained in the presentation. The Chief Executive added that the presentation was also delivered to Members of the Corporate Resources Overview and Scrutiny Committee the previous week.

Mr Goodlad delivered a detailed presentation, with the main features being as follows:-

- Context and Background
- Summary
- The Council had addressed the key areas of concern highlighted in the September 2013 Improvement Assessment Letter from WAO
- Improvement Objectives and sub-priorities within the Plan were (with a few exceptions) generally clear and robust
- Achievement measures did not always clearly reflect planning achievements/outcomes
- A few inconsistencies between aspirations to improve and the targets set for 2014-15
- In the few cases, the 'bigger impact' expected from the Plan was not apparent
- A minority of targets set for 2014-15 did not appear to be challenging
- In the significant majority of cases, the Council should be able to clearly demonstrate achievement of each improvement objective and sub-priority
- Gaining access to, and awareness of, the Improvement Plan and its key messages may be challenging for some stakeholders
- Proposals for Improvement

On gaining awareness of the Improvement Plan for vulnerable citizens, Members commented that this was underway in many areas, such as through Communities First, Flying Start, Member's newsletters, Social Workers and Flintshire Connects centres.

Members also commented on the difficulty of improving targets in an increasing difficult financial situation. Mr Goodlad responded that producing additional outputs for the same cost or maintaining performance with reduced budgets would be considered as an improvement.

The Chief Executive explained that the Corporate Resources Overview and Scrutiny Committee had resolved that a Task and Finish Group be set up to look at quality assurance work on the targets within the Improvement Plan which was agreed by Cabinet Members.

The Leader and Cabinet Member for Finance said that since the Improvement Plan had been written, the Council had received notice of a 4.5% reduction in grants and the future would be about delivering less with less and the protection of services. He welcomed the comments on the Improvement Plan however he queried the remark on the requirement to subscribe in order to gain online access to the new

Your Council newsletter. Mr Goodlad said that was incorrect and had been a misunderstanding.

RESOLVED:

- (a) That the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan be noted;
- (b) That the Council's Executive response be noted and agreed; and
- (c) That the establishment of a Task and Finish Group to undertake quality assurance work on target setting and performance reporting, as agreed at Corporate Resources Overview and Scrutiny Committee, be supported.

46. QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT

The Leader and Cabinet Member for Finance introduced the Quarter 1 Improvement Plan monitoring reports for the period April to June 2014.

The Chief Executive explained that the report contained details on:

- The levels of progress and confidence in the achievement of the high level activities which sought 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.

There were 22 sub-priority reports which had been completed by each lead accountable officer, all of which were summarised within the report. Overall progress against the high level activities was:

- Good progress (green) in 42 (53%)
- Satisfactory progress (amber) in 38 (48%)
- Limited progress (red) in 0 (0%)

Full details of the measures within sub-priorities showing a red or amber status were detailed in the report.

The Deputy Leader and Cabinet Member for Environment commented on the risks identified in the sub-priority for the number of calendar days taken to deliver a Disabled Facility Grant (DFG) for children and young people. He said it needed to be taken in context as the figures related to one particularly complex case where the needs of the child changed several times throughout the course of the grant works. He added that Flintshire was the second most improved authority overall on the delivery of DFGs for children and adults which was the result of a combination of interventions.

The Leader and Cabinet Member for Finance commented on the risk identified in the sub-priority for Financial Strategy. He added that each of the 22 local authority

Leaders in Wales had co-signed a letter to Central Government the previous week which illustrated the significance of the impending budget cuts to Welsh local authorities. In addition, a meeting had been arranged for the Finance leads in Wales on the details of the collective response that would be submitted to Welsh Government (WG) when the settlement was received in October. Information from that meeting would be shared with Cabinet Members.

RESOLVED:

- (a) That the action taken to manage delivery of the Improvement Priority impacts be noted; and
- (b) That the following be noted:
 - 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

47. RESPONSES TO CONSULTATIONS AT SALTNEY FERRY PRIMARY SCHOOL AND ST. DAVID'S HIGH SCHOOL, SALTNEY

The Cabinet Member for Education informed Members of the responses to the consultations undertaken in June 2014.

In accordance with the Welsh Government (WG) programme, consultations were undertaken in Saltney on two options. The first related to the future of sixth form provision at St. David's High School. The second combined the proposals in option one with the possible amalgamation of the High School with the neighbouring Saltney Ferry Primary School. The details of the options 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

The Cabinet Member provided full details of the consultation meetings that had taken place, the responses of which were contained in the appendices to the report.

Option 1, to change the age-range to 11-16 was broadly supported. On option 2, over 50% of parents/carers, staff and governors strongly disagreed with the proposal. However, during consultation discussions the potential for deepening current working relationships between primary and secondary schools in the Saltney and Broughton areas were identified which provided an opportunity to fulfil the

recommendations of Robert Hill's 2013 report on "the Future of Education in Wales" on cluster working.

The Chief Officer (Education and Youth) expressed his appreciation to the parents/carers, staff and governors on the level of engagement on the proposals which had resulted in recommendations that were representative of their views. He reiterated that implementing option 1, whilst also developing closer partnership working arrangements between local schools, would provide the opportunity and appropriate circumstances for further consideration of the working arrangements between local primary schools for potential plans for federation.

The Chief Executive expressed his thanks to both Schools and governors for their support through the consultation process.

RESOLVED:

- (a) That the option to change the age-range of St David's High School, Saltney from 11-18 to 11-16 be approved and that Members approve the publication of the statutory notice to this effect; and
- (b) 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.

48. STRATEGIC HOUSING AND REGENERATION PROGRAMME

The Leader and Cabinet Member for Finance introduced the report, particularly welcoming the aspect of Flintshire being able to provide council and affordable housing in the future.

The Chief Officer (Community and Enterprise) provided a detailed background on the Strategic Housing and Regeneration Programme (SHARP) which sought approval to progress to the next stage of the Programme. She said there were four key components to the report which were:

- What the Council was seeking to procure
- How to procure
- The type of contract required
- Delivery of the Programme

On what could be procured, social and affordable housing across Flintshire on current and future sites was deemed to be the preferred option which was for up to 400 homes to be built on currently identified sites across Flintshire with the potential for a medium to long term contract to encompass the development of future sites.

On how they could be procured, a market consultation exercise had taken place during July and August 2014 and was advertised in Sell2Wales and the European Journal using a prior information notice (PIN). A summary of the market consultation results was appended to the report.

A Development Contract was the recommended option with a single developer being appointed for all sites, which could also include future identified sites. This would utilise the expertise offered by the developer, who would assume more of the risk, and would encourage a higher level of commitment and investment from the developer. It could also include a 'profit share' element should the Council choose at any future point to provide land for private development.

Delivery of the Programme would require the identification of suitable sites for different homes of the appropriate tenure.

Discussions had taken place with other local authorities in North Wales to establish whether they would want to join Flintshire as collaborative partners in the procurement. The benefits of collaboration included the potential to increase critical mass, gain greater benefits from economies of scale, share knowledge and expertise and share procurement and administration costs.

The Leader and Cabinet Member for Finance said this was a clear example of the political priorities of the Council being reflected in outcomes. He said the quality and design of the homes to be built would be for Flintshire to be proud of. He queried the current position on the Right to Buy of Council properties which he felt should be suspended, which was concurred with by a number of other Cabinet members. Following a suggestion, an additional recommendation was accepted to read: That in order to address the risk to the planned programme of house building the Council invite the new Minister to review the suspension of Right to Buys across Wales.

In response to a question from the Cabinet Member for Waste Strategy, Public Protection and Leisure, the Chief Officer (Community and Enterprise) explained that there would be no delay in the timescale for delivery of the Programme if other local authorities collaborated with Flintshire.

The Leader and Cabinet Member for Finance thanked all officers and the Cabinet Member for their work on this Programme.

RESOLVED:

- (a) That 'Future Thinking Option 2' as the strategy for the Programme be approved;
- (b) That the use of a development contract model for the reasons outlined in the report be approved as most suitable for the Programme;
- (c) That the procurement of the Programme using the competitive dialogue process be approved with a report back to Cabinet for approval of the preferred partner;
- (d) That it be approved that the procurement process and contract are structured in a way which can include the scope for collaborative partners to use the contract;

- (e) That it be approved that the Chief Officer (Community and 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;
- (f) That it be approved that the Chief Officer (Community and 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;
- (g) That it be approved that key strategic sites (as identified through the SHARP Programme and where budget provision had been made) be purchased for Housing Development in consultation with the Leader and Housing Portfolio Holder; and
- (h) That in order to address the risk to the planned programme of house building the Council invite the new Minister to review the suspension of the Right to Buys across Wales.

49. SUPERFAST BUSINESS WALES EXPLOITATION PROGRAMME

The Cabinet Member for Economic Development introduced the Welsh Government's programme for Superfast Business Wales.

The Superfast Exploitation Programme would assist Welsh businesses, free of charge, to understand the wider economic opportunities of adopting the service and superfast enabled technologies.

The Programme would seek to ensure that business focused activities were delivered which would generate measurable results and outcomes. These would be through: influencing and engagement; delivery and co-ordination; and government led initiatives.

RESOLVED:

That it be noted that the initiative will have a very positive impact on the business sectors in Flintshire.

50. ANNUAL REPORT OF THE STRATEGIC EQUALITY PLAN AND THE WELSH LANGUAGE SCHEME 2013/14

The Chief Executive introduced the annual monitoring reports for the period 2013—14 for both the Strategic Equality Plan (SEP) and the Welsh Language Scheme (WLS), prior to publication and distribution to the relevant regulatory bodies.

He commented that both the annual monitoring reports highlighted the Council's progress in implementing the SEP and WLS for the period 2013-14, with examples of good practice provided in the report.

RESOLVED:

- (a) That the annual monitoring reports for the period 2013-14 be endorsed for both the Strategic Equality Plan and the Welsh Language Scheme prior to publication and formal submission to the relevant regulatory bodies; and
- (b) That a further report be received on the implementation of the Welsh Language Standards as and when more details are received from the Welsh Language Commissioner.

51. REVENUE BUDGET MONITORING 2014/15 (MONTH 3)

The Corporate Finance Manager provided 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.

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

Council Fund

- Net in year non pay expenditure forecast to be £0.603m higher than budget. This did not include any potential effect of variances on pay
- Protected contingency reserve balance at 31 March 2015 of £3.338m.

Housing Revenue Account

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

Following the implementation of the Single Status agreement in June 2014 extensive work had been undertaken to rebase all staffing budgets to reflect the actual new costs arising from the new pay and grading structure and this was being verified by Portfolio areas and would be concluded by the end of September. Due to this significant work, no pay variations were included in the report.

The report provided details of the efficiencies achieved to date on workforce efficiencies following the initial Voluntary Redundancy Programme. Also contained within the report was a list of budget assumptions and risks.

On unearmarked reserves, it was estimated that £2.5m would be required from the contingency reserve to fund one off costs and transitional funding for efficiencies in 2014/15. The projected balance on the contingency reserve at 31 March 2015 was £2.338m, full details of which were contained in appendix 3 to the report.

The position at Month 3 on the Housing Revenue Account satisfied the prudent approach of a minimum level of 3% overspend.

In response to a question from the Deputy Leader and Cabinet Member for Environment, the Chief Executive said that trends were looked at each year however

the demand for social care could not be predicted with precision due to fluctuations in demand.

The Chief Executive commented on the former Euticals site which was identified as a risk and said a second formal request had been submitted to Welsh Government (WG) the previous week for financial assistance on what was a unique case, which was supported by Members.

RESOLVED:

- (a) That the report be noted;
- (b) That the projected Council Fund contingency sum as at 31 March 2015 be noted; and
- (c) That the projected final level of balances on the Housing Revenue Account be noted.

52. TREASURY MANAGEMENT ANNUAL REPORT 2013/14

The Corporate Finance Manager presented the draft Annual Treasury Management Report for 2013/14 for recommendation to County Council.

RESOLVED:

That the Annual Treasury Management Report for 2013/14 be approved and recommended to County Council.

53. HOUSING REVENUE ACCOUNT (HRA): NEW RENT POLICY FOR SOCIAL HOUSING RENTS AND SERVICE CHARGES

The Chief Officer (Community and Enterprise) introduced the Housing Revenue Account (HRA) Rent Policy for 2015/16 which sought approval for a phased implementation of service charges over three years starting in 2016/17, beginning with a consultation process with tenants, leaseholders and other stakeholders.

The new rent policy was an opportunity to resolve anomalies and to harmonise rents in Flintshire. The Council had over 400 different rents from a combination of systems used by previous Councils, prior to amalgamation. This had resulted in a disparity in rent for similar properties across Flintshire.

The target rent bands for each landlord were based on a consistent set of principles and a common methodology across Wales. The rent policy set out the target rent band for each landlord and landlords would be required to work towards achieving weekly rent levels that fell within the scope of those bands. The banding was set at 5% above or below the target rent.

Where a landlord's weekly rent was higher than the target rent band, the landlord was expected to increase its rents more slowly e.g. Consumer Price Index (CPI) plus 1.0%, until the average weekly rent fell within the target rent band. Where

a landlord's weekly rent was lower than the target rent band, transitional protection would apply to tenants. In any year a landlord would 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.

It was proposed that the current guideline rent of £74.77 would move towards the benchmark rent of £82.90 on a phased transitional basis where no tenant would see rent increases above CPI plus 1.5%, plus £2 per year.

The elements to consider for the implementation of the rent policy were explained in full detail, in particular the target rents that were in the Welsh Government (WG) guidelines and service charges.

It was proposed that service charges would be introduced on a phased basis for existing tenants over 3 years from 2016. The total cost of each chargeable service would be shared equally amongst all tenants receiving that type of service. For example, all flats that received cleaning would be charged the same, regardless of how much the cleaning cost in each building.

It was also proposed that from April 2015, that when a property became vacant, the rent for the new tenant would automatically be set at target rent and charging for services be implemented where appropriate.

The Leader and Cabinet Member for Finance said the report had been shared informally with Housing Overview and Scrutiny Committee Members however due to timing and the deadline for a response to WG, the report had not been formally submitted to the Committee.

RESOLVED:

That the revised rent policy be approved 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

54. LANDFILL COMMUNITIES FUNDING FROM WASTE DISPOSAL OPERATIONS

The Cabinet Member for Waste Strategy, Public Protection and Leisure introduced the report and explained the mechanism to apply for funding through the Landfill Communities Fund (LCF).

The LCF was an innovative tax credit scheme which 'offset' some of the negative impacts of landfill site operations. Under the scheme, landfill operators were able to pay a proportion of their Landfill tax liability to 'not-for-profit'

organisations which delivered projects for the benefit of communities and the environment in the vicinity of the landfill site.

Any 'not-for-profit' organisation could apply for funding directly to Cory Environmental Trust (CET), assuming the bid met the criteria and that the organisation was able to provide the necessary 10% contribution. The Board of Trustees at CET met quarterly to assess applications on merit and to decide which projects would receive funding.

In order to raise awareness of the LCF within communities, it was proposed that an information letter be sent to each Town and Community Council and to the local Member providing them with information on the application process. In addition, the Council would issue a press statement providing details of the scheme and the contact details for CET. Details on how to make a submission would be provided on the Council's website.

In order to prioritise, regulate and provide consistency in the internal Council bidding process, the submissions would be approved by the Cabinet Member for Waste Strategy, Public Protection and Leisure following a discussion with the Chief Officer (Streetscene and Transportation), prior to submission to CET.

RESOLVED:

- (a) That the mechanism to apply for funding through the Landfill Communities Fund be noted;
- (b) That the proposals to raise awareness of the fund as detailed in the report be approved; and
- (c) That the mechanism for selecting suitable internal Council bids based on the criteria detailed in the report be approved.

55. PHASE 3 OF THE REVIEW OF THE COUNCIL VEHICLE FLEET

The Deputy Leader and Cabinet Member for Environment detailed the proposed mechanism for delivery of Phase 3 of the Fleet Review and provided details on the implementation of Phases 1 and 2.

Since the Cabinet resolution in November 2013 on the provision of further information on Phase 3 of the proposals, management had been in extensive consultation with the staff and unions to identify efficiencies in line with the suggested savings targets. Significant developments had been achieved which allowed 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.

Phase 3 applied the same hire principles as had been introduced in phase 1 for the light fleet to the HGV/specialist fleet and would also introduce some spot hire for specialist vehicles which would generate additional financial savings. The existing working practices that provided the flexibility for maintenance arrangements

would also reduce the need to hold a number of expensive spare vehicles. The workforce had committed to support those working practices through cover from within the three shifts that currently covered the existing operating hours.

The Cabinet Member expressed his gratitude to the workforce involved on the work undertaken during the consultation process. It was not to be underestimated and it was recognised by management that the approach and commitment used should be captured and replicated widely across the service area to reinforce employee engagement and recognise efficiency opportunities. This view was shared by the Leader and Cabinet Member for Finance who concluded that the total savings generated by the three phases of the Fleet Review was £1.3m p.a.. The Chief Executive added his thanks to the Chief Officer (Streetscene and Transportation) and the Deputy Leader and Cabinet Member for Environment for their work on this review.

RESOLVED:

- (a) That the progress made in Phases 1 and 2 of the Fleet Review be noted;
- (b) That 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 be noted;
- (c) That implementation of Phase 3 of the Fleet Review through the following means be approved:
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 Council's 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; and
- (d) That the commissioning of a specialist to provide advice on the most beneficial type of contract for Phase 3 of the project be approved.

56. FOOD SERVICE PLAN

The Cabinet Member for Waste Strategy, Public Protection and Leisure introduced the Food Service Plan as per The Framework Agreement on Official Feed and Food Controls by Local Authorities (Amendment 5 April 2010).

Key achievement for 2013/14 were:

- 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, the FSA Wales identified a number of strengths of the Services, details of which were provided in the report
- 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 into 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
- The updating of the Food Hygiene premises database

A full list of the targets for 2014/15 were detailed in the report.

RESOLVED:

That the Food Service Plan 2014/15 be approved.

57. EXERCISE OF DELEGATED POWERS

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

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

It was agreed that, should the report continue to be submitted to Cabinet, that further details would be provided on each delegated decision in the interests of transparency.

58. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 3 members of the press in attendance.

(The meeting commenced at 9.30am and ended at 11.45am)

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Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **THURSDAY, 16 OCTOBER 2014**
REPORT BY: **CHIEF EXECUTIVE, CHIEF OFFICER (PEOPLE AND RESOURCES), CORPORATE FINANCE MANAGER**
SUBJECT: **PROVISIONAL LOCAL GOVERNMENT SETTLEMENT**

1.00 PURPOSE OF REPORT

1.01 To provide Cabinet with details of the Provisional Welsh Local Government Settlement 2015/16.

2.00 BACKGROUND

2.01 The Provisional Local Government Settlement for 2015/16 was announced by Welsh Government on 8th October 2014. The consultation period on the provisional settlement is open until 19th November 2014.

2.02 At this stage the figures are provisional only with the final settlement expected to be received on 10th December 2014.

3.00 CONSIDERATIONS

LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2015/16

Standard Spending Assessment (SSA)

3.01 Flintshire's SSA has decreased by 1.5% over 2014/15 to £251.255m, which equates to a reduction of £3.886m.

Aggregate External Finance (AEF)

3.02 The Council's allocation of Aggregate External Finance (AEF) (made up of Revenue Support Grant and National Non Domestic Rates) has decreased by 3.4% for 2015/16 (after adjusting for transfers) which is the same as the average decrease across Wales.

3.03 Flintshire's allocation of AEF is £186.506m and this equates to £1,210 per capita, ranking Flintshire 19th out of the 22 authorities in Wales which is consistent with Flintshire's ranking in previous years.

3.04 The Settlement has not provided any indicative figures for 2016/17.

Damping Mechanism (Floors)

- 3.05 To mitigate the year on year impact on some local authorities a damping mechanism has been applied. The damping threshold means that no authority will experience a reduction of more than 4.5% on their 2014/15 allocations, when adjusted for transfers. The Council's who are supported through the floor are Powys, Monmouthshire and Ceredigion.

Transfers into Settlement

- 3.06 The Settlement advised of the following transfers into the Settlement from other funding sources:-

21st Century Schools

- 3.07 An amount of £8m (including a £4.5m uplift for 2015/16) has been transferred in across Wales for 21st Century Schools through the local government borrowing initiative. The amount identified for Flintshire is £0.376m.

Integrated Family Support Services

- 3.08 An amount of £4.6m has been transferred in across Wales for the Integrated Family Support Services. The amount identified for Flintshire is £0.144m.

Autistic Spectrum Disorder

- 3.09 An amount of £0.880m has been transferred in across Wales. The amount identified for Flintshire is £0.040m.

Transfers out of Settlement

- 3.10 The settlement also advised of the following transfers out of the Settlement:-

Student Finance Wales

- 3.11 An amount of £2.5m has been transferred out across Wales. The amount identified for Flintshire is £0.120m.

Feed Safety Controls

- 3.12 An amount of £0.490m has been transferred out across Wales. The amount identified for Flintshire is £0.022m.

National Adoption Service

- 3.13 An amount of £0.272m has been transferred out across Wales. The amount identified for Flintshire is £0.012m.

Council Tax Reduction Scheme

- 3.14 Funding has been included in the Settlement to continue to maintain Council Tax support at up to 100% depending on eligibility in 2015/16. Therefore, whilst the level of benefit to individuals can be up to 100%, the funding for the scheme has not increased year on year to take account of changing caseload or increases in council tax.

Funding for Schools and Social Care

- 3.15 As in previous years the settlement includes protection for Education funding equivalent to 1% above the uplift for the Welsh Government's revenue funding allocation from the UK Government which equates to 0.6%.
- 3.16 An additional £10m across Wales has been included in relation to Social Care services.

Specific Grants – Revenue

- 3.17 As in the past, the Settlement does not provide the full picture on specific grants although the following points can be made:-
- 3.18 Eleven Education grants have been amalgamated into one Education Improvement Grant for schools and it would appear that there is a reduction in overall funding of between 10% - 15%.
- 3.19 There are notable reductions in relation to Supporting People Grant (7.5%) and the Sustainable Waste Management Grant (3%).
- 3.20 However, some grants have increased such as the Pupil Deprivation Grant (15.2%), Flying Start (10.1%) and the Substance Misuse Action Fund (21.2%)
- 3.21 There are still twelve grants yet to be announced (totalling £160m 2014/15) most notably the post 16 provision in Schools grant.
- 3.22 The service implications of all of the above are currently being assessed.

Unhypothecated Grants

- 3.23 It is assumed the value of the Outcome Agreement Grant at the all Wales level has remained at £31.1m. Flintshire's allocation, subject to meeting performance criteria, is £1.458m.

Invest to Save Fund

- 3.24 The Settlement reminded council's of the £21.3m available through invest to save in 2015/16 for new project investment. Bids for this investment were opened on 7th October 2014. There is also an additional £1.5m in 2014/15 and 2015/16 which is available for projects contributing to carbon reduction targets and councils are invited to bring forward proposals.

Capital Settlement

- 3.25 For Flintshire, overall general capital funding has decreased by £0.043m to £6.872m. This relates to a decrease of £0.044m for Unhypothecated Supported Borrowing (to £4.272m) offset by an increase of £0.001m in General Capital Grant (to £2.600m).

Consultation Period

- 3.26 The consultation period runs from 8th October 2014 until 19th November 2014 and a formal response will be prepared and sent to Welsh Government within this period.

Impact on the Budget Position 2015/16

- 3.27 Within the Medium Term Financial Plan the Council has been planning for a reduction in AEF in the range 1.5% - 4.5% for 2015/16, which equated to a budget gap in the range £12m - £18m. The reduction of 3.4% for Flintshire equates to a revised budget gap of £16.4m.
- 3.28 Member workshops are currently being arranged to share details with regard to the proposals and budget strategy for dealing with this significant shortfall.

4.00 RECOMMENDATIONS

- 4.01 Members are requested to:

- 1) Note the details of the Provisional Settlement.
- 2) Note the impact on budget 2015/16, current position and plans for Member engagement.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As detailed in the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None.

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 OCTOBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL PERFORMANCE REPORT 2013/14**

1.00 PURPOSE OF REPORT

1.01 To endorse the 2013/14 draft Annual Performance Report for publication.

2.00 BACKGROUND

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

2.02 The requirements of the Measure are met through the "forward-looking" documents of the Improvement Plan 2013/14 and the Council (Plan) Governance Framework. These set out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.

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

3.00 CONSIDERATIONS

3.01 The Annual Performance Report for 2013/14 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2013/14. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: -

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

3.02 The statutory requirements of the Measure are met through a concentration on the Council's Improvement Priorities.

3.03 The Report will be available via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'signposted' documents. A summary of the Report will be included within the e-magazine 'Your Council'.

3.04 A special meeting of County Council has been arranged for 22 October 2014 to request endorsement of the Report for publishing.

4.00 RECOMMENDATIONS

4.01 To endorse the 2013/14 Annual Performance Report for publication.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti-poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equality implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implication within this report.

10.00 CONSULTATION REQUIRED

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

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

12.01 Appendix 1:
Annual Performance Report 2013/14

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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Introduction

The annual performance report gives an overview of the performance of the Council during 2013/14 against the priorities we have set.

The report covers: -

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

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

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

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

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government policy objectives, e.g. housing and education, and are not locally set alone.

The priorities have been shaped by Councillors across the Cabinet and Overview and Scrutiny functions and provide continuity for past, present and future performance against which the Council can be judged. This level of engagement led to widespread ownership of the priorities for further planning. The Improvement Objectives for 2013/14 were adopted within the Improvement Plan 2013/14 as the set of Council Priorities by Cabinet and full Council Executive in June 2013.

The Improvement Priorities of the previous Council were thoroughly reviewed and challenged to streamline and reset and be clearer over impacts and how performance will be measured.

This revised set of eight priorities supported by a structure of sub-priorities helped the Council to focus and concentrate on the things where attention was needed during 2013/14. With the remaining priorities being managed as more routine performance management. The Council's priorities also take into account some of the Wales Audit Office's comments from their report referring to:

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

and

- Welsh Government policy and priorities
- Local consultations

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

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

Improvement Priorities 2013/14

Priority	Sub - Priority	Planned Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home
	Modern and Efficient and Adapted Homes	Improving the choice and quality of local housing
	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing
Living Well	Independent Living	Improving people's quality of life
	Integrated Community Social and Health Services	Helping more people to live independently and well at home
Economy and Enterprise	Business Sector Growth in Deeside	Creating jobs and growing the local economy
	Town and Rural Regeneration	Making local communities viable
	Social Enterprise	Supporting and creating new forms of local business
Skills and Learning	Modern and High Performing Education	Improving standards in schools to get the best learner outcomes
	Places of Modernised Learning	Improving places of learning to get the best learner outcomes
	Apprenticeship and Training	Meeting the skills and employment needs of local employers
Safe Communities	Community Safety	Keeping people and communities safe
	Traffic and Road Management	Improving road safety
Poverty	Welfare Reform	Protecting people from poverty
	Fuel Poverty	Protecting people from poverty
Environment	Transport Infrastructure and services	People being able to access employment, local services and facilities
	Carbon Control and Reduction	Reducing our carbon impact on the natural environment
Modern and Efficient Council	Organisational Change	Managing services well to achieve our priorities
	Matching Resources to Priorities	Protecting local front-line public services through the best use of our resources
	Achieving Efficiency Targets	Protecting local front-line public services through the best use of our resources
	Procurement Strategy	Making our money go further through smart procurement
	Asset Strategy	Having the right buildings in the right places for the right uses
	Access to Council Services	Improving customer services
	Single Status	Achieving a fair and affordable pay and grading structure

The colours used within this table are reflected throughout the document.

Consultation

Consultation and engagement with our customers and communities takes place on a number of different levels: representative democracy through our elected members, structured engagement through for example our [County Forum \(with Town and Community Councils\)](#), formal needs assessments through our strategic partnerships, surveys and feedback mechanisms such as workshops and roadshows. The methods used are selected according to requirements, audience and coverage.

During the year April 2013 to March 2014 Council services have undertaken a range of consultations with impacted stakeholders examples of these are:

[Council Tax Reduction Scheme 2014/15](#) 27th November – 18th December 2013

[Flintshire Rural Transport](#) 11th November 2013 – 1st March 2014

[Welsh in Education Strategic Plan](#) 10th February 2014 – 26th March 2014

[Childcare Sufficiency Assessment](#) November 2013 - January 2014

[Subsidised Bus Services in Flintshire](#) 12th August – 18th October 2013

[Local Development Plan Delivery Agreement](#) 5th August – 30th September 2013

[Transport Policy Review](#) 1st March – 12th April 2013

Prompted by huge cuts to the Council budget the first step of a public consultation commenced on 18th August 2014 to find out peoples' views on local council services and how they should be protected. Running until 12th September the consultation is predominantly on-line utilising the Council's [Website](#), its new e-magazine [Your Council / Eich Cyngor](#) and Twitter [@FlintshireCC](#). A small number of paper copies have been made available in libraries, leisure centres, Flintshire Connects and Council receptions. Setting the scene of the severity of the situation people are being asked whether they support some of the choices the Council will need to make in the future. Step two will take place during the late autumn/early winter of 2014 and will share options for the future and the budget choices. The outcomes of the consultation will be published later in the year on the Council's website and in its e-magazine.

Highlights

Opened **Llys Jasmine** to extend our extra care supported living service from **50** housing units to **113**

Established a property management company **North East Wales Homes** to fund further development of affordable housing

Agreed a revised Business Plan with Welsh Government to achieve the **Welsh Housing Quality Standard** by **2020**

Occupational Therapy waiting list reduced, with over **90%** of people feeling their “needs had been fully met”

Overall **satisfaction** with education by Local Authority was **highest** in **Flintshire** (Source: National Survey for Wales 2013/14)

Assisted residents in managing **£7.27M** of debt, and securing **£2.35M** of additional income

Supported the creation of **838** new jobs within **Deeside Enterprise Zone**

Resurfaced **22.6kms** of roads and redressed a further **23.7kms**

Held a very successful **Food and Drink Festival** in **Mold** which attracted **15,000** people

Achieved **top** performance in Wales for reviewing client’s care plans within set timescales (**98.5%**)

Delivered a model of support that provides **carers with flexible breaks and alternative care**

Opened our 2nd and 3rd Flintshire Connects Office in Flint and Connah's Quay

The first team of **Social Workers, Occupational Therapists and District Nurses** were co-located within Holywell Community Hospital

Jobs and Employability Clubs in **6** of the most deprived wards supported more than **100** people to secure employment

Over **70%** of people surveyed in Flintshire agreed their **local area was well maintained**
(Source: National Survey for Wales 2013/14)

Good progress made on the **new school in Shotton** – now named **Ysgol Ty Ffynnon** by the community

Proposed and gained agreement for a **new corporate operating model** and senior management structure for the Council

62.2% of pupils achieved grade **A*- C** in English or Welsh first language and Mathematics – placing us **1st** in Wales

Flintshire had the **lowest** percentage of **roads** across Wales classed as being in **poor condition**

Flintshire was the **2nd most improved authority** in Wales, reducing the average days for adaptations through Disabled Facilities Grants (DFG's)

Targeted advice at households impacted by the 'bedroom tax', which helped **tenants** to better manage the **financial changes** imposed on them

Section 1

Assessment of our Performance against Improvement Priorities for 2013/14

For 2013/14 the Council had eight Improvement Priorities as detailed in its Improvement Plan. The first seven priorities were about public services and the final priority was about the corporate organisation as a 'social business'.

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

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

Council Priority	PROGRESS	OUTCOME
Housing	Satisfactory	High
• Extra Care Housing	Satisfactory	High
• Modern, Efficient and Adapted Homes	Satisfactory	High
• Achieve the Wales Housing Quality Standard	Good	High
Living Well	Satisfactory	Medium
• Independent Living	Good	High
• Integrated Community Social and Health Services	Satisfactory	Medium
Economy and Enterprise	Good	High
• Business Sector Growth in Deeside	Satisfactory	Medium
• Town and Rural Regeneration	Good	High
• Social Enterprise	Good	High
Skills and Learning	Satisfactory	High
• Modernised and High Performing Education	Satisfactory	High
• Places of Modernised Learning	Satisfactory	Medium
• Apprenticeships and Training	Satisfactory	High

Council Priority	PROGRESS	OUTCOME
Safe Communities	Satisfactory	High
• Community Safety	Satisfactory	High
• Traffic and Road Management	Good	High
Poverty	Satisfactory	Medium
• Welfare Reform	Satisfactory	Medium
• Fuel Poverty	Good	High
Environment	Good	High
• Transport Infrastructure and Services	Good	High
• Carbon Control and Reduction	Good	High
Modern and Efficient Council	Satisfactory	High
• Organisational Change	Good	Medium
• Matching Resources to Priorities	Satisfactory	Medium
• Achieving Efficiency Targets	Satisfactory	Medium
• Procurement Strategy	Satisfactory	High
• Asset Strategy	Satisfactory	High
• Access to Council Services	Good	High
• Single Status	Good	High

Section 2 of this report gives the detailed “progress” and “outcome” assessment for each of the secondary priorities which support the 8 Improvement Priorities.

In summary our overall assessment against the 98 secondary priorities is:-

PROGRESS

- We are making good (green) progress in 55 (56%) of the priorities
- We are making satisfactory (amber) progress in 41 (42%) of the priorities
- We are making limited (red) progress in 2 (2%) of the priorities

OUTCOME

- We have a high (green) level of confidence in the achievement of 69 (70%) of our priority outcomes
- We have medium (amber) level of confidence in the achievement of 28 (29%) of our priority outcomes
- We have a low (red) level of confidence in the achievement of 1(1%) of our priority outcomes

Overall, according to the National Survey for Wales (2013/14) 61% of Flintshire residents surveyed believe that the Council provides high quality services (7th in Wales). The same survey also found that 45% of residents also think that the Council is good at letting them know how well it is performing (4th in Wales).

Risk Management

The Council adopted the Improvement Plan for 2013/14 in June 2013. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub priorities within the Plan.

An analysis of the current 'net' status of the 86 risks associated with our eight Improvement priorities shows the positive shift from the first assessment undertaken in September 2013 to the end of year position:

Net risk status	Q2 (Sep '13)	Q4* (Mar '14)
Red	17	4
Amber	43	42
Green	26	40

In addition the following table provides analysis of how our risk 'trends' have changed between December 2013 and March 2014.

Trend positions	Q3 (Dec '13)	Q4* (Mar '14)
Increased Risk	3	10
Decreased Risk	33	27
Stable Risk	50	49

A summary table of the risks at year end 2013/14 is shown at Appendix A.

The year-end high (red) risks are as follows, with the main reasons leading to the assessment: -

Maximising our joint resources with our partners (sub-priority Modern, Efficient and Adapted Homes)

The uncertainty created by the potential review of local government as a consequence of the Public Services Commission has made progress over possible new collaborations e.g. corporate services, a significant challenge.

Maximising funding opportunities through external programmes to invest in our urban and rural areas (sub-priority Town and Rural Regeneration)

The Council is seeking external funding to support urban and rural regeneration. The main sources of funding are still in transition from the 2007-2013 to the 2014-2020 period. The amount of resources available for programmes including town centre regeneration is unlikely to be sufficient to meet both need and expectation for investment.

Community attachment to current patterns of school provision (sub-priority Places of Modernised Learning)

The level of risk was assessed as high at year end due to the scale and complexity of the 21st Century Schools programme. In addition, Ministerial approval had not been received for finalised plans which detailed preferred options.

Gaining political agreement to a business approach for fees and charges which may have public opposition (sub-priority Matching Resources to Priorities)

The work to implement a Corporate Fees and Charges Policy commenced in quarter 3 of 2013/14 for planned adoption in Spring / Summer 2014. The assessment of a high level of risk reflected that decisions needed to be taken which may introduce or increase some charges significantly and which are likely to be subject to challenge and debate.

Performance Data Summary

National Performance Summary (All Wales Position)

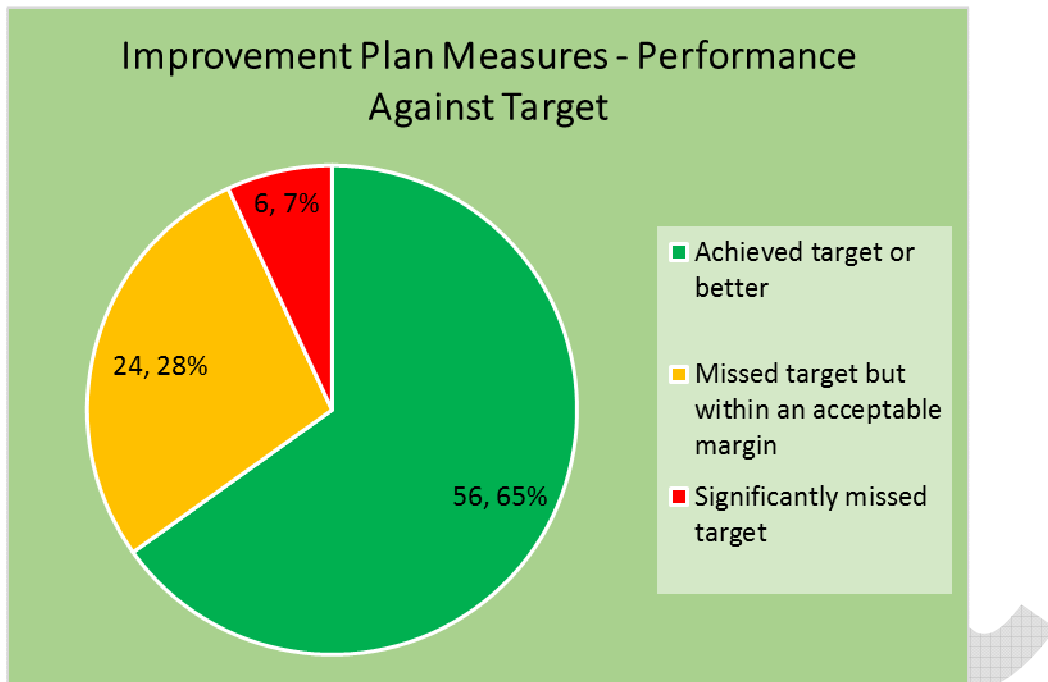
The Welsh Government and Local Government Data Unit released all Authorities 2013/14 performance data (National Strategic Indicators and Public Accountability Measures) on 3rd September 2014. This was accompanied by an overview of national trends as in previous years. The National Performance Bulletin is a supporting document to this report.

So, have we improved in 2013/14? Flintshire's Performance Summary

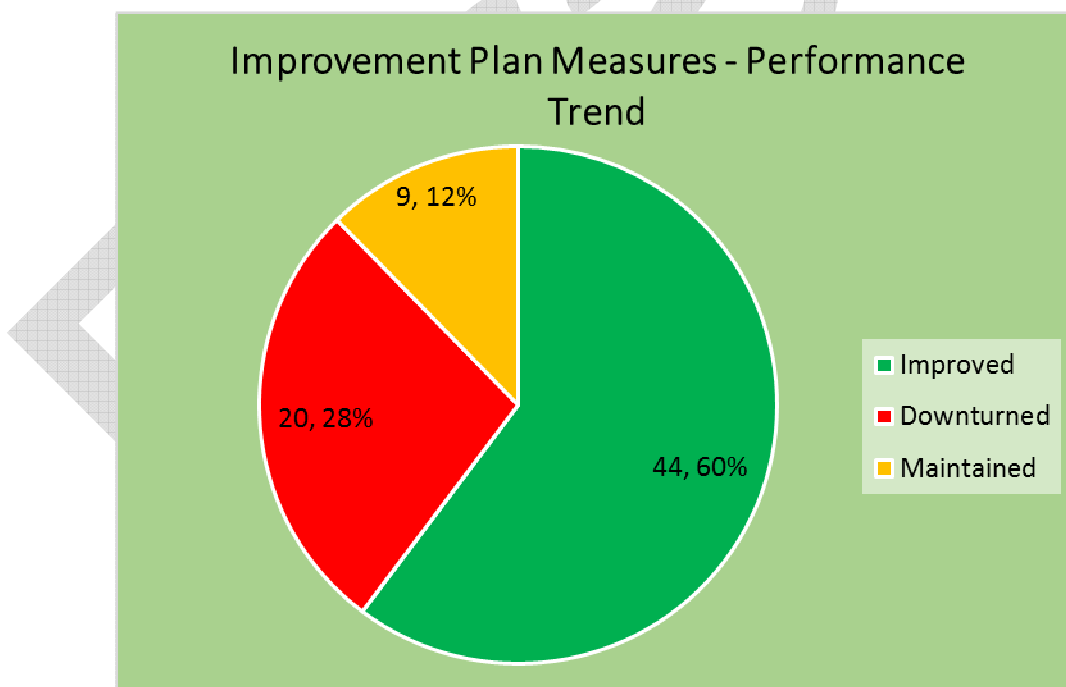
Improving Our Performance

Performance for 2013/14 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Appendix B). Where appropriate this table makes reference to the trend of these indicators as applicable. It should be noted that to compare trends in performance data over time the performance indicator itself needs to be consistent and two successive years of data need to be available.

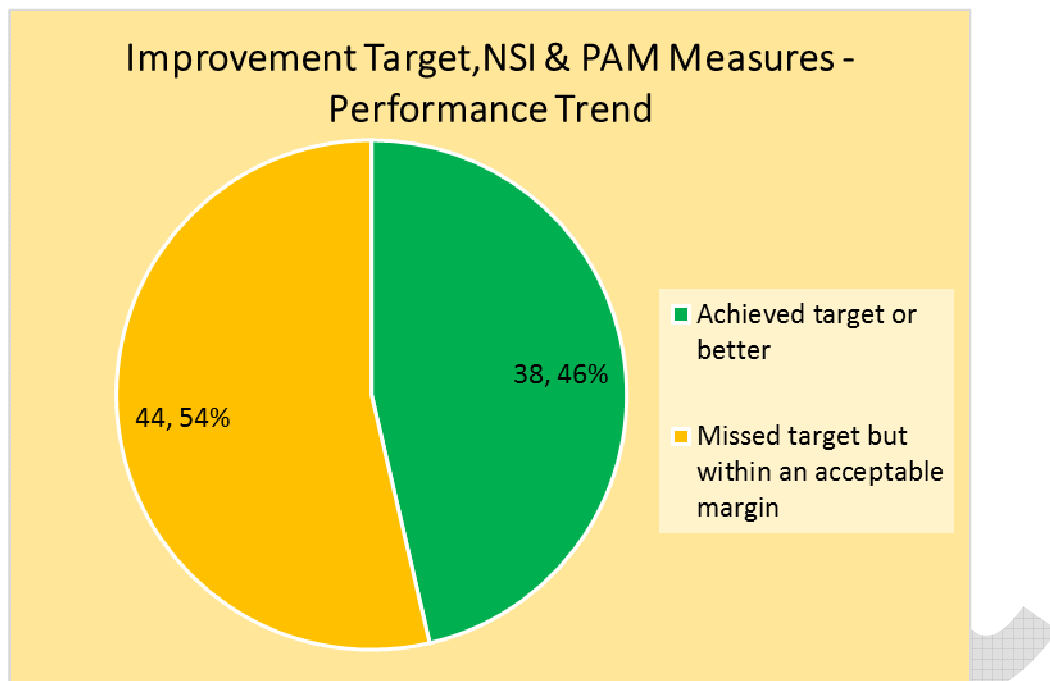
Analysis of year end levels of performance identified: -



Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where analysis could be undertaken, this revealed: -

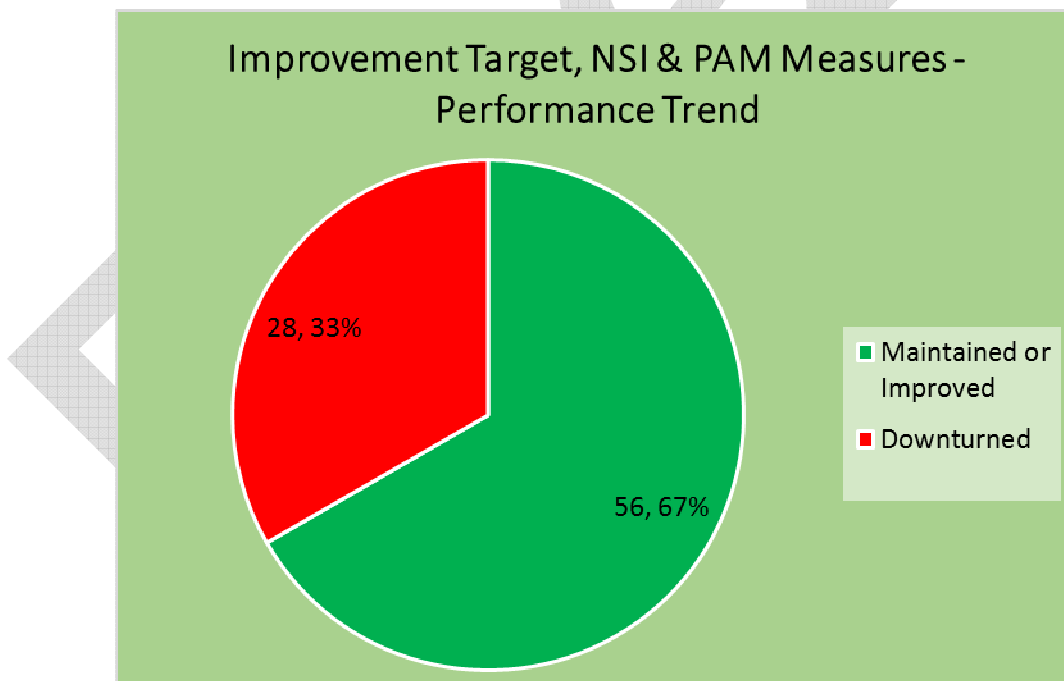


The setting of targets also includes setting the target classification. Appendix C is a single outturn performance indicator table which includes Flintshire's Improvement Targets and the NSIs and PAMs.



None of the indicators significantly missed target.

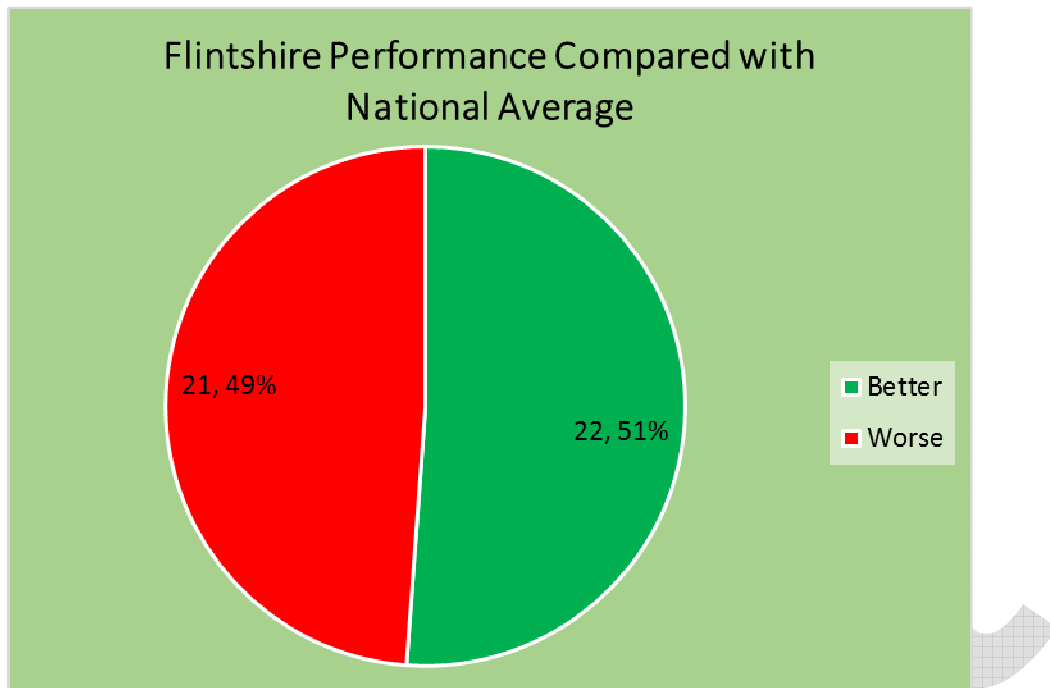
Analysis has also been undertaken which examines the number of indicators for which performance had improved, downturned or was maintained. This showed: -



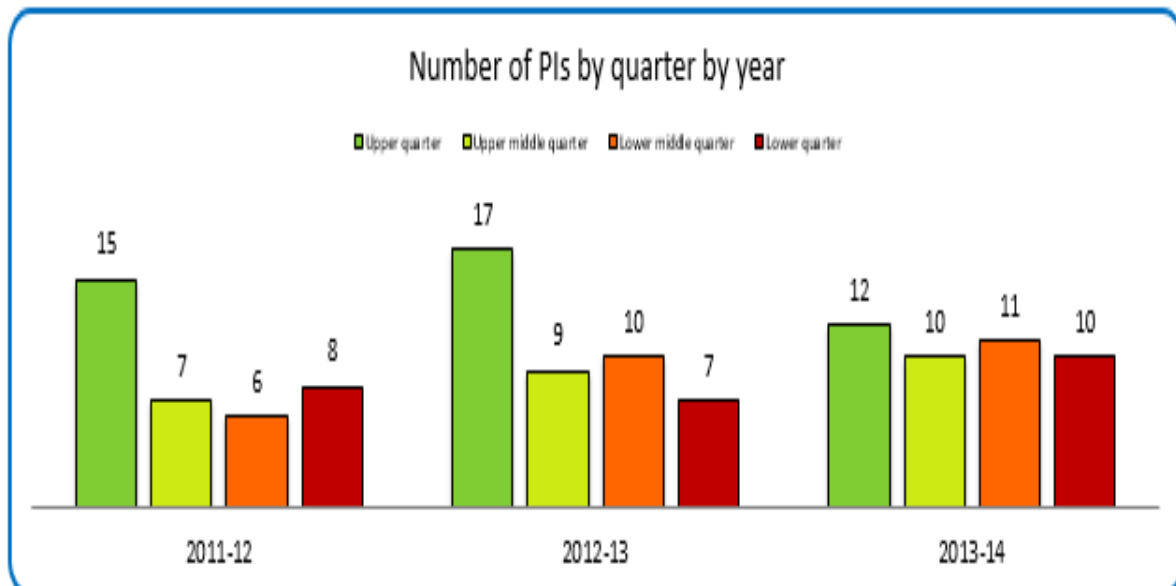
Five performance indicators maintained the same level of performance, 3 at the optimum level e.g. 100%.

Performance Comparison

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



Nationally we achieved better performance than the Welsh average (median) in 51% (22) indicators out of the 43 NSIs and PAMs where comparison could be undertaken. 21 indicators (49%) performed at a level below the national average (median). In addition **Flintshire was 'top' in 14% (6) of indicators and was 'bottom' in just one indicator**. However, our quartile performance has declined when compared to the previous year. Despite this 61% of Flintshire residents surveyed think that we provide high quality services; better than the national average of 57% (Source: National Survey for Wales 2013/14).



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

48% of Flintshire's residents surveyed believe that the Council is good at letting local people know how well it is performing (National Survey for Wales (2013/14).

Successor Outcome Agreement

All Councils are required to enter into a Successor Outcome Agreement with the Welsh Government for the three years 2013/14 to 2015/16. These new agreements incentivise the delivery of local priorities but allows for some of the grant to be targeted to address known weaknesses. They have been designed to strengthen each Councils capacity to address concerns from audit, inspection and regulatory bodies, thereby providing greater reassurance to politicians and the public.

The Outcome Agreement Grant attracts a special grant of approximately £1.4 million per year over a three year period which is forecast within the Medium Term Financial Plan. It is a three year agreement based on five themes, with one broad outcome selected from within each theme. The themes and outcomes were approved by the Council and the Local Service Board.

The performance for 2013-14 is now complete and a self-assessment of the actions and measures has been undertaken. The following analysis shows the self-assessment for each of the outcomes, using the following categories:-

<u>RAG Status for the Self-Assessment of the Outcome Agreement</u>	
R	<p>Unsuccessful: -</p> <ul style="list-style-type: none"> ○ None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances below *); or ○ The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.
A	<p>Partly Successful: -</p> <ul style="list-style-type: none"> ○ Where neither fully successful nor unsuccessful judgements apply, the outcome will be treated as partly successful.
G	<p>Fully Successful: -</p> <ul style="list-style-type: none"> ○ Met or exceeded all of the targets and milestones; or ○ Shortfall can be explained by any of the three circumstances outlined below*; or ○ The clear weight of evidence shows that evidence of success is significantly greater than evidence of failure.

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

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

	Basis		Evaluation	Max grant
Outcomes	Growth and Sustainable Jobs	Outcome 1	Partly successful: 1 point	70%
	Education	Outcome 2	Fully successful: 2 points	
	21 st Century Health Care	Outcome 3	Fully successful: 2 points	
	Welsh Homes / Supporting People	Outcome 4	Fully successful: 2 points	
	Tackling Poverty	Outcome 5	Partly successful: 1 point	
External Review	Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?		No	30%
	Existing intervention or formal tailored support programme?		No	

Work is currently on-going with the Welsh Government to agree the self-assessment of performance for 2013/14. Once both are agreed, the grant payment for 2013/14 will be paid to the Council. Early indications are that a full grant will be received.

Section 2

Detailed Improvement Priority Reporting

This section details the 'progress' and 'outcome' RAG statuses for each of the secondary priorities and the net, target and trend risk analysis.

It also details: -

- What we said we would do
- What we did
- What we did well
- What we did not do so well (where appropriate)
- What we will do in 2014 onward

The definitions of the RAG status are as follows: -

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

A full copy of the 2013-2014 Improvement plan is available upon request.

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

What we said we would do in 2013/14:

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

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Llys Jasmine opened on a phased basis in the first week in October, after a slight delay on the build. The additional 63 apartments were fully subscribed and have now all been occupied and a waiting list exists for places. <p>What we did well</p> <ul style="list-style-type: none"> Llys Jasmine opened on a phased basis in the first week in October. Promotional activity led to all apartments being fully subscribed <p>What did not go so well</p> <ul style="list-style-type: none"> Slight delay in the opening of Llys Jasmine. 				

2. Develop a new and sustainable business model for more schemes, now there is no longer Welsh Government capital funding available, with plans for further schemes in the Flint and Holywell catchments.

Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Gained agreement to a proposal to utilise Welsh Government Intermediate Care Funding to support the capital requirement of developing two further Extra Care Housing developments in Flint and Holywell. Worked with social landlords to ensure that robust business plans can be developed on this basis. 				

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What we did well

- Building on the success of the previous 2 schemes, proposals have been drawn up to develop 2 further schemes.

What did not go so well

- Negotiations with social landlords are still continuing, as a result target dates have been revised.

What we will do 2014 onwards

- Develop and agree detailed business plans to extend our extra care provision in Flint and Holywell to provide a further 60 units in each location.

Draft

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

What we said we would do in 2013/14:

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

Progress Status	Progress RAG	A	Outcome RAG	G
What we did in 2013/14				
<ul style="list-style-type: none"> Undertook soft market testing with a number of developers who have access to capital funding to build new homes to agree a new model of private finance. Established a wholly owned property management company called North East Wales Homes. This went live in April 2014 and received the 10 housing units gifted to the Council, putting it in a position to offer the properties for affordable rent. 				
What we did well				
<ul style="list-style-type: none"> The soft market testing has made the Council aware of all potential financial models which can fund development. Establishing the wholly owned property company North East Wales Homes, who will be able to access private finance. 				
What did not go so well				
<ul style="list-style-type: none"> Slight delay in establishing North East Wales Homes. 				

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

Progress Status	Progress RAG	A	Outcome RAG	A
What we did in 2013/14				
<ul style="list-style-type: none"> Private rented sector improvement plan developed which is supported by Welsh Local Government Association and is being implemented where urgency exists e.g. change to homelessness duties 				

What we did well

- Positive feedback was received following the private rented sector landlord event which was held in the later part of 2013. The event allowed the Council to consider the types of services North East Wales Homes should offer once established.

What did not go so well

- The uncertainty created by the potential review of local government as a consequence of the Williams Commission Report has left a vacuum of uncertainty over collaborative projects and slowed progress in some areas.

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

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14

- The Single Access Route to Housing (SARTH) policy which is developed to provide a regional housing register with a common allocation policy with partners was completed and approved by Cabinet in January 2014. A phased implementation was agreed and a 'cleanse' of the register will continue alongside this work.

What we did well

- The project has progressed well with successful preplanning and coordination of activities across the various councils and registered social landlords.

What did not go so well

- An ICT solution is still to be found that will allow for easy transition of Council allocations across the various Councils, resulting in delayed progress.

What we will do 2014 onwards

- Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.
- Implement further actions from the policy to grow and sustain the private rented sector through the North East Wales Homes business plan.
- Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.
- Agree the Local Development Plan's vision, objectives and options to accommodate growth.

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

What we said we would do in 2013/14:

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

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- The Council has agreed a revised business plan with Welsh government to achieve the Welsh Housing Quality Standard by 2020. The revised plan will commit to circa £103 m over the next 6 years to achieve WHQS. The initial focus will be on internal components of the properties.

What we did well

- Undertook detailed analysis to maximise investment capacity which in turn enabled the development of a revised business plan to meet the Welsh Housing Quality Standards. This plan was approved by Welsh Government.

2. Develop the capital programme ensuring value for money

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- A Tenant Liaison Officer was appointed in July 2013.
- The revised Stock Condition Survey is completed
- The asbestos consultancy and surveying of communal areas is in progress.
- The Capital Programme was fully delivered during the year and exceeded the original commitments made.

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What we did well

- Heating upgrades - 600 homes promised - 977 completed
- Kitchen replacements – 922 promised – 1118 completed
- Smoke detectors - 884 promised - 804 completed
- Bathrooms – 0 promised – 200 completed

3. Develop a Housing Asset Management Strategy by January 2104

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Revised the Housing Asset Management Strategy within timescale alongside the completion of an updated Stock condition survey to inform a revised 6 year Capital Investment Programme to achieve WHQS by 2020.

What we did well

- Production of a Housing Asset Management Strategy which once approved enabled the development of a revised delivery programme to meet WHQS.

What we will do 2014 onwards

- Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard by 2020.
- Reach a voluntary settlement with Welsh Government to introduce self-financing for the Council housing service by 1st April 2015.
- Develop a revised stock investment plan to meet objectives in the Housing Assets Management strategy in conjunction with Tenants and Members.

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

What we said we would do in 2013/14:

1. Build on the success of the reablement/recovery approach; agree the regional plan for telecare/telehealth; improve the timeliness of the adaptations.				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> The Reablement and First Contact (Duty) teams were fully established. Bid submitted to Welsh Government for Intermediate Care Funding to further develop partnership approaches. Regional bid approved for Telecare/Telehealth. A new joint Disabled Facilities Grant (DFG) Home Adaptations Improvement Action Plan with the aim of improving the time taken to deliver DFGs and minor adaptations in Flintshire was agreed and is being monitored. <p>What we did well</p> <ul style="list-style-type: none"> Adaptations: 100% of respondents to the Bushmede project survey (project to explore alternative means of supplying and fitting minor adaptations) were "very satisfied" and as a result the project was extended. The waiting list for an Occupational Therapy assessment was reduced, and a positive response to the self-assessment project was received with over 90% of people feeling their "needs had been fully met". Flintshire was the 2nd most improved authority in Wales, reducing the average days for adaptations through Disabled Facilities Grants (DFG's) to 246 days from 391 days in the previous year. <p>What did not go so well</p> <ul style="list-style-type: none"> Timescales for the completion of major and complex adaptations continues to be a challenge for the future but progress against the Improvement Action Plan is being monitored. 				

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2. Develop Commissioning Plans for specific areas to ensure service provision meets need

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14:</p> <ul style="list-style-type: none"> Developed commissioning plans for specific work areas as follows (in accordance with planned activity): <ul style="list-style-type: none"> Learning Disability Commissioning Strategy 2012 - 2018 which aims to give people with Learning Disabilities more choice of where they live and who supports them to live as independently and safely as possible. Mental Health Commissioning Strategy 2013 - 2018 builds on a joint vision with Health. The strategy will build on strong foundations to further promote the recovery approach, by increasing the training, education and work opportunities offered. Older People (Dementia Care Long Term Placements) Commissioning Strategy 2013 - 2018. The primary focus is on residential care services but it recognises that much work is needed to improve the quality of life for people living with dementia in all settings. <p>What we did well</p> <ul style="list-style-type: none"> Secured support from the Social Services Improvement Agency to help plan and facilitate a workshop with providers in respect of people with Learning Disabilities. <p>What did not go so well</p> <ul style="list-style-type: none"> Joint commissioning of dementia services with Betsi Calwaladr University Health Board (BCUHB) continues to be a challenge. 				

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

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> The Integrated Family Support Service (IFSS) was formally launched with Wrexham in September 2013, and provides support to vulnerable families to improve their quality of life chances through an integrated family focussed multi-agency approach. <p>What we did well</p> <ul style="list-style-type: none"> An independent review of the Transition Service took place in summer 2013. The resulting report acknowledges the enthusiasm shown by staff and their commitment to clients. Development of an action plan following the review and a team day, which will be taken forward into 2014 / 2015 and will include 				

progression of child Protection and the integration of 14-16 year old transition service.

What did not go so well

- An initial challenge for IFSS was ensuring that referrals were made from childcare teams appropriately. In order to rectify this, staff from IFSS now meet regularly with childcare teams to raise awareness and ensure a steady flow of referrals to the service.

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

Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • By undertaking proactive and effective homeless prevention work the housing options team are minimising the financial pressures on the council through the fulfilment of its statutory homeless duties • The Homesafe Service is a target hardening service providing free security to victims of domestic abuse. Last year the Service received 170+ referrals. Effectively, by assisting victims of domestic abuse to remain safe in their own homes, we are preventing them becoming homeless. • Set up of support gateway to streamline and make better use of support projects for people who are drug and alcohol dependent, victims of domestic violence, ex-offenders and young people including care leavers. <p>What we did well</p> <ul style="list-style-type: none"> • A new housing options duty system was implemented, freeing up time for prevention activity. Improvements in the joint children's and housing integrated team for homeless 16/17 year olds. • The setting up of a support gateway to streamline and make better use of support projects for people who are drug and alcohol dependent, victims of domestic violence, ex-offenders and young people including care leavers. • Homeless prevention for at least 6 months for households and individuals (including care leavers) improved for 2013/14 (84.89%) compared with 83.41% in the previous year. <p>What did not go so well</p> <ul style="list-style-type: none"> • Plans for an alternative option to B&B for vulnerable groups has been deferred. Numbers of households in B&B remain higher than we would have wished. 				

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

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- The independent review of the Transition Service took place in Summer 2013.
- A team day was held with service users, with themes around communication, the need to have better access to health services, and the need to improve knowledge about each part of the Social Services Department in order to facilitate better understanding of processes and services.
- An action plan was developed as a result of the review and the team day, which will be taken forward into 2014 / 2015. Actions include progressing issues relating to Child Protection, and the integration of 14 to 16 year olds into the Transition service.

What we did well

- A Transition Team event in November gave young people and their families' opportunity to feedback on the service they had received. People said the service was better now they have one contact point in the team, "to see things through" and that generally support was positive.

What did not go so well

Child Protection investigations were recognised as an issue for the new joint team, and the service have commissioned work to explore national good practice in child protection for children with a disability in transition. The outcome of this work will inform the practice to be adopted.

What we will do 2014 onwards

- 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.
- 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.
- Expand the use of the whole family approach through the Integrated Family Support Service.
- Examine the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.
- Continue to prevent homelessness for people who are:
 - alcohol and drug dependent and/or

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- Ex-Offenders and / or
- Victims of domestic violence and / or
- Young people including care leavers

Draft

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 2013/14:

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

Progress Status	Progress RAG	G	Outcome RAG	A
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What we did in 2013/14:

- Integrated community based health and social care teams within localities.
- Locality Leadership Teams completed self-assessments as part of a North Wales review of the 14 localities across the region. Each of the locality leads are currently developing action plans to respond to the findings of these assessments.
- The local project manager for the Single Point of Access (SPOA) was appointed and is in post.
- Work is being undertaken regionally to take forward this model with the aim to have SPOA in place in Flintshire in 2016.

What we did well

- In December 2013, the first co-located team of Social Workers, Occupational Therapists and Districts Nurses were based within Holywell Community Hospital. The second team will be co-located in 2014/2015 and the final locality team in 2015/2016.

What did not go so well

- Finding suitable bases for co-location has been a challenge. Having succeeded in Holywell there is now a way forward to pick up the pace for co-location in the other two localities once bases of a suitable size have been identified.
- Achievement of the outcome is subject to all partners being able to fully contribute to plans.

2. Support the introduction of Enhanced Care Services (ECS) in the North West locality by summer 2013 and in the North East and South Localities by autumn 2013

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14:

- An Enhanced Care Service was implemented in the North West Locality in September.
- As part of the move to locality bases the Enhanced Care at Home model brings together the Reablement Team and the Crises Intervention Team from Health providing Short term “step up” intensive community based care as a credible alternative to hospital admission or “step down” approach to enable early discharge from hospital, and effectively supports people in their home.

What we did well

- Very positive feedback has been received from service users, carers and their families about the Enhance Care service.

What did not go so well

- This is a new service model, and a high degree of support and focus has been required to ensure that all partners have bought into the Enhanced Care Service model. In some instances it has taken longer than anticipated to get all stakeholders on board.

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

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14:

- Continued to protect funding for carers through our multi-agency Carers Commissioning Strategy 2012-2015.
- In response to the Carers Strategies (Wales) Measure 2010 the regional Carers Information Action Plan to keep carers better informed was implemented.
- The Council has been part of a North Wales group which has developed the new North Wales Carers Information and Consultation Strategy 2012-2015.

What we did well

- Delivered on our priority to implement a model of support that will provide carers with flexible breaks and alternative care.
- With an investment of £50k, the ‘Bridging the Gap’ pilot scheme was launched in April 2013 to address the identified need for carers breaks and that ‘replacement care’ should be more flexible and sometimes available at short notice.

What did not go so well

- Over the last 18 months, the capacity of staff to deliver training on Carers Needs Assessments has diminished. In response a pilot course, led by NEWCIS, was implemented which is open to providers and staff from all agencies and the voluntary sector. The

intention is to roll this training out during 2014/15.

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

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14:

- Each of the Locality Leadership Teams' (LLT's) 2013/14 action plans contained priorities that were consistent with the priorities within the Health and Social Care and Well Being Strategy (HSCWBS).
- Each of the 3 LLT's undertook a Partnership Assessment to assess the strength of the partnership groups and to identify ways to improve.

What we did well

- Each of the LLT's identified priorities within their action plans that would contribute to HSCWBS priorities.
- Improved access to emergency contraception and long lasting and reversible contraception.
- Introduction of level 3 pharmacy support in a number of locations in the county to improve access to evidence based smoking cessation support.

What did not go so well

- Delay in the introduction of co-located teams and Enhanced Care at Home within South and North East Flintshire.

What we will do 2014 onwards

- Continue the integration of community based health and social care teams within three localities.
- Support the introduction of Enhanced Care Services (ECS) in the north East and South Localities by March 2015.
- Continue to ensure that effective services to support carers are in place as part of the integrated social and health services.
- Ensure Single Integrated Plan (SIP) priorities are progressed through localities.
- Effective and efficient use of Intermediate Care funds to support individuals to remain in their own homes.

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

What we said we would do in 2013/14:

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

Progress Status	Progress RAG	A	Outcome RAG	A
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Promoted Deeside Industrial Park within the wider Deeside Enterprise Zone with property and land agents to raise awareness of DEZ and encourage relocation and expansion. • Worked in partnership with Welsh Government’s Marketing team to develop promotional material to raise awareness of DEZ as a desired location for advanced materials, energy and advanced manufacturing sector businesses • Engaged with Welsh Government’s Overseas Investment team, the Economic Ambition Board, Mersey Dee Alliance, other Enterprise Zones and local business ambassadors to raise awareness of DEZ to maximise interest and potential for inward investment. <p>What we did well</p> <ul style="list-style-type: none"> • Received 37 new DEZ enquiries and achieved a 54% conversion rate from new enquiries to investment. • Supported DEZ businesses to apply for Welsh Government Business Rate Scheme and Economic Growth Fund. <p>What did not go so well</p> <ul style="list-style-type: none"> • Unable to quantify DEZ enquiries being directly supported by other business development organisations. As a result, there are investment enquiries and opportunities that remain unreported / omitted from our data. 				

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

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14

- Worked in partnership with local business ambassadors to introduce potential investors to the local business community and with Communities First, Careers Wales, Department of Work and Pensions, Job Centre Plus, Higher Education and Further Education facilities to raise awareness of self-employment, local career opportunities and workforce development.
- Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people.
- Provided support to existing businesses to develop bids with parent companies to maximise opportunity for growth and expansion within Flintshire.

What we did well

- Supported the creation of 838 new jobs within DEZ, a significant increase from the 431 reported in 2012/13.
- Helped to safeguard 396 jobs within the DEZ operating a 'Rapid Redundancy unit' with public and private sector partners when job losses were announced.
- Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment.

What did not go so well

- We are unaware of all DEZ job creation being directly supported by other business development organisations. As a result, there are jobs created that remain unreported / omitted from our data.

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

Progress Status	Progress RAG	G	Outcome RAG	A
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What we did in 2013/14

- The site is under two ownerships, Praxis and Pochin Rosemound Development Limited (PRDL). Both landowners are pursuing development on their own holdings via separate planning applications. Meetings have been successfully facilitated to identify risk, barriers to progress and negotiate milestones to maintain momentum and delivery of Northern Gateway.
- A Framework Masterplan document was developed to provide consistent guidance to both parties for the key strategic requirements that the Council has for how this site should be developed.

What we did well

- The development of the Framework Masterplan which was approved by Planning Committee on 4th September 2013.

What did not go so well

- Consultation is required to finalise the traffic impact following development of the site.

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

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14:

- Agreed with the landowners that planning permission will be through the Masterplan process.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary to the site.

What we did well

- Flood mitigation work was agreed and work will commence in Summer 2014.

What did not go so well

- Approval is awaited from Welsh Government for the DEZ Infrastructure Business Plan.
- Discussions between Welsh Government and land owners continue.

What we will do 2014 onwards

- Promote and support growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and manufacturing.
- Further implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.
- Explore with Welsh Government further opportunities to improve local infrastructure (transport, utilities, environment etc.)

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

What we said we would do in 2013/14:

1. Progress and invest in the eight Town centre “masterplans” to meet local priorities and need				
Progress Status	Progress RAG	A	Outcome RAG	A
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Project design processes underway in most towns. • Submitted a successful bid to Welsh Government for Vibrant and Viable Places support for Deeside. • Supported the Holywell events programme. • Continued support to town partnerships. • Launched the Building Enhancement Scheme to bring vacant high street properties back into use. <p>What we did well</p> <ul style="list-style-type: none"> • £6.024m secured from Vibrant and Viable Places funding for Deeside. • Phased demolition of the maisonettes in Flint underway throughout the year. • Flintshire Connects in Flint opened. • Design process complete for Mold Daniel Owen Square refurbishment. <p>What did not go so well</p> <ul style="list-style-type: none"> • Slower progress than anticipated with the towns capital programme. • The Building Enhancement Scheme was established at a slower pace than anticipated with applicants taking up to six months in some instances to move from their first stage approval to submitting their full applications. 				

2. Complete the rural development schemes in Mold, Holywell and village areas

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Four 'Axis 3' projects significantly contribute to the rural development schemes. Programme management of the projects continued involving regular monitoring of the organisations responsible for project delivery and the administration of financial claims.

What we did well

- 60 bursaries were awarded from the Flintshire Enterprise project. Businesses established include, bespoke party cakes, childcare for autistic children, vintage clothes retailer, jewellery designer and equestrian products provider.
- The Community Key Fund was extremely successful in supporting the refurbishment of rural community facilities and was fully committed during 2013/14. Projects included, the development of a community space within St Michael's Church in Brynford, the creation of a community room at Pontblyddyn Cricket Club, the renovation of Pantymwyn Village Hall and facility improvements at Gwespyr Village Hall.

What did not go so well

- The creation of an overspill car park facility at Talacre was slower than forecast due to the complexity of finding a suitable site. This is now resolved.
- The Town and Village Streetscape project has experienced difficulties with the implementation of the Streetscape Improvement Grant.

3. Agree the new business model for the County's Community Events Programme including marketing and promotion

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- The new business model for the County's Community Events Programme was approved.
- 'How to plan an event?' pack and web information completed and available through the website and in printed form.
- First training seminar for event organisers took place looking at sponsorship. It was very well attended and received positive feedback.
- Good take up of tourism grants which supports events that attracted both local people and visitors. £9,200 was awarded to support

20 events.

What we did well

- The Mold two day Food and Drink festival was a considerable success and attracted 15,000 people.

What did not go so well

- Automated information feed between Flintshire County Council's 'What's On' and Flintshire Tourism Association 'Discover Flintshire' website for visitors was not fully operational by year end.

What we will do 2014 onwards

- Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.
- Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan.
- Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.

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

What we said we would do in 2013/14:

1. Agree an investment plan for growing and supporting Social Enterprise

Progress Status	Progress RAG	G	Outcome RAG	G
What we did in 2013/14				
<ul style="list-style-type: none"> Introduced the Flintshire Social Enterprise Fund, hosted the first social enterprise conference in North Wales and introduced a network for Social Enterprise in Flintshire. Established a £50,000 Flintshire Social Enterprise Fund to assist new and emerging local social enterprises to grow and develop. Employed a part time project manager to develop Board activity, raise the profile of social enterprise, deliver the grants programme and seek and secure further resources for the delivery of social enterprise support and development. 				
What we did well				
<ul style="list-style-type: none"> The Social Enterprise Conference was well received and noted in the media. 				

2. Develop effective support for Social Enterprises

Progress Status	Progress RAG	G	Outcome RAG	G
What we did in 2013/14				
<ul style="list-style-type: none"> Put support networks in place. Developed a dedicated webpage which signposts existing social enterprises to support and funding. A Social Enterprise Conference was held in March 2014 to provide potential and existing social enterprises with information and sources of support. Agreed a Community Asset Transfer Policy to enable under-utilised Council owned buildings to be transferred to Social Enterprises under certain criteria. 				

What we did well

- Prompt referrals were made so that businesses could received the appropriate support.

3. Develop new social enterprise projects to meet the Council's priorities

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Raised the profile of alternative ways of working across the Council.

What we did well

- Double Click (social enterprise) was operational by year end but hadn't become a legal entity in its own right.

What did not go so well

- More pace and simplification of process in establishing social enterprises is needed.

What we will do 2014 onwards

- Raise awareness of the Flintshire Social Enterprise Fund.
- Further develop effective support for Social Enterprises.
- Further develop new Social Enterprise projects to meet the Council's priorities.

Priority: Skills and Learning
Sub-Priority: Modernised and High Performing Education
Impact: Improving standards in schools to get the best learner outcomes

What we said we would do in 2013/14:

1. Make a difference through our School improvement Strategy by: -

• **Raising standards by improving skills in literacy and numeracy**

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14

- This area of work was coordinated and delivered by regional teams using the national model.
- National Support Partners (NSP) were allocated to all mainstream schools and Pupil Referral Units.
- A separate system was utilised for special schools and Ysgol Pen Coch led the support for these schools across the Consortium.
- Catch-up training was offered by GwE (Regional School Improvement Service) to all schools.
- National Literacy and Numeracy Tests were completed in May 2013 for years 2-9. This data will be used as a benchmark for future analysis with tests being repeated on an annual basis.

What we did well

- All schools have been provided with support from NSP. 15 Flintshire Primary Schools received additional support from the Associate Partners and are making progress.
- Ranked 1st in Wales for the percentage of pupils (62.2%) who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics; ranked 2nd in Wales for 2012/13 (59.6%).
- The percentage of learners achieving GCSE grade C or above in Mathematics (68.5%) and English (72.7%) both improved on the previous year (69.4% and 69.2% respectively).

What did not go so well

- Schools were at different stages of planning so some NSP Partners initiated work at too low a level to meet their needs.

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• Raising educational attainment by reducing the impact of poverty and disadvantage

Progress status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Officer support continued to be provided to schools in the use of School Effectiveness Grant and Pupil Deprivation Grant (SEG/PDG). Implementation of completed SEG/PDG spending plans was monitored by the LA. A conference has been held for both Flintshire and Wrexham schools advising in relation to effective strategies, specifically in the use of PDG. An element of the retained SEG funding has been targeted at schools with identified significant needs. Training was provided to secondary schools on the Student Assistant Programme, which supports the development of resilience. 'Time For Change' service was established and is fully embedded, offering alternative curriculum opportunities to learners at risk of losing their placement in schools. North Wales Consortium bid for Welsh Government Attendance Grant was successful, with a Lead Officer recruited and task groups of staff from across the region identified to work with targeted schools across the North Wales Consortium. The Local Authority Inclusion Service continued to develop opportunities for alternative curriculum provision, and advice to schools, to support the maintenance of mainstream placements for learners at risk. <p>What went well</p> <ul style="list-style-type: none"> Appointment of an experienced officer to focus on the appropriate use of the grant and provide support and challenge to schools. Training has been well received by schools. Validated data indicates that the performance of learners entitled to free schools meals has improved in 2013 relative to 2012 at Key Stage 4. Improved performance of the cohort of learners entitled to free school meals in achieving the Level 2+ Indicator (five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language) achieved an outturn of 35.7%, a significant increase on the 26% achieved for 2012. <p>What didn't go so well</p> <ul style="list-style-type: none"> A planned piece of work; the development of a Regional Inclusion Quality Mark has been deferred as it was not perceived as a priority across the region. 				

• Raising standards by sharing best teaching practice and resources across schools in the region				
Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> The Steering Group for collaborative working met on a half termly basis, it has representation from Primary and Secondary phases and reviewed the structure for sharing good practice. Secondary schools identified Convenors to lead 13 subject forums focusing on national priorities and sharing good practice. The 5 Foundation Phase Partnerships continue to meet frequently and provide an effective forum for sharing best early years practice, for the delivery of further professional development opportunities and the development of resources. <p>What we did well</p> <ul style="list-style-type: none"> Secondary Forums had previously been led by officers from the School Improvement Service. Forums led by Convenors were viewed positively by schools, to the extent that Head teachers have agreed to release staff to attend three meetings in 2014/15. <p>What did not go so well</p> <ul style="list-style-type: none"> Whilst Consortium groups worked well on their previous agenda, some consider themselves to be unsuited and not currently ready to accept additional delegated responsibilities. 				

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• Raising standards through effective use of new technologies				
Progress status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Worked toward providing suitable infrastructure in every Flintshire school and Pupil Referral Unit. The new high capacity networking infrastructures were completed on schedule together with the provisioning of most of the wireless networks and wireless facilities. Worked toward the improved provision of broadband in all schools and PRUs which for some has been a severe limiting factor. Central solutions to allow safe and secure access to the internet using a range of mobile devices, owned by schools, staff and learners were implemented according to plan. HwB+ (the National Learning Platform for Wales provided by WG) has been rolled out in line with Welsh Government deployment schedule. 				

What went well

- Complete ICT infrastructures in all schools and PRU's.
- The allocation of dedicated project management resource worked well, providing excellent project governance and communications out to all stakeholders.
- The high degree of collaborative effort on these projects between the ICT Unit and Central ICT.

What didn't go so well

- Underestimation of resource requirements and issues with a key supplier led to delayed implementation and a backlog of normal support work.
- Hwb+ availability to secondary schools was delayed due to secondary school provisioning being delayed from providers of the Hwb+ on behalf of the Welsh Government.

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• Better preparing young people for the work place

Progress status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Links with Careers Wales have been renewed and meetings held to identify and disseminate best practice locally and nationally.
- Curriculum leaders shared best practice during their Summer Term meeting.
- Work on identifying best practice in integrating activities into the curriculum has been led by the Head teacher of Argoed High School, working with colleagues from Argoed and Connah's Quay High Schools and supported by funding identified in the 14-19 Regional Plan. Views of employers were gathered through attendance at a meeting of the 14-19 Employers' Forum.

What went well

- Argoed and Connah's Quay High Schools have worked together to identify best practice. Head teacher of Argoed High School attended 14-19 Employers Forum gathering views of employers very successfully.

What didn't go so well

- As yet, there is not an equal commitment from all schools.

• Making sure schools receive the best possible support from the new Regional School Effectiveness and Improvement Service (GwE)

Progress status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Undertook monthly monitoring of progress on actions identified in the School Improvement Strategy, identifying key lessons learned and modifying actions accordingly.
- Work was initiated on the Education Improvement and Modernisation Strategy to bring together in one plan areas previously in the School Improvement Strategy and Development and Resources Plan.
- GwE/regional forums attended by Lead Member, Director, Head teacher and Governor representatives.
- Regional School Effectiveness Group attended by Primary and Secondary Principal Officers, who also meet locally with the sub regional GwE Senior System Leader and team.
- Officers attend Head Teacher Federations and other regular meetings with School Leaders.
- The Local Authority School Partnership Agreement identifying roles and responsibilities was shared and agreed with schools.

What went well

- System Leader visits have been undertaken in all schools, identifying good practice and areas for improvement from discussions with Head teachers. The Spring Term visit also included a bespoke element, generally around a review of learner work. Examples of good networking between individual schools were brokered by Systems Leaders.

What didn't go so well

- There is less direct non-targeted support available to schools; this was seen as a weakness by some.

What we will do 2014 onwards

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

- Improving skills in literacy and numeracy.
- Improving educational achievements of children in a position of disadvantage including our Looked after Children.
- Sharing best teaching practice and resources across schools and the region.
- Improving the preparation of young people for the work place.
- Continuing the implementation of 21st Century Schools programme.
- Implementing the outcomes of the asset review including primary school organisation.

- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources.
- Raising standards through effective use of new technologies.
- Ensuring best quality educational support during implementation of the national model for regional working.

Draft

Priority: Skills and Learning
Sub-Priority: Places of Modernised Learning
Impact: Improving standards in schools to get the best learner outcomes

What we said we would do in 2013/14:

1. Make a difference through our School Modernisation by:-

• Implementing our Primary and Secondary School Modernisation Plans

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Completed the process of consultations relating to sixth form education provision for Flint.
- Published statutory notice regarding the change in age-range of Queensferry Primary School.

What we did well

- Good progress made on the new school in Shotton – now named by the community as Ysgol Ty Ffynnon. (Well House School).

What did not go so well

- Delay in decision from the Education Minister in response to the June 2013 statutory notices.

• Submitting our Business Case for future change to Welsh Government for approval

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Completed and submitted the Outline Business Case for 21st Century Schools Programme.

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What we did well

- Outline Business Case approved by Welsh Government October 2013.

• Developing the design and building of planned new schools and the post-16 centre at Connah's Quay

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Developed plans for 21st Century Schools.
- Consultations were completed for both Flint and Saltney.
- Developed plans for the Sixth Form hub in conjunction with Coleg Cambria.
- Finalised plans for Holywell schools submitted to Welsh Government for comment.

What we did well

- Some consultations were received positively.
- Positive ways forward have been identified in each community.
- Planning of the Connah's Quay Hub and Holywell schools. Welsh Government approval of the Holywell schools plans received.

What did not go so well

- Resilience of post 16 provision continues to be significantly tested through reducing funding.
- Plans for the Queensferry School require further development.
- Legal powers had not been delegated to authorities by the Welsh Government to propose federations by the end of 2013/14, which would support planned work in this area.

• Strengthening school 'cluster working' and federations

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Completed the approval process of bringing together schools amalgamations of all Infant and Junior schools amalgamated by September 2016.
- Reduced the number of schools through amalgamations.
- Reconfigured some schools as a result of Headteacher requests.

What we did well

- Submissions to Cabinet approved.
- Technical amalgamation at Hawarden did not attract objections.
- Altered capabilities according to the current use of the schools.

What did not go so well

- Legal powers had not been delegated to authorities by the Welsh Government to propose federations by the end of 2013/14, which would support planned work in this area.
- Further significant change is required to mitigate the challenges of reducing financial settlements.
- Demographic change has had a negative effect on the percentage of surplus places in some schools.

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• Improving Information Communication Technology Infrastructure in all schools using Learning in Digital Wales funding

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14:

- Rolled out the Welsh Government's Learning in Digital Wales project.

What we did well

- Infrastructure work carried out efficiently within all Flintshire Schools and Pupil Referral Units.

What did not go so well

- Technical difficulties were experienced which were caused by suppliers.

What we will do 2014 onwards

For 2014/15 the sub-priority Places of Modernised Learning has been included within Modernised and High Performing Education.

Draft

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 2013/14:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, training and work experience opportunities

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14

- Worked across all sectors to ensure that young people have a wide range of opportunities.
- Developing a “Shared Apprentice” model with Coleg Cambria/Welsh Government.
- A construction led apprenticeship scheme is in place which will create at least 50 additional apprenticeships per year.
- Communities First worked in partnership to link the Jobs Growth Wales & Young Recruits Programme with Coleg Cambria and businesses.
- West Flintshire Community Enterprises (a social enterprise set up by Communities First) created and implemented an initiative which supports community-based job opportunities for young people in Flintshire.
- Delivered training for more than 200 young people.

What we did well

- Flintshire County Council was nominated to the Construction Shared Apprenticeship Board in March 2014.

What did not go so well

- Overall numbers were quite low and we will be looking to improve that in future years.

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2. Launch the Employers' Promise in the public sector to promote and enhance our roles as employers

Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Completed our Employers' Promise and launched it at the Local Service Board (LSB) meeting on 1st April 2014 with the commitment that a HR working group will take this work forward. HR Representatives from partner organisations were invited to join the Apprenticeships, Entrepreneurships and Work Experience Project Board (now Employment Skills and Jobs) have been commissioned to start to identify ways of delivering the five main themes of the Employers' Promise. A Project Manager was appointed to provide support for the development and coordination of a programme of work around this. <p>What we did well</p> <ul style="list-style-type: none"> Good launch with press coverage. <p>What did not go so well</p> <ul style="list-style-type: none"> Delay to HR group convening later than planned; additional pace will now be needed. 				

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3. Set a market strategy to communicate the range of apprenticeships and training programmes available

Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Assessed the potential for a local marketing strategy. Work progressed to create a local version of the much noted "InformSwansea" model assessing compatibility of technology, use in the local context and possible outcomes of the model. The model developed with the Welsh Government and the North Wales Economic Ambition Board to cover the whole region provides valuable information about the range of training programmes. <p>What we did well</p> <ul style="list-style-type: none"> Worked with Welsh Government and the Economic Ambition Board to progress development of a local menu of training opportunities. 				

What did not go so well

- Change in direction from local approach to potentially a regional model has led to delays in delivery.

4. Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training

Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Delivered training for more than 200 young people. • Apprentice numbers within Flintshire County Council are increasing. • Communities First secured funding for Science, Technology, Engineering and Maths (STEM) events and clubs. • A Winter/Summer College project commenced with Schools, Employers and Coleg Cambria to support young people at risk of becoming NEET (not in Education, Employment or Training). • Much work has been undertaken with the Deeside Enterprise Zone to look at engaging businesses to work closely with Schools around the STEM (Science, Technology, Engineering and Mathematics) subjects and the Science Clubs to include workshops to identify business needs and those of young people. Employers are now involved within these projects. <p>What we did well</p> <ul style="list-style-type: none"> • A Summer College was held with schools which benefited young people at risk of becoming NEET. <p>What did not go so well</p> <ul style="list-style-type: none"> • More quantifiable data and information are required to enable assessment of progress and setting of achievement targets. 				

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5. Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 21013/14</p> <ul style="list-style-type: none"> • Communities First worked with Askar Sheibani (prominent local business person and Chair of Deeside Industrial Park Forum) to support a Dragon's Den event. • Delivered two major entrepreneur programmes – Business Entrepreneurship Network (BEN) and The Enterprise Club. • BEN - excellent progress with strong links develop across the network, enabling young people to access support to become entrepreneurs. 				

- Good links developed with Coleg Cambria and Glyndwr University, both are partners on the BEN.
- There are 6 Entrepreneurs trading.
- 3 Entrepreneurs are looking to support the Artisans Shop in Holywell to gain experience in retail.
- The Enterprise Club - has over 50 members.

What we did well

- Received positive Welsh Government recognition for the design and impact of the programme. Similar models are increasingly being rolled out in other authority areas.

6. Continue to develop and increase the number and range of Communities First Job Club programmes

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Operated 6 Jobs Clubs.
- Developed an education programme with employability workshops operating alongside the Jobs clubs.

What we did well

- Jobs and Employability Clubs in 6 of the most deprived wards supported more than 100 people to secure employment.

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7. Implement skills development programmes in partnership with local employers

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14

- Significant progress was made with the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC).
- Phase one of the feasibility study was completed to develop a skills pipeline in partnership with Welsh Government, Higher Education, Further Education and private industry.
- The Minister for Economy, Science and Transport has accepted in principle the second stage of the feasibility study.
- Support in principle has been secured from Bangor, Glyndwr, Swansea, Cardiff, Liverpool and Chester Universities for the project which is also being supported by Toyota, Tata and UPM.

What we did well

- Phase one of the feasibility study has been completed to develop a skills pipeline in partnership with Welsh Government, HE, FE

and private industry.

- Support in principle has been secured from Bangor, Glyndwr, Swansea, Cardiff, Liverpool and Chester Universities, the project is also being strongly supported by Toyota, Tata and UPM.

What did not go so well

- It is taking longer than originally hoped to move from initial concept design work to a complete and owned full business case for delivery.

What we will do 2014 onwards

- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
- Make an impact with the Employers' Promise in key areas.
- Market and communicate broadly the range of apprenticeships and training programmes available.
- Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
- Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
- Continue to develop and increase the number and range of Communities First job clubs.
- Commission and deliver skills development programmes in partnership with local employers.

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

What we said we would do in 2103/14:

1. Make a difference through the Community Safety Plan by:				
<ul style="list-style-type: none"> • Working with young people to raise greater awareness of domestic abuse and sexual violence; • Improving the range of services available for people recovering from drug and alcohol misuse; • Developing a partnership approach to deal with the harm caused by alcohol misuse 				
Progress Status	Progress RAG	G	Outcome RAG	G

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<p>What we did in 2103/14</p> <ul style="list-style-type: none"> • The North Wales Community Safety Plan was approved by the North Wales Safer Communities Board at its meeting on 20th February 2014. • All secondary schools in Flintshire have received theatrical performances from the 'Cat's Paw' theatre company whose aim it is to raise greater awareness of domestic abuse and sexual violence amongst young people in year 9. • The Flintshire Multi Agency Risk Assessment Conference (MARAC) exceeded its repeat referral rate. The rate stands at 27% which is better than the rate recommended by Coordinated Action for Domestic Abuse (CAADA). <p>What we did well</p> <ul style="list-style-type: none"> • Effective partnership working on a local and regional level. • In July 2013 the Flintshire Community Safety Partnership was formally subsumed within the Local Service Board (LSB) and its statutory duties will be discharged through the work of Flintshire Local Service Board. • A successful Christmas campaign was also launched to promote a safe drinking message, encouraging revellers of the county to 'know their limits' and behave responsibly over the festive season. • For the second consecutive year the team ran very successful events in Coleg Cambria in support of the White Ribbon campaign (prevention / raising awareness of domestic violence). <p>What did not go so well</p>
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- Slight decline in the amount of time taken between referral and treatment dates for substance misuse on the performance achieved in the previous year.

2. Implement the anti-social behaviour strategy for Council tenants				
Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • The Antisocial Behaviour Policy was implemented and services are now being delivered in line with this new policy. • The Policy introduced a range of measures including risk assessments for victims and witnesses of anti-social behaviour. • A new IT system which has enabled the Team to manage cases effectively and efficiently was implemented. <p>What we did well</p> <ul style="list-style-type: none"> • The implementation of the new case management IT system which offers further opportunities for development in the future to enhance the service provided. <p>What did not go so well</p> <ul style="list-style-type: none"> • There was a delay in providing benchmarking data to Housemark due to the reporting module taking longer to implement than the main system. 				

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3. An effective Workplace Domestic Abuse Policy				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Introduction of domestic abuse workplace policy for Flintshire County Council employees. <p>What we did well</p> <ul style="list-style-type: none"> • Launched a workplace domestic abuse policy and worked to reduce the risks associated with domestic abuse, the Council is creating a safer workplace as well as sending out a clear message that domestic abuse is unacceptable. • Literature, such as information sheets and guidance notes, based on the policy have been produced and are available on the Council Infonet site. 				

- Two training sessions have been held at Coleg Cambria (Northop) to assist managers and staff in using the Policy.

4. Reduce the fear of crime by making best use of the latest technologies including closed circuit television

Progress Status	Progress RAG	R	Outcome RAG	A
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What we did in 2013/14

- Following a decision by the Minister for Local Government and Communities, to withdraw support relating to a capital grant allocation of £2.4m from the regional collaboration fund, the North Wales Regional Leadership Board agreed to bring the regional CCTV project to a close.
- Flintshire County Council established a CCTV Steering Group with the remit of reviewing its current provision, and to consider future solutions.

What we did well

- An in depth analysis of council operated CCTV cameras for crime and anti-social behaviour hotspots in Flintshire was carried out by the Community Safety Partnership; this will facilitate decisions relating to future service delivery.

What did not go so well

- Long timescales and delays before reaching the decision to bring the North Wales Regional CCTV collaboration to a close.

5. Develop a better understanding of how the Council can prevent human trafficking and sexual exploitation as part of a Safeguarding Strategy

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Developed a Sexual Exploitation Risk Assessment framework (SERAF) and resource pack: -
 - to identify children and young people at risk of or abused through sexual exploitation;
 - manage information about children and young people in a way that identifies risk; gathers intelligence and monitors the extent of the issue locally;
 - identify appropriate interventions and safeguarding actions for children and young people at risk of sexual exploitation
 - deliver evidence based practice in responding to the needs of children and young people at risk of abuse through sexual

exploitation

- Appointment of Missing Person's Coordinators in North Wales Police.
- Arrangement of regional meetings to focus on missing children and child sexual exploitation, with the aims of preventing child sexual exploitation and safeguarding of children by reducing the number of missing episodes.
- Children's Safeguarding Managers attended training in the prevention of human trafficking and child exploitation. This training has been rolled out further to other managers and staff working in services for children.

What we did well

- After the success of the initial two training sessions in the prevention of human trafficking and child exploitation, this course has been rolled out to the multi- agency group.

What did not go so well

- SERAF Strategy Meetings between Flintshire, Wrexham and North Wales Police are not taking place as regularly as planned due to competing priorities.

What we will do 2014 onwards

- 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
- Reduce the fear of crime by :-
 - Making the 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
- 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.

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

What we said we would do in 2013/14:

1. Agree and implement a civil parking enforcement policy by: -				
<ul style="list-style-type: none"> • Submitting a bid to Welsh Government to approve the Council's civil parking enforcement powers • Implementing civil parking enforcement 				
Progress Status	Progress RAG	G	Outcome RAG	G
What we did in 2103/14 <ul style="list-style-type: none"> • Introduced Civil Parking Enforcement (CPE) in October 2013. • Submission and approval of CPE business case by Welsh Government and formal approval to implement gained through Council. 				
What we did well <ul style="list-style-type: none"> • Successful business case to Welsh Government and formal approval through Council procedures. 				
What did not go so well <ul style="list-style-type: none"> • Some residents found aspects of the publicity campaign slightly confusing. 				

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2. Implement the first phase of our speed limit review				
Progress Status	Progress RAG	G	Outcome RAG	G
What we did in 2013/14 <ul style="list-style-type: none"> • Commenced the first phase of the agreed speed limit review programme. 				
What we did well <ul style="list-style-type: none"> • Gained Police approval and forwarded proposals to the Legal Section for the statutory public advertisement. 				

What did not go so well

- Some schemes raised complications, both legal and operational, in resolving issues with the speed limits on adjacent A and B class network roads.

3. Agree, subject to funding, the first phase of our 20mph zones outside schools

Progress Status

Progress
RAG

R

Outcome
RAG

R

What we did in 2103/14

- Completed the scheme designs for the signage relating to the 40 schools included in the current phase.

What we did well

- Design process and scoping of requirements at various school locations.

What did not go so well

- Delay in approval because of need for Welsh Government to ensure that the signs comply with visual standards, particularly in terms of colour blindness, given the proposed colour combination.

4. Undertake a programme of installing improved street lighting

Progress Status

Progress
RAG

G

Outcome
RAG

G

What we did in 2103/14

- Successful implementation of the Street Lighting Policy and Specifications.
- Replacement of 850+ structurally failed columns.
- Renewal and installation of 400 part night lanterns and 100 dimmable lanterns on the A458.
- Installation of 200 dimmable lanterns across Flintshire

What we did well

- Successful implementation of the Street Lighting Policy.

5. Implement Regional Transport Plan road safety schemes				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Completed all six safety schemes (A541 south of Pontblyddyn, A541 Bryn Alyn Bends, A541 Star Crossing, Englefield Avenue, A548 DIP, A550 Tinkersdale) <p>What we did well</p> <ul style="list-style-type: none"> Schemes completed on time and in budget <p>What did not go so well</p> <ul style="list-style-type: none"> Some of the planning, consultation and legal procedures took significantly longer than envisaged. 				
<p>What we will do 2014 onwards</p> <ul style="list-style-type: none"> Complete implementation of the first phase of our 20mph zones outside of schools. Maintain the Council's road infrastructure to improve road safety. Implement Regional Transport Plan road safety schemes. 				

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

What we said we would do in 2013/14:

1. Help prevent people from becoming homeless

Progress Status	Progress RAG	A	Outcome RAG	A
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Vulnerable households impacted by the welfare reforms were targeted to receive advice and support. • Introduced amendments to the Flintshire County Council housing allocation and rent arrears policies to ensure they were able to respond to the challenges created by the housing benefit reforms. • Integrated the Housing Register Team, responsible for managing the social housing register, with the Housing Options Team. <p>What we did well</p> <ul style="list-style-type: none"> • Advice targeted at households, impacted by the spare room subsidy, has helped Flintshire County Council tenants to better manage the financial changes imposed upon them by the welfare reforms and mitigated the impacts from the reduction in housing benefit payments. <p>What did not go so well</p> <ul style="list-style-type: none"> • Insufficient levels of suitable accommodation to remove the need to use bed and breakfast accommodation to temporarily house homeless households, especially those containing children. 				

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

Progress Status	Progress RAG	G	Outcome RAG	G

What we did in 2013/14

- Helped residents to maximise their welfare benefit and tax credit income and to resolve financial difficulties that result in them being unable to maintain their contractual rent or mortgage payments.
- Provided targeted support for vulnerable households impacted by the welfare reforms, helping them to implement solutions that have alleviated, in full or part, the difficulties that they faced as a result of losing welfare benefit.
- Provided training to staff in front line services, developing their knowledge of the welfare reforms.
- Worked in partnership with the Department for Work and Pensions to ensure a coordinated network of support provision was available to assist claimants to make and sustain their Universal Credit claim.

What we did well

- Generated additional welfare benefit and tax credit income totalling £2.3 million per annum, boosting household income and spending power within the local economy and positively supporting the tackling poverty and homelessness prevention agenda's.
- Empowering staff in the front line to confidently provide the initial support and reassurance to residents impacted by the welfare reforms.
- Increased the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months to 84.89% for 2013/14, compared with 83.41% in 2012/13.
- Increased the amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service. £7.27 million in 2013/14, compared with £3.5 million in the previous year.

What did not go so well

- Whilst measures are in place to offer personal budgeting support to new Universal Credit claimants and to the households targeted with support, more work needs to be done in order to improve the financial literacy and money management skills within all households impacted by welfare reforms, or who will be affected as Universal Credit is rolled out.

What we will do 2014 onwards

- Place a greater emphasis on preventing homelessness.
- Provide advice and support services to help people protect their income.
- Support the implementation of Universal Credit within the Shotton Jobcentre Plus area.

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

What we said we would do in 2013/14:

1. Develop a regional ECO scheme with key partners

Progress Status	Progress RAG	Outcome RAG
	G	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> A regional Energy Company Obligation (ECO) framework initially focussed on social housing external wall insulation works, was developed in partnership with Wrexham, Denbighshire and Conwy councils and procured by Wrexham Council. <p>What we did well</p> <ul style="list-style-type: none"> Flintshire was a strong and active partner in energy efficiency initiatives and has worked alongside other Council's to take forward a number of schemes. 		

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

Progress Status	Progress RAG	Outcome RAG
	G	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> Flintshire was one of the first Council's in the UK to introduce an Energy Company Obligation funded programme with A&M Energy Solutions Ltd. 104 owner occupied or private rented homes received insulation or heating works through six local small or medium sized enterprises. The Affordable Warmth Fund was introduced through the Housing Renewal Policy. Wilmot Dixon completed 70 properties in Central Holywell as part of the Welsh Government's Arbed Programme. <p>What we did well</p> <ul style="list-style-type: none"> In total over £1million was secured in external grant funding for schemes during 2013/14. 		

What did not go so well

- The Service has been slow to appoint to the four additional posts it has received approval for. This resulted in the majority of officer time being spent on delivering 'live' projects with less time available for forward planning and seeking out new income streams through Welsh Government and the EU.

3. Deliver energy efficiency measures to Council homes

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- 87 Council properties were improved, including 16 solid wall insulations, 70 loft insulations and 1 cavity wall insulation.
- The team are accelerating the work programme with the intention of bringing additional value to the Welsh Housing Quality Programme in response to the risk posed by the current and predicted volatility of grant funding on which the team depends.

What we did well

- The Council successfully procured an ECO Scheme directly with a utility company funder and was one of the first in Wales to do so.

What did not go so well

- There were a small number of quality issues in connection with the works on site, which had to be addressed. However, the works were still completed and fully signed off within target timescales.

What we will do 2014 onwards

- Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.
- Help residents in the private sector to access funding support to improve the energy efficiency of their homes.
- Deliver energy efficiency measures to Council homes.

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

What we said we would do in 2013/14:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Successfully found other areas of funding in order to develop and deliver improvements to the highways and transport infrastructure both in inter urban and rural areas to assist in meeting national, regional and local priorities. • Regional Transport Plan – four schemes were delivered during the course of 2013/14; <ul style="list-style-type: none"> ○ Deeside corridor – Traffic signal upgrade and synchronisation – Phase 1 complete, minor highway reinstatement to follow on. ○ Signalisation of the off slip A494, Queensferry Roundabout – Work complete, traffic flows improved ○ Saltney to Broughton Cycle route, Phase 1 – scheme design now complete. ○ Queensferry to Sandycroft cycleway – scheme complete • Rural Development Plan – two schemes were progressed; <ul style="list-style-type: none"> ○ Talacre to Ffynnongroyw cycleway – Detailed design and land issues being finalised ○ Gronant installation of Pegasus crossing and linked footway <p>What we did well</p> <ul style="list-style-type: none"> • All Welsh Government grant funded schemes were completed to the agreed delivery plans. • The National Survey for Wales (2013/14) asked people what they thought about the state of the transport system in Wales. Flintshire had the highest average rating at 6.5 out of 10, compared with the Wales average of 5.9. <p>What did not go so well</p> <ul style="list-style-type: none"> • Negative publicity around the Shotton corridor signal synchronisation work due to delays and congestion created through working in a confined and busy high street area. 				

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

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Conducted the annual survey of the condition of the roads. • Completed all resurfacing works within the Highways Asset Management Plan. • Completed all surface dressing works. <p>What we did well</p> <ul style="list-style-type: none"> • Resurfaced 22.6 kms of roads and surface dressed a further 23.7kms. • Flintshire remains the top performer in Wales for having the lowest percentage of roads in overall poor condition. 				

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3. Improve facilities and routes for pedestrians and cyclists

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Feasibility work was completed on the development of a new cycle route/footway between Saltney and Broughton linking residential areas to employment sites such as Airbus and Broughton Retail Park. • Flintshire County Council ran its 8th Cycle to Work scheme between October and November 2013. The scheme is extremely popular amongst employees at various schools across Flintshire and amongst Street Scene employees since their relocation to Alltami Depot. • The Council has been showing the benefits of a Cycle to Work scheme and encourage other employers to offer their employees alternative transport choices and promote cycling as a part of a daily active and healthy lifestyle. <p>What we did well</p> <ul style="list-style-type: none"> • Cycling and pedestrian figures using the network has exceeded target. 				

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Agreed with the landowners that planning permission will be via the Masterplan process.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary to the site.

What we did well

- Flood mitigation work has been agreed and work will commence in Summer 2014.
- Special Planning Committee agreed to the mixed use outline application for the remainder of the site.

What did not go so well

- Awaiting **formal** approval from Welsh Government for the DEZ Infrastructure Business Plan.
- Discussions are continuing between Welsh Government and land owners.

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5. Support TAITH to produce a Regional Bus Strategy: Improving cross County travel and access

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- In collaboration with the six North Wales Local Authorities, Taith produced a draft Regional Bus and Community Transport Network Strategy, which was approved by Flintshire's Cabinet in December 2013 and submitted to the Minister for final approval in January 2014.
- The Strategy was adopted from 1st April 2014 and identifies specific outcomes and funding proposals that will assist the development of the bus network in North Wales.

What we did well

- Strategy agreed at officer level on a North Wales basis and approval received from Flintshire's Cabinet.

What did not go so well

- Although the Strategy document was submitted to the Minister in January 2014, no feedback has been received on whether the document has been endorsed by Welsh Government and no further advice communicated by Welsh Government on the national and regional outcomes
- The Minister announced in February 2014 that all funding for regional transport consortia in Wales, including Taith, would cease on 31st March 2014 and that 2014/15 would be a transitional year for funding under the new Bus Service Support Grant.

6. Review the Council's subsidised bus services to improve access to employment, health, leisure and education

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Reports submitted to Environment Overview & Scrutiny Committee in July and November 2013 outlining proposals for the County's subsidised bus and related services following a reduction in funding by Welsh Government.
- Extensive consultation carried out with key stakeholder and service user groups, bus companies, Town/Community Councils and Members of the County Council (August-October 2013).

What we did well

- Extensive consultation undertaken, which generated a high level of interest and good response rate from members of the public, Members and Town / Community Councils. This was used to inform the decisions taken.

What did not go so well

- The demise of regional transport consortia and uncertainty over future funding in Wales for bus services, community transport and concessionary fares has caused instability in the bus service network with some operators de-commercialising some bus routes and handing back tendered bus contracts.

What we will do 2014 onwards

- Use available funding to support Council priorities for accessing employment, health, leisure and education.
- Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.

- Improve facilities and routes for pedestrians and cyclists.
- Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.
- Develop proposals for coordinated transport across the region.
- Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.

Draft

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

What we said we would do in 2013/14:

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	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Undertook a programme of marketing and promotion for carbon reduction measure within the Council, with partners and the public. • Completed the Carbon Trusts Schools Energy Reduction workshops with 10 primary schools, identifying and listing actions for both the schools to undertake as well as some improvements that will be addressed by the Energy Unit. • The process of Building Research Establishment Energy Environmental Assessment Method (BREEAM) on Ysgol Caer Nant was 85% completed and a number of the 21st Century schools were registered with BREEAM, namely Shotton C.P., New Holywell High school, John Summers High School and Bryn Deva. • Within housing 2012/13 saw high levels of funding for energy efficiency measures through the Community Energy Saving Programme (CESP). However, this programme ended in December 2012. The service has exceeded its targets for this year by capitalising on the availability of energy company grant funding. <p>What we did well</p> <ul style="list-style-type: none"> • Significant energy reductions have been recorded across the majority of Council sites. • Significantly exceeded the target set for the number of homes receiving energy efficiency measures. • The Carbon Trust schools energy reduction programme was well received by the schools involved in this pilot, and it is intended that the exercise will be repeated with further schools. 				

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2. Challenge the Council’s carbon emissions , through our assets, vehicles and people behaviour by: -

- Investing in renewable energy schemes
- Investing in a more efficient fleet (vehicles)
- Improving our waste management measures

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Installed four larger scale (25 to 50kWp) Photo Voltaic schemes, along with a Biomass boiler at Ysgol Bryn Garth, and several smaller Photo Voltaic installations at Pentrobin V.P. school, Sandycroft C.P. school, St Ethelwolds V.A. and Sychdyn C.P. school and a Biomass boiler at Ysgol Bryn Garth, Ffynnongroew.
- Waste Management Measures improved through increasing recycling, composting and food participation. This was achieved through increase public awareness initiatives, including action days, public events and direct doorstep engagement activities. Headline events were community action days and ‘right first time week’.
- Delivered training programmes for all drivers of LGV’s as part of the Driver CPC (Certificate of Professional Competence) training. Modules for the training include SaFED (Safe and Fuel Efficient Driving) techniques, which will reduce fuel consumption and carbon emissions.

What we did well

- Completed three of the four larger Photo Voltaic schemes at Alltami depot, Castell Alun High School and Hawarden High School with the last installation at County Offices Flint expected to be complete by mid April 2014.

What did not go so well

- The only scheme which has proved to be problematic is the installation of the Wind Turbine at Ysgol Rhos Helyg, which has proven to be much noisier than expected. Discussions with the manufacturer and the installer to try to resolve the problem continue to be progressed.

3. Promote and increase the number of homes receiving energy efficiency measures

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Installed 152 solid wall insulation systems, 25 air source heat pumps, 55 replacement heating systems, 24 heating system fuel switches, 147 loft insulations and 46 cavity wall insulations.

What we did well

- Significantly exceeded the target (200) set for the number of homes receiving energy efficiency measures with an actual outturn of 449.
- The overall annual fuel bill reduction for residents exceeded the target of £75,000 with an outturn of £138,330.
- Through the programme - 44 jobs were sustained, contract costs were reduced by 15%, an 'invest to save' target was surpassed and a fuel poverty crisis fund was launched.

4. Encourage public utilisation of recycling facilities and services

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Key events were held including days which targeted low performing areas, providing containers and advice on specific recycling/composting/food issues.
- Roadshows were held in 16 schools highlighting the issues of waste, recycling, litter, water, energy and the wider environment.

What we did well

- Feedback indicated the awareness raising events were very popular and proved that the roadshows managed to communicate the right recycling message.

What did not go so well

- The tonnage of food waste recycling is lower than expected, therefore specific campaigns at events will be developed to target this.

5. Encourage residents and employees to use more sustainable forms of transport

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2103/14

- 7 automatic cycle/pedestrian traffic counters were installed at strategic locations on the cycle/footway network across the county during the year to monitor usage of the strategic cycle route network.
- 62,000 cyclists and 8,000 pedestrians used the new footway/cycle route from Neston to Deeside across Burton Marsh during the year.
- The new cycle route/footway between Queensferry and Sandycroft, to improve facilities for people accessing employment sites adjacent to the route and to and from Deeside, has been completed.
- Works to improve Public Footpath 64, Mostyn were completed in November 2013. This scheme provides safe pedestrian access from the Maes Pennant Estate down to the All Wales Coastal Path on the Dee Coast.
- A new signal-controlled cycleway/bridleway over the A548 Gronant from Public Right of Way No.48 (Sea Horse Ride) has been completed to link with permissive bridleways along the beach at Talacre and also the national cycle network. Footways were also widened to provide a multi use bridleway/cycleway/footway.

What we did well

- Cycling and pedestrian figures using the network exceeded target by over 300%.

What did not go so well

- A small amount of criticism was received from a number of residents when the Sandycroft to Queensferry cycle link was being installed primarily around the segregation of cyclists and home owners and potential hazards created when they were leaving their own drives and effectively crossing the footpath/cycle route. These issues were resolved on site at the time.

6. Complete the review and rationalise the Council's assets

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Council's assets were reviewed and work to rationalise them progressed throughout the year:
 - Work to create the Connah's Quay Flintshire Connects was nearing completion at year end.
 - Planning for decant from Connah's Quay was in progress with teams being relocated to Flint and working in a more agile way.

- The rate of teams migrating to agile working gathered pace.
- The approach to the disposal of third party leases continued so that consolidation and rationalisation of operations into Flintshire County Council assets could be progressed.

What we did well

- Successfully moved a large number of staff (in excess of 80) to a modern and agile way of working.

What did not go so well

- New agile teams need the ability to scan paperwork as efficiencies created through archiving become lost as paper backlogs begin to build up, this will reduce the current level of need for storage / filing space.

What we will do 2014 onwards

- Further market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.
- Continue to challenge the Council's carbon emissions, through our assets, vehicles and behaviour: -
 - Investing in renewable energy schemes;
 - Invest in a more efficient fleet (vehicles);
 - Improve the efficiency of our street lighting; and
 - Increase recycling of the Council's own waste.
- Further encourage public utilisation of recycling facilities and services.
- Further encourage residents and employees to use more sustainable forms of transport.
- Further review and rationalise the Council's assets.

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

What we said we would do in 2013/14:

Agree an organisational change programme that will: -

1. Establish a future 'operating model' for a modern Council				
Progress Status	Progress RAG	G	Outcome RAG	A
What we did in 2013/14 <ul style="list-style-type: none"> Proposed and gained agreement for a new corporate operating model for the Council. What went well <ul style="list-style-type: none"> Proposed and gained agreement for a new corporate operating model for the Council. Wide reaching and thorough consultation on the model both internally and externally prior to adoption. Full endorsement and agreement to the model by County Council. The new model will become operational in accordance with the planned timescale – 1st June. What did not go so well <ul style="list-style-type: none"> Confidence of the organisation in developing a broader based plan for transformation of services in a consistently ambitious way. 				

2. Integrate business units and consider alternative models				
Progress Status	Progress RAG	A	Outcome RAG	A

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What we did in 2013/14

- As a follow on from 1 above (1) all functions have been reviewed for a leaner and more integrated model and (2) a number of functions have been listed for transformation/alternative models. This will be supported by a number of value for money organisational change proposals in line with the 2014 /15 budget strategy.

What went well

- Functional reviews were completed contributing to the design of a new corporate operating model for the Council.
- A number of functions have also been identified for transformation/delivery via an alternative model.

What did not go so well

- The progress for some of the functional transformations has not been as ‘fast tracked’ as originally planned.

3. Streamlining the organisation

Progress Status

Progress RAG

G

Outcome RAG

A

What we did in 2013/14

- As part of the medium term financial plan and as part of the 2014-15 and budget strategy a twin programme of (1) Organisational Design (commencing with the new operating model and senior management structure) and (2) workforce (scale) review is underway.
- Employment policies were reviewed and readopted. The council also opened a voluntary redundancy (VR) programme. A series of Corporate Workforce Panels met at the end of March to consider applications under the VR programme to ensure that consistent, sustainable and cost effective decisions were made on the applications, with full consideration of the overall organisational design of the Council.
- Service Review completion and implementation for 2013-14 is largely complete.
- 50 estimated ‘Value for Money’ reviews have been ‘scoped out’ as part of the budget strategy for 2014-15. These will be delivered as part of a co-ordinated change programme during 2014/15.

What went well

- Proposed and gained agreement for a new corporate operating model and senior management structure for the Council.
- Service Review completion and implementation for 2013-14 is largely complete.
- The Voluntary Redundancy Programme was well managed and decision making on applications was fair, transparent and consistent, based on business cases and future sustainability for the Council.

What did not go so well

- The numbers of employees approved to take Early Retirement or Voluntary Redundancy is short of the target for the Workforce (Scale) Review. Further immediate work is required including the next phase of the Organisational Design for management and a further phase of the VR Programme.

4. Modernise working practices

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- The Purchase-to-Pay procurement IT solution (P2P) has now been fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions. Further additional efficiencies will be achieved on invoice processing during 2014/15.
- Procurement cost efficiencies is an area of on-going work, with a cross-directorate working group established to identify and realise additional procurement efficiencies such as a 'Back to Basics' programme which reviews commodity spend such as stationery.
- Negotiations in the re-letting of contracts has also released additional efficiencies.
- Increased iTrent (human resources database) capabilities.

What went well

- Full roll out of the Purchase-to-Pay solution to all Directorates and Service Areas (except for schools and transactions involving job costing solutions).
- A 'Back to Basics' programme reviewing commodity spend such as stationery released £74k.
- Negotiation and re-letting of significant new contracts released £554k.
- Total procurement efficiencies of £1.803 million were achieved against the £1.723 million target.

5. Provide capability and capacity to manage a reduced sized organisation

Progress Status	Progress RAG	A	Outcome RAG	A
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<p>What we did in 2013/14</p> <ul style="list-style-type: none"> The organisation adopted an intense and decisive programme management approach to change (in support of 1-3 above) and is making organised use of its corporate resources in support of this with expert external support (Hay Consulting). Reinvigoration of the LEAN Academy to support further organisational change and particularly the planned Value for Money reviews. The organisation drafted a competency based appraisal process which will become effective during 2014/15. This will support the identification of capability and capacity needs within the organisation in addition to placing greater emphasis on change and innovation amongst the entire workforce. <p>What went well</p> <ul style="list-style-type: none"> The adoption of a programme management approach to support change. The employment of Hay Consulting in supporting and helping to facilitate this large and complex phase of organisational change. Reinvigoration of the LEAN Academy. <p>What did not go so well</p> <ul style="list-style-type: none"> Capacity remains a challenge given the scale and pace of its organisational change programme.

<p>What we will do 2014 onwards</p> <p>Agree an organisational change programme that will: -</p> <ul style="list-style-type: none"> Implement the newly agreed operating model for the Council. Integrate business units and consider alternative models.
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Priority:	Modern and Efficient Council
Sub-Priority:	Matching Resources to Priorities
Impact:	Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14:

1. Agreement of the Council Priorities for this Council

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- The council has set a new style improvement plan for 2013-14 which has proved to be an effective tool for setting, monitoring and achieving outcome based corporate priorities.

What went well

- The introduction of a new style Improvement Plan for 2013/14, which received positive comments from Wales Audit Office regarding its clearer focus on the in-year priorities as part of a wider 5 year plan and its layout which would better enable public engagement with the priorities more effectively.

What did not go so well

- Wales Audit Office made reference to the Plan's lack of clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. The 2014/15 Plan includes information on the consultation undertaken.
- Reference was made to the Plan not including information about current performance or to targets for the year-end and how achievement would be evidenced. This was provided in October 2013. For 2014/15 this information was provided with the Plan.

2. Agreement of the capital and revenue resources to deliver our priorities for this Council

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Resources were put in place within the 2013/14 budget to deliver the 2013/14 Improvement priorities. Some of these resources were

met from within the base budget and there was specific and positive investment in the 2013/14.

- Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15.
- Initial research was carried out on opportunities for creative models to fund or partially fund priorities through exploration of new service models, partnership working and potential financing models as efficiency options in considering the 2014/15 budget.
- Work to implement a Corporate Fees and Charges Policy commenced in quarter 3 for adoption in Spring / Summer 2014.

What went well

- The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned.
- Resources put in place to fund the priorities for 2014/15.
- Initial research undertaken which identified opportunities for creative models to fund or partially fund priorities in the future.

What did not go so well

- Identifying creative funding models has been, and continues to be, challenging. Work continues to be undertaken to compare funding streams against other Local Authorities.
- Initial work has begun to taking a business approach to fees and charges; however the speed in progressing this has not been as quick as initially hoped.

What we will do 2014 onwards

The sub-priorities 'Matching Resources to Priorities' and 'Achieving Efficiency Targets' have been combined for 2014/15 as a single sub-priority 'Financial Strategy'. The key activities being focused on are: -

- Development of a longer term financial plan.
- Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.
- 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 services and support functions.

Priority: Modern and Efficient Council
Sub-Priority: Achieving Efficiency Targets
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14:

1. Agree a four year organisational change & efficiency programme

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Initial 4 year plan published within the Medium Term Financial Plan (MTFP).
- Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15.
- The MTFP was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned. Finance officers engaged fully with Directors and Heads of Service to support them in identifying efficiencies to meet the budget gap and provide resources to invest in priorities.

What went well

- Development of an initial 4 year plan published within the MTFP.
- Two updates to the MTFP which incorporated latest estimates of funding levels and investment needs for 2014/15 and future years. This provided the budget gap to be met through the organisational change and efficiency programme.

What did not go so well

- The level of funding expected to be received for 2014/15 was particularly difficult to predict due to the uncertainty around the level of Revenue Support Grant (RSG) to be received from Welsh Government.

2. Agree a specific saving and efficiencies programme for 2014/15

Progress Status	Progress RAG	G	Outcome RAG	A
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What we did in 2013/14

- The Council agreed it's 2014/15 Council Fund Budget on 18th February 2014 and has a balanced budget for the year. Through its

Organisational Change and Redesign Plan, the Council has identified recurring efficiencies of £13.4m. £11.950m will be achieved in 2014/15, with the remaining £1.450m being met in year from the Investment Strategy put in place to deliver the planned efficiencies.

What went well

- The 2014/15 Council Fund Budget was agreed and balanced. Substantial recurring efficiencies of £13.4m were identified.

What did not go so well

- The uncertainty around the level of funding to be received for 2014/15, and the worsening position that emerged through last summer meant that the time available to deal with an ever increasing budget gap was significantly less than required. The achievement of such cumulative targets throughout the year is an ongoing challenge.

3. Agree the value for money strategy to support them

Progress Status

Progress RAG

A

Outcome RAG

A

What we did in 2013/14

- Development of a value for money (VFM) model at the corporate and service levels to identify and drive efficiency and change. The majority of savings in the 2014/15 budget are derived from this model. Given the breadth and number of VFM savings the programme is complex to manage and deliver.

What went well

- The development of a value for money (VFM) model.

What did not go so well

- The progress for some of the value for money reviews has not been as fast paced as originally planned.

4. Achieving our targeted efficiencies for 2013/14

Progress Status

Progress RAG

A

Outcome RAG

G

What we did in 2013/14

- The 2013/14 budget contained £5.331m of specific efficiencies. The outturn report in July 2014 shows the value of the projected

efficiencies as £74,213. The main reason for the underachievement reported relates to delays in the Flintshire Futures Assets Programme where a full review of 'hard' and 'soft' facilities management across the Council is on-going and efficiencies in the Customer Programme will not be realised until the project has advanced and the wider network of Flintshire Connects sites are in place.

What went well

- The overall projected year end position is an under-spend against the budget of £3.387m (subject to Audit), which demonstrates that alternative efficiencies have been identified which exceed the under achievement of some of the planned efficiencies by £2.269m.

What did not go so well –

- The Council's agreed efficiencies included within the 2013/14 budget did not meet its 85% achievement target; however the ability to identify signs of slippage at the earliest opportunity and to then respond to this helped the total efficiency target to be exceeded.
- The overachievement of the alternative efficiency target may have meant a greater value of efficiencies could have been included within the 2013/14 budget with foresight.

What we will do 2014 onwards

The sub-priorities 'Matching Resources to Priorities' and 'Achieving Efficiency Targets' have been combined for 2014/15 as a single sub-priority 'Financial Strategy'. The key activities being focused on are: -

- Development of a longer term financial plan.
- Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.
- 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 services and support functions.

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 2013/14: -

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14

- The Purchase-to-Pay IT solution (P2) was fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions.
- Standard processes were fully implemented across the Council for order and invoice processing.
- A new e-sourcing system was procured, project scoped and the project plan developed.
- New Contract Procedure Rules were adopted and over 350 staff trained.
- Introduced spend control measures using the P2P system.
- Established an officer group to challenge and reduce spend for commodity items such as stationery and furniture under the 'Back to Basics' programme.

What went well

- The process efficiencies target was exceeded by £9,000 which was a significant improvement on the 2012/13 performance.
- Successful completion of P2P project with the system in use in all services excluding schools and those where integration is required with job costing systems used to raise orders.
- A significant programme of training was undertaken with all employees involved in procurement activities now trained in new Contract Procedure Rules.
- The 'Back to Basics' programme secured £74,000 of efficiencies.
- Total procurement efficiencies of £1.803 million were achieved, exceeding target.

What did not go so well

- Delays were experienced in launching the e-sourcing project due to project management capacity issues.

2. Optimise procurement efficiencies through the use of regional procurement frameworks.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Dissolved the North Wales Procurement Partnership (NWPP), established transitional arrangements and Memorandum of Understanding (MOU) to ensure continuity and management of transitional projects.
- Joined the Welsh Purchasing Consortium in November 2013 which comprises 19 Welsh Local Authorities, with the aim of securing further procurement efficiencies.
- Fully established the Regional 21st Century Schools framework.

What went well

- Use of regional contracts (e.g. school transport) continued to secure savings.
- Targeted saving of £250,000 was comfortably exceeded.

What did not go so well

- Not having a North Wales work programme following the dissolution of NWPP may have resulted in missed opportunities for further regional arrangements.

3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Developed a benefits tracking arrangement to track efficiency savings resulting from any future use of contracts by the National Procurement Service (NPS).

What went well

- NPS launched in November 2013.
- Recruitment of staff to the NPS is now complete.

What did not go so well

- Delays were experienced in the implementation of NPS and development of a work programme and in achieving targeted efficiency savings.

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

Progress Status	Progress RAG	Outcome RAG
	A	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Full business case developed and agreed by Flintshire and Denbighshire County Council Cabinets. • The operating model, structure and resourcing were agreed. • Employees were fully involved in the project; assisting with the development of the business case and design of the new service. • Project funding was secured through the regional collaboration fund. <p>What went well</p> <ul style="list-style-type: none"> • Business case developed with full involvement and support of procurement teams from both Councils. • Hosting arrangements were agreed for new joint arrangements. • The business case was agreed by Flintshire and Denbighshire County Council's senior management teams and Cabinets. • This complex and sensitive project was delivered within budget. <p>What did not go so well</p> <ul style="list-style-type: none"> • A slight delay was experienced against the original target date for completion of January 2014, resulting in "go-live" in July 2014 		

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

Progress Status	Progress RAG	Outcome RAG
	A	A
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • New Contract Procedure Rules (CPRs) were developed and adopted which incorporated the mandatory inclusion of community benefits for contracts greater than £2 million. • A procurement checklist was developed to ensure Small and Medium Enterprise (SME) implications and supply chain management considerations are included in all procurements. This will be fully implemented as part of the e-sourcing system. 		

What went well

- The new regional 21st Century Schools framework incorporated community and supply chain benefits, which can be incorporated in all related projects going forward.
- Adoption of new CPRs which mandate the inclusion of community benefits.

What did not go so well

- There remains a need to raise awareness and knowledge of community benefits and supply chain considerations amongst employees involved in procurement across the organisation.

What we will do 2014 onwards

- Optimise procurement efficiencies through the use of regional and national procurement collaborations.
- Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.
- Develop an improved corporate approach to community benefits and supply change management to benefit the organisation, local communities and the local economy.

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 2013/14: -

1. Renew the Asset Strategy alongside capital planning

Progress Status:	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- The asset strategy was reviewed to take into account the need to link into the Councils capital planning framework and medium term financial plan. Assets and their future use will form a critical component of future thinking and service delivery.

What went well

- The ability to integrate thinking within future planning and in doing so contribute to the overall approach to financial planning.

What did not go so well

- The wider consideration of asset data and its overall impacts on the Council's portfolio of buildings.
- The need to understand and develop increased thinking around the potential impacts of economic growth and the effects, (negative or positive) this may have on land values.

2. Reduce the number of office buildings

Progress Status:	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14

- Planning progressed for the closure of the Connah's Quay offices with a detailed project plan completed and associated actions underway.

What went well

- Background work was undertaken that identified future service relocation and implementation of agile working principles.

What did not go so well

- The closure of the Connah's Quay offices was dependent upon development of Connah's Quay Connects. This facility opened in June 2014.

3. Extend the use of Agile Working

Progress Status

Progress RAG

A

Outcome RAG

G

What we did in 2013/14

- A large scale pilot was completed by Public Protection services with around 80 staff moving to agile working. This released 260 sqm of office space.
- Roll out of agile working in Housing Services at Flint offices began in readiness for co-location of area housing officers.
- Work progressed in readiness for agile working for those services associated with the Connah's Quay office decant.

What went well

- The Public Protection project was successfully implemented and changes in working practices adopted with efficiencies realised.

What did not go so well

- Some minor issues with ICT occurred for remote access to specific bespoke systems, this has since been addressed.

What we will do 2014 onwards

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

Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Improving customer services

What we said we would do in 2013/14: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2

Progress Status

Progress RAG

G

Outcome RAG

G

What we did in 2013/14

- Achieved the target of establishing two Flintshire Connects Centres by March 2014. The new centre opened to the public in Flint during March 2014 and has already proved to be extremely popular for customers.
- The Flint Connects Centre is one example of partnership working with the presence of Job Centre Plus and North Wales Police.
- A significant amount of work to establish the Connah's Quay Flintshire Connects facility was undertaken. The facility opened in June 2014.
- Plans were prepared for the Buckley Flintshire Connects facility which is scheduled to open in autumn 2014.

What went well

- Achieved the target opening date for Flintshire Connects Flint.
- Successfully appointed a team of Customer Services Advisers and agreed arrangements for the transferring of staffing budget with the new recruits.
- Successfully appointed a Team Leader for Flintshire Connects to manage the day to day operations of all the centres and develop new services available through Connects.
- Established good working relationships with partner organisations and joined up approaches to developing working arrangements.
- Footfall at Flintshire Connects Holywell exceeded the projected target.

2. Implement a newly modernised website with increased and improved digital services

Progress Status

Progress RAG

A

Outcome RAG

A

What we did in 2013/14

- The Council's new website went live on 1 October 2013. The new Content Management System (CMS) technology will enable the Channel Shift project to move forward with its plan to increase the number of transactional services provided online. A mobile version of the website was launched to provide a better customer experience for those using smart phones and tablets.
- Since early 2014 a post implementation review of the new website has been on-going, taking account of feedback received, the Society of IT Management (SOCITM) Better Connected report and other benchmarking information.
- The use of Twitter has increased significantly with the number of followers of the Flintshire account at over 6,000 by the end of the year. Twitter is being used to provide information to followers and is becoming a very effective way to communicate instantly with customers (e.g. during periods of severe weather) and to resolve simple issues.

What went well

- The launch of new website to improve accessibility, enable access to the website via mobile technology and avoid excessive annual maintenance charges.
- Reduction of content that was no longer relevant or not customer focussed.
- Social media presence has improved via the use of Twitter.

What did not go so well

- Technical problems with the website were experienced particularly during the first 2 months of operation.
- A reduced rating in the annual "Better Connected" report published by SOCITM which benchmarks local government websites.
- Mixed feedback from customers on the look and feel of the website and the content.

3. Launch the new Flintshire mobile application “app”

Progress Status

Progress RAG

G

Outcome RAG

G

What we did in 2013/14

- Flintshire’s bilingual mobile app was launched in October 2013. The App allows customers to contact the Council on Apple, Android and Blackberry devices. Flintshire is the first council in Wales to offer a fully bilingual mobile app available for use across a range of mobile devices.
- Customer Services deal with incoming enquiries from the App and the intention is to develop the App further with integration to back office systems and the facility for customers to make on-line payments.
- A marketing plan was prepared to promote the App and encourage customers to contact the Council using this facility.

What went well

- Mobile App was launched at the same time as the new website.
- The App is simple to use and fully bilingual.

What did not go so well

- Take up (i.e. download and registration) of the App by customers has been slower than anticipated.

4. Review and improve our Customer Service Standards

Progress Status

Progress RAG

G

Outcome RAG

G

What we did in 2013/14

- A revised Customer Service Policy was prepared for consultation which sets out customer service standards and guidelines for staff to follow.
- Customer Service Award training has successfully been undertaken by 100 Leisure Services employees. The feedback from employees is positive with many wishing to develop further by enrolling on a Customer Service NVQ framework with Coleg Cambria. 226 employees have successfully completed the Award in total.

What went well

- New customer service policy and standards drafted.
- 226 employees successfully completed Customer Service Award training.
- Customer Service Award training was adopted by a neighbouring Council, an excellent example of partnership working between Flintshire and Coleg Cambria and testament to the standard of customer service being promoted.

What we will do 2014 onwards

- Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.
- Continue to review and improve our Customer Service Standards, monitoring customer satisfaction ratings.
- Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Priority: Modern and Efficient Council
Sub-Priority: Single Status
Impact: Achieving a fair and affordable pay and grading structure

We said in 2013/14 that we would:

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Full agreement was reached to a new Pay and Grading model under Single Status. Following a successful 'yes' vote in a ballot of union members in April 2014, an implementation date of 1st June 2014 was achieved.

What went well

- The size and scale of the changes required to achieve a new Pay and Grading model demanded significant involvement from all key stakeholders including management, unions and members. A high level of commitment was shown by all parties to achieve the Agreement balancing the needs of the employees with affordability.
- The focus on programme planning, communication to employees and the establishment of a dedicated help line to answer queries from employees were all areas of success.

What did not go so well

- The requirement for every employee to sign a COT3 settlement agreement to waive their rights to bring a future Equal Pay claim in exchange for a Single Status Payment (e.g. Implementation payment for those set to gain) required detailed planning and additional resources. The timing of this exercise ran in parallel with the pay and grading, this resulted in some employees having grade and pay adjustments after 1st June implementation date.

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation

Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> The Council gained agreement to a modernised set of terms and conditions of employment which were implemented on the 1 June 2014. <p>What went well</p> <ul style="list-style-type: none"> Co-operation of management and union colleagues with the joint aim of achieving agreement to the terms and conditions of employment. <p>What did not go so well</p> <ul style="list-style-type: none"> Time consuming and complex analysis and revision of employment data was required to provide a robust basis for amending pay and grades for employees, which led to a delay in the implementation date. 				

3. Resolving and settling potential equal pay claims

Progress Status	Progress RAG	G	Outcome RAG	A
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> A settlement strategy was agreed to resolve and settle potential equal pay claims. Implementation and signing of COT 3 agreements by every employee will commence in June 2014 with an aim to complete these by August 2014. <p>What went well</p> <ul style="list-style-type: none"> Joint working with management, legal advisers, unions and ACAS. <p>What did not go so well</p> <p>The requirement for every employee to sign a COT 3 to accept the new terms and conditions and jointly agree to waive any further equal pay claim required detailed planning than anticipated given the timing of this exercise, which ran in parallel with the changes to the new pay and grading model taking effect on the 1 June.</p>				

What we will do 2014 onwards

The Single Status was close to completion by the end of 2013/14. A new sub-priority (People Change and Development) has been introduced for 2014/15 which aims to implement the People Strategy, focusing on:

- Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
- Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
- 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.
- Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During 2013/14 the Council continued to implement its Strategic Equality Plan (SEP) 2012/16. The SEP Annual Monitoring Report for 2013/14 was published September 2014.

There remain areas for improvement. The purpose of the SEP is to reduce known inequalities for protected groups identified in the Equality Act. Capturing baseline data is critical to being able to measure improvements and to check whether specific inequalities have been reduced by 2016. Baseline data is still being captured in many areas. However, it should be available in future annual reports and will contribute to analysis, benchmarking and setting targets for improvement. The other area for improvement is ensuring equality impact assessments (EIA) are undertaken more routinely and consistently. A new toolkit has been developed which incorporates both Welsh language and equality impact assessments with the aim of streamlining the impact assessment process.

In addition a separate Workforce Information Report for 2013/14 will also be published by March 2015. This report, as required by the public sector equality duties, provides the results of equality monitoring in employment, this includes a breakdown of the workforce by the majority of protected characteristics. Equality monitoring supports the Council review employment practices and procedures to assess if there are any potential or actual areas of direct or indirect discrimination and identify areas to make change and implement positive action if needed.

The Council has also undertaken other activities to promote equality including:

- Launching a Domestic Violence Workplace Policy and providing briefing sessions for managers.
- Raising a flag on 20 November 2013 to commemorate the Transgender Day of Remembrance in memory of all Trans people who have lost their lives to transphobic violence and to raise awareness of issues affecting the Transgender community.
- Raising the Rainbow flag during February 2014 to celebrate and increase awareness of Lesbian, Gay, Bisexual, Transgender (LGBT) History Month.
- Altering two Leisure Centres to incorporate "[Changing Places](#)" facilities - Connah's Quay swimming pool and Holywell Leisure Centre.
- Promoting reporting of Hate Crime through the Council's website.

Welsh Language Scheme (WLS)

The WLS Monitoring Report 2013/14 shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met. However, initiatives have been undertaken to accelerate progress and to raise the profile of the importance of Welsh language. To celebrate St David's Day:

- a recording of the Director of Lifelong Learning, discussing the importance of learning Welsh, was published on the intranet
- pupils from the Welsh medium secondary school performed in the staff bistro during lunch time period
- information about Welsh language training was promoted
- translations of key words and phrases for use in the office, during meetings, on e-mails were circulated to employees
- lanyards and badges with the Welsh speaking logo were provided for Welsh speaking employees
- employees were encouraged to complete the Welsh language skills audit

The Welsh Language Scheme will be replaced in 2015 by the introduction of the new Welsh Language Standards.

Services have also been making progress promoting Welsh language. Social Services for Adults are working towards "More Than Just Words", the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care which has been developed by the Welsh Government. This framework will support Social Services for Adults to mainstream Welsh language provision and meet the requirements of the WLS. Objective one in the Strategy for Flintshire Libraries is to "provide a bilingual service in accordance with the Flintshire County Council Welsh Language Policy"

Although there has been some improvement, some of the actions from the WLS remain outstanding from 2009, when they were identified as improvement areas by the Welsh Language Board. Work on these actions will be accelerated during the next 12 months to ensure they are completed.

Moving Forward

Although there has been progress in both the SEP and WLS, there has been inconsistent progress across Directorates. Focussing on the links between equality, Welsh language and the Improvement Plan has contributed to integrating them within the Council's Business Planning processes. The aim is to mainstream them into employment practice and service design and delivery. Annual Heads of Service performance reports have provided progress on both the SEP and WLS and a similar arrangement will be developed within the new management structure and business planning process.

Environment / Sustainable Development

The Local Government Act (2000) provides a duty of well-being for local authorities in Wales to ensure the social, economic and environmental well-being of their communities. The Climate Change Act 2008 states all public bodies in Wales are accountable for reducing greenhouse gas emissions and planning to adapt for a changing climate. Part 4 of the Act requires public bodies to report on progress of adaptation measures to reduce vulnerability to their organisations and their communities. In preparation for Part 4 of the Act, Flintshire County Council was selected as part of a project entitled Changing Climate Changing Places. The aim of this project was to explore climate adaptation planning and resilience, with the aim of reducing the climate change vulnerability in Flintshire.

Partners of the Local Service Board and other organisations have been working together to tackle the problem of carbon emissions and finding solutions to adapt to a changing climate. The partners have agreed an ambitious reduction programme for carbon emission where partners work towards a collective target of an 80% reduction in carbon emissions by 2050 with a year on year reduction of at least 3% from non-domestic properties. Whilst Flintshire County Council achieved a small increase (1.51%) for 2013/14 its cumulative decrease since the programme began is 18.53%.

It has been agreed that the work on Climate Change Adaptation continues to include a focus on:

- Improving the resilience of existing development and infrastructure to the impacts of a changing climate.
- Promoting new development and infrastructure to be designed, located and constructed for a climate it will need to tolerate over its lifespan.
- Reducing social inequality including health.
- Promoting adaptation of the natural environment.
- Assisting all our partners to integrate climate change planning in their business planning cycles.
- Preparing business and the community for a changing climate.

This work is being undertaken with partners as part of a Local Service Board project: Statement of Ambition: Priority 4: Organisational Environmental Practices.

Partnership and Collaboration Activity

Strategic Partnerships

Collectively, the LSB and the Strategic Partnerships are known as 'Flintshire in Partnership'. Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. Partnership activity highlights for 2013/14 are detailed below.

Children and Young People's Partnership (CYPP)

- The Families First funding transition commissioning was completed and all local projects are fully functioning.
- Team Around the Family (TAF) is fully operational and has recruited a further full time officer, however referrals have increased beyond capacity despite having additional staff.
- The Parenting Strategy Group has continued to build upon the work of previous years and is being recognised by other authorities for its innovative work.
- Sure Start (Family Support) Provision, Parenting Provision and the Time for Change projects are demonstrating positive outcomes for families.

Community Safety Partnership

- Signed up to the North Wales Community Safety Plan, 2014/17.
- Received Cabinet approval of and introduced the Domestic Abuse workplace policy for Flintshire County Council employees.
- Commissioned a number of service user recovery programmes that will improve longer term and sustainable recovery from substance misuse.
- Awareness campaign to target older people misusing alcohol and a successful White Ribbon campaign targeting young people.
- Leading on the 'People are Safe' priority for the Local Service Board (LSB).
- All secondary schools in Flintshire have received theatrical performances from the 'Cat's Paw' theatre company whose aim it is to raise greater awareness of domestic abuse and sexual violence amongst young people in year 9.
- Performed as an effective Multi Agency Risk Assessment Conference (MARAC), addressing the support needs of high risk victims of domestic abuse.
- Adopted intelligence led approach to identify crime and disorder trends through the monthly Anti-Social Behaviour and Crime Tasking Groups.

Flintshire Housing Partnership

- Shared data between Council housing and Register of Social Landlords (RSL) partners on the effects of Welfare Reform and the strategies each landlord was employing to mitigate those effects.
- Supported the Houses into Homes revolving loan fund for long term empty properties, creating high quality rented accommodation.
- Monitored the condition of the rented sector through the private sector support team, issuing bonds to landlords against appropriate properties.

- Reviewed the quality of known Houses in Multiple Occupation and established works of improvement required.
- Expended over £4M in Social Housing Grant, against an indicative allocation of £1.5M supporting a total of 87 socially rented units of accommodation to be built by partner RSL's
- Prepared in conjunction with the Council's Regeneration Service a successful bid for funding through the Vibrant & Viable Places regeneration framework.

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

- Statement of Intent relating to older people (over 65) with complex needs and county level action plan devised and implementation commenced.
- A regional bid was submitted to Welsh Government to secure Intermediate Care Funding, which was subsequently approved.
- Co-located one health and social care team in North West Flintshire.
- Introduction of Enhanced Care Service within North West Flintshire.
- Involvement in the regional development of a simplified and common assessment process for older people.
- The Flying Start Project has expanded from a service for 743 children in 2012-2013 to a service to 1078 children during 2013-2014 delivered by four integrated and co-located locality teams.
- Opening of Llys Jasmine Extra Care Home with specialist dementia accommodation in October 2013. There are a total of 61 one and two bedroom apartments, 15 of which are for people who have dementia. There are also 2 bungalows on site offering accommodation of people with Learning Disabilities.
- The Transition Team was established. Work continues to take place to reduce the number of out of county placements although it is not possible to meet all young people needs within the county.

Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB)

- During this period the Board has been chaired by the Director of Social Services for Wrexham and the Vice Chair has been the Chief Officer Social Services Flintshire.
- The Board continued to meet its statutory duties on a local level whilst working towards the transfer of responsibilities to a Regional North Wales Board. This transformation is expected to be completed by the end of 2014.
- The Board concentrated on collating and analysing the number, nature and outcomes of Part 4 Investigations i.e. following allegations of professional abuse.
- Members underwent mentoring with a view to chairing and reviewing Child Practice Reviews which replaced the Serious Case Reviews in Wales.
- The Board disbanded its SUB Regional Training Group due to the establishment of a Regional Training and Workforce Development Group.
- The Information Sharing Protocol (ISP) was endorsed.

Regeneration Partnership

- Progressed development of the Deeside Enterprise Zone (DEZ) – This will be a catalyst for the Northern Gateway development attracting new investment opportunities, creating an estimated 7,000 new jobs and deliver sustainable regeneration helping to transform communities both in Deeside and across North Wales. An estimated 1,100 jobs have already been created.
- The Welsh Government Vibrant and Viable Places programme has been secured for Deeside with over £6m of funding available for housing and regeneration projects over the next three years.
- Implementation of the North East Wales Town Centre Regeneration project, led by Flintshire County Council, and covering Flintshire and Wrexham progressed throughout the year. To date, two projects have been completed and another 10 are in development.
- A Destination Management Partnership has been formed to lead the approach to the visitor economy in Flintshire. This approach is complementary to wider town centre management, rural development and business development activity.

Voluntary Sector Compact

- Continued support of the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) the efficiency programme.

Youth Justice

The Flintshire Youth Justice Service (YJS) continues to develop services that prevent young people from entering into the criminal justice system: -

- The Flintshire YJS is taking a leading role in implementing the Bureau model in Flintshire, an approach underpinned by restorative justice and a needs-led theory base. By acknowledging their wrong-doing the young person is able to make amends and be diverted out of the criminal justice system if core criteria are met. It is anticipated that this initiative will mirror its application elsewhere in producing further reductions in First time entrants.
- Process mapping and Communication strategies have begun to be developed in order to coordinate the integration of Conditional Caution Panels into the proposed Bureau model.
- The numbers of young people attending Youth and Crown Court appears to have plateaued and those attending have a range of complex needs which require a multi-agency response.
- The Flintshire YJS has contributed to consultations regarding both the merging of Flintshire and Wrexham Youth Magistrate Panels into a single local Justice Area and in the reconfiguring of Youth Court sittings with the proposal for same day scheduling for Youth Courts in Wrexham and Mold being finalised.
- The YJS continues to secure engagement with victims of crime and anti-social behaviour. Activities contribute significantly to a reduction in repeated reoffending and in addressing the victim's need for justice, sense of understanding and safety.

Regulation, Audit and Inspection

Each year the Auditor General for Wales must report on how well Welsh councils are planning for improvement and delivering their services. Drawing on the work of the relevant Welsh inspectorates (e.g. Estyn for Education and the Care and Social Services Inspectorate – CSSIW), as well as work undertaken by the Wales Audit Office (WAO) on behalf of the Auditor General, the WAO published a report in June 2014.

Overall the Auditor General concluded that:

- The Council made good progress against the improvement priorities that they looked at and improved its overall performance against the national indicators.
- The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements.
- The Council had enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead.
- The Council is likely to make arrangements to secure continuous improvement in 2014/15.

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

- The Council is making progress against its five year affordable homes target and is on schedule to achieve the Welsh Housing Quality Standard by 2020, but performance at preventing homelessness has been inconsistent.
- Social Services performance has continued to improve across a range of areas, particularly the support provided for adults; some aspects of both children's and adult services are performing strongly.
- Flintshire schools provide good value for money but there is scope for even greater efficiency within the education system
- The Council is taking action to strengthen its arrangements for implementing its Welsh Language Scheme, but has made limited progress in some areas.

CSSIW undertook a review of the Commissioning for Adult Social Care and published their report in April 2014. Overall it is very positive about the services in place for people living with dementia in this Authority. It stated that "Flintshire County Council's Commissioning Strategy for long term placements for older people with dementia is a comprehensive document which considers current and future demand and links this to budget information and state of the market place. The analysis and conclusion decisions are sophisticated and advanced and put the Council in the position of making sound long term decisions and managing the market rather than working in a reactive way. They also have a very detailed strategy for concerns".

Estyn undertook a monitoring visit in February 2013 which judged that the "local authority has made good progress towards addressing the recommendations" highlighted in a

previous inspection report. As a result the Council was removed from the follow-up category of Estyn Monitoring.

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

Corporate Health and Safety

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

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

The Corporate Health and Safety Steering (CHSSG) group facilitate and monitor the strategic development and progress of health and safety practice and this group meets quarterly. The group play a major part in identifying risk management priorities and demonstrates leadership in respect of health and safety strategy delivery for the Council and each of the Directorates presented to the group with their reviewed health and safety action plans, detailed accident/investigation statistics and claims data.

A Corporate Health and Safety Strategy was developed and the key performance measures for 2013/2014 were:

- All Services to have completed and presented Health and Safety Action Plans on a rolling programme as established by the Corporate Health and Safety Steering Group
- To monitor the number and trends of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) related injuries quarterly and annually
- The identification and implementation of appropriate health and safety training for senior staff including Directors, Heads of Service and Service Managers
- Implementation of Elected Member health and safety development training on topical issues
- Develop and implement Agile Health and Safety Standard and appropriate checklists and e-learning packages to support agile working programme
- Ensure a corporate profile with regard to health and safety is included within Directorate Service Plans.

All of the performance measures set above for 2013/2014 were met.

Directorate health and safety committees continued to meet regularly during 2013/2014 in order to identify operational health and safety issues, improvements, examples of best practice, review accident/incident/near miss reporting and monitor systems.

The council continues to provide a robust system for accident/incident/near miss reporting and all accidents that are reported under RIDDOR to the Health & Safety Executive (HSE) are investigated. All statistical data is gathered by the relevant Health and Safety Advisors and provided to the relevant services for detailed trend analysis.

During 2013/2014 a programme of audits/inspections was carried out by the Corporate Health and Safety team across the whole authority and a comprehensive programme of training carried out by the team including health and safety induction training, fire safety, lone working awareness and risk assessment training and the introduction of e-learning packages.

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

Draft

Appendices

Appendix A – Improvement Plan 2013/14 Risk Summary

Appendix B – Improvement Plan Measures data table

Appendix C – Improvement Target, NSI and PAM data table

Appendix D – Table of Collaborative Activity

Appendix E – Glossary

Feedback and how to Obtain Further Information

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

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

Thank you for reading our Annual Performance Report 2013/14.

A public summary of this report will be published before December and will be available on the Council's website.

Views and suggestions for improvement are welcome.

Please contact us on:

Tel: 01352 701457

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 OCTOBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **OUTCOME AGREEMENT 2013/14 – ASSESSMENT OF PERFORMANCE**

1.00 PURPOSE OF REPORT

1.01 To present an end of year position of progress against the Outcome Agreement for 2013/14.

2.00 BACKGROUND

2.01 Outcome Agreements were introduced by Welsh Government to identify how we work toward improving outcomes for local people against the Government's National priorities.

2.02 The current Outcome Agreement is a three year agreement (2013/14 to 2015/16) based on five strategic themes from the Welsh Government's Programme for Government. One broad outcome was selected from within each theme. The themes and outcomes were agreed by Welsh Government and approved by Cabinet:

- Growth and Sustainable Jobs – Supporting the economy and business
- Education – Improving school attainment
- 21st Century Health Care – Ensuring people receive the help they need to live fulfilled lives
- Welsh Homes/Supporting People – Welsh Homes, Improving Quality
- Tackling Poverty – Improving the skills of young people and families

The themes and outcomes are reflective of some of the Council's Improvement Plan sub-priorities.

2.03 The annual assessment of the Outcome Agreement is no longer based solely on the achievement of outcomes. The structure of the current Outcome Agreement framework comprises two distinct components: Part 1 - outcomes; and Part 2 – corporate governance. The Outcome Agreement Grant will also be split between two parts; 70% for the delivery of better outcomes and 30% based on standards of corporate

governance arrangements within the Authority.

- 2.04 For assessment of achievement of Part 1 the authority is required to provide a self-assessment report of the extent to which it has delivered against agreed outcomes. Scoring each outcome as **fully successful** (2 points), **partially successful** (one point) or **unsuccessful** (zero). The points credited to each outcome are totalled and the proportion of Outcome Agreement grant (70%) awarded is as follows:

Score	Grant
8 – 10	Full payment
6 or 7	75% payment
4 or 5	50% payment
Less than 4	No payment

- 2.05 Welsh Government make an initial assessment of each Authority's self-assessment report. It will discuss the evidence with the Authority to ensure it is fully understood. From this a preliminary view of the Authority's score will be taken. Welsh Government will then conduct a formal assessment of evidence and provide advice to the Minister on the delivery of part 1 of the Outcome Agreement and a recommendation of the proportion of Outcome Agreement Grant to which the Authority is entitled.
- 2.06 The Authority is not required to make a submission for assessment of Part 2. This is based on standards of corporate governance as reported by the Auditor General for Wales. Consideration is taken as to whether:
- The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers to provide assistance to the Authority through improvement assessment letters or reports following any special inspections; or
 - The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers to give direction to the Authority through improvement assessment letters or reports following any special inspections; or
 - The Authority has already had some, or all, of its corporate governance functions removed from the Authority, i.e. the Authority is already subject to statutory intervention.

- 2.07 The total possible grant for the Authority is approximately £1.458M.

3.00 CONSIDERATIONS

- 3.01 The first year's performance (2013/14) of the Outcome Agreement is complete and a self assessment of performance against the actions and measures has been undertaken. This assessment was that all 5

themes were fully successful.

Flintshire County Council – Outcome Agreement Self-Assessment 2013/14

		Basis	Evaluation	Max grant
Outcomes	Growth and Sustainable Jobs	Supporting the economy and business	Fully successful: 2 point	70%
	Education	Improving school attainment	Fully successful: 2 points	
	21 st Century Health Care	Ensuring people receive the help they need to live fulfilled lives	Fully successful: 2 points	
	Welsh Homes / Supporting People	Welsh Homes, Improving Quality	Fully successful: 2 points	
	Tackling Poverty	Improving the skills of young people and families	Fully successful: 2 point	
External Review	Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?		No	30%
	Existing intervention or formal tailored support programme?		No	

3.02 Given the assessment above, it was expected that Flintshire County Council will achieve the maximum ten points and be awarded the full grant.

3.03 The self-assessment report and a revised Outcome Agreement for year two (2014/15), which reflects changes to the Improvement Plan and proposals for changes to targets has been sent to Welsh Government.

Welsh Government have confirmed they will recommend to the Minister that 100% of the grant be paid and that they are satisfied with the revised content of the Outcome Agreement for year two.

4.00 RECOMMENDATIONS

4.01 Cabinet to note the progress made against the Outcome Agreement for 2013/14 and the Welsh Government's recommendation to the Minister.

5.00 FINANCIAL IMPLICATIONS

5.01 Welsh Government has confirmed that they will recommend to the Minister that 100% of the grant is paid.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti-poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equality implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 The Local Service Board will be informed of any collaborative or joint arrangements for achievement.

11.00 CONSULTATION UNDERTAKEN

11.01 The self-assessment report has previously been shared with the Chief Officers Team.

12.00 APPENDICES

12.01 Appendix 1 – 5 Detailed self-assessment reports

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Outcome Agreement 2013/17 report to Cabinet (17 September 2013)

Contact Officer: Vicki Robarts
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Email: Vicki_c_robarts@flintshire.gov.uk

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Strategic theme: Growth and Sustainable Jobs	Flintshire County Council					
Broad Outcome: Supporting the Economy and Business	Outcome 1					
<p>Why we focused on this outcome?</p> <p>In Flintshire we aimed to: -</p> <ul style="list-style-type: none"> • Meet the employment needs of local people. • Grow the local economy and create local wealth. • Attract businesses to support local economic growth. • Develop the energy and advance manufacturing sectors to fit with national priorities. <p>By developing Social Enterprise we aimed to: -</p> <ul style="list-style-type: none"> • Develop alternative model(s) of employment to expand the mixed economy market. • Grow the social enterprise business model. • Maximise social benefits in the community e.g. increasing training opportunities for young people; keeping local money in the community. 						
<p>Key Measure from the Improvement Plan Additional measure WG Tracking Indicator (There are no tracking indicators for this theme)</p>						
	Outturn 2012/13	Target 2013/14	Outturn 2013/14	Target RAG	Trend	Target 2014/15
How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>						
<ul style="list-style-type: none"> • Number of enquiries leading to inward investment in Deeside Enterprise Zone (DEZ), including the Deeside Industrial Park (DIP). 	36	35 - 45	37	G	Improved	40 – 50
<ul style="list-style-type: none"> • Number of people attending Flintshire Business Week (FBW) 	1876	2475 - 2525	2514	G	Improved	2525 – 2575
<ul style="list-style-type: none"> • Number of sponsors for FBW maintained 	40	40	30	A	Downturned	40
<ul style="list-style-type: none"> • Approval of the Northern Gateway site “masterplan” 	Not Applicable	March 2014	Sept 2013	G	Improved	Not Applicable
<ul style="list-style-type: none"> • Establishing a social enterprise from within the Council (targets are not applicable but actual 	0	1 within the Council	0.75*1	A	N/A	Not Applicable

figures will be reported annually)						
• Appointment of a part time project manager for the Social Enterprise project	Not Applicable	March 2014	Jan 2014	G	N/A	Not Applicable
• Agreement of the Social Enterprise investment plan	Not Applicable	June 2013	June 2013	G	N/A	Not Applicable
How well did we do it? Qualitative assessment of effectiveness/ evidence from surveys/ output data etc						
• FBW Evaluation – Percentage of attendees scoring FBW as 4 or 5 for the question “How useful was FBW to your organisation?” (Score 1 = Poor and 5 = Excellent)	Baseline Year 60%	Baseline or better	80%	G	Improved	62%-64%
• FBW Evaluation – Percentage of attendees who felt the event had presented opportunities to create new business leads	Baseline Year 35%	Baseline or better	This was not measured in this way, see narrative*4			35%-37%
• Secure capital seed corn funding by July 2013	Not Applicable	£50,000	£50,000	G	N/A	Unable to determine at present
Is anyone better off? Quantative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans						
• Percentage of enquiries that have led to investment in DEZ (includes the DIP)	42%	60%	54%	A	Improved	65%
• Number of jobs sustained within DEZ (includes the DIP)	1300	1400	396	R *2	Downturned	1000
• Number of jobs created within DEZ (includes the DIP)	431	600	838	G	Improved	1000
• Number of social enterprises supported (seed corn funding)	Not Applicable	Baseline to be established	0	N/A*3	N/A	5
• Relevant contracts that community benefit clauses have been applied to	TBC	100%	100%	G	N/A	100%

Additional Notes

*1 Double Click is at the point of becoming an operating social enterprise independent from Flintshire Council. The social enterprise is supported by the Council through with one major contract award and the presence of two Members on the Board. The RAG of amber and out-turn at .75 merely reflects the fact that Double Click is operating but not yet its own independent legal entity.

*2 Whilst performance has downturned this is due to an upturn in the economy so essentially a positive.

*3 The delay in the number of social enterprises supported is due to the project manager not being in post for most(3/4) of the financial year 2013 / 2014, the momentum needed to build contacts and relationships to support businesses and the delivery of the Flintshire Social Enterprise Fund.

*4 Attendees of Flintshire Business Week (FBW) were asked in feedback questionnaires if they were happy with the content of the programme and if they would be attending future events. 91% were happy that the content was relevant and 78% stated that they would be happy to attend future programmes

Key Achievements for 2013/14

- Promoted Deeside Industrial Park within the wider Deeside Enterprise Zone with property and land agents to raise awareness of DEZ to encourage relocation and expansion opportunities within the EZ.
- Worked in partnership with Welsh Government's Marketing team to develop promotional material, dedicated DEZ web pages and social media activity to raise awareness of DEZ as a desired location for Advanced Materials & Manufacturing sector businesses.
- Engaged with Welsh Government's Overseas Investment team, Economic Ambition Board, Mersey Dee Alliance, other Enterprise Zones and local business ambassadors to raise awareness of DEZ to maximise interest and potential for inward investment.
- Achieved 37 new DEZ enquiries against a target of 35-45. The number of enquiries steadily increased throughout the year.
- Achieved a 54% conversion rate from new enquiries to investment (expansion by local businesses and new businesses locating within the EZ) against a target of 60%. This conversion rate is an improvement on the 40% reported 2012/13.
- Supported DEZ businesses to apply for WG Business Rate Scheme and Economic Growth Fund which in turn supports sustainability and growth potential
- Safeguarded 396 jobs within the EZ operating a Rapid Redundancy unit with public and private sector partners when job losses were announced
- Achieved 838 new jobs within DEZ, a significant increase from 410 reported 2012/13

- Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment
- Phase 1 North Wales Advanced Manufacturing Skills & Technology Centre feasibility study was completed to develop a focus for the key advanced manufacturing sector in Flintshire and North Wales in partnership with WG, HE, FE and private industry. Phase 2 NWAMSTP feasibility study to be completed, dependent on release of funds from WG.
- The Northern Gateway site is in two ownerships, Praxis and PochinRosemound Development Limited (PRDL). Both landowners are pursuing development on their own holdings via separate planning applications. To this end the Council has developed a Framework Masterplan document in order to provide consistent guidance to both parties in relation to key strategic requirements that the Council has for how this site should be brought forward and developed. This was approved by Planning Committee on 4th September 2013. Flood mitigation work has been agreed and work will commence in summer 2014. Special Planning Committee agreed the mixed use outline application for the remainder of the site. Worked in partnership with local business ambassadors to introduce potential investors to the local business community.
- Provided support to existing businesses to develop bids with parent companies to maximise opportunity for growth and expansion within Flintshire.
- Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people.
- Worked in partnership with Communities First, Careers Wales, DWP, Job Centre Plus, HE, FE to raise awareness of self-employment and local career opportunities and workforce development.
- £50,000 Flintshire Social Enterprise Fund was established to assist new and emerging local social enterprise to grow and develop. The Fund is attracting interest and applications from the social enterprise sector. We have a robust application process in place and this is based upon how well the applicant meets the priorities of the Council and how viable the proposal is.

A part time project manager is in place to develop Board activity, raise the profile of social enterprise (and specifically Flintshire Council's impact with social enterprise), deliver the above mentioned grants programme and seek and secure further resources for the delivery of social enterprise support and development.

In 2014 changes will be made to the delivery structure for FBW streamlining activity to provide a more strategic overview of the Flintshire economy, reducing the number of pre FBW activities for sponsoring organisations and relying more on social media to promote the event. These changes will result in added value for money whilst retaining integrity of the Programme.

Strategic theme: Education		Flintshire County Council				
Broad Outcome: Improving School Attainment		Outcome 2				
Why we focused on this outcome?						
<ul style="list-style-type: none"> • To achieve better learning outcomes for all children and young people. • To achieve consistently high learner outcomes across schools. <p>To support the national Welsh Government priorities by:-</p> <ul style="list-style-type: none"> ○ Improving literacy levels; ○ Improving numeracy levels; ○ Raising standards by sharing best teaching practice and resources across schools and the region; and ○ Raising standards through effective use of new technologies. <ul style="list-style-type: none"> • To improve further through implementing the agreed actions from the Estyn inspection of Local Authority Education and Services for Children and Young People in Flintshire. • To develop the design and building of planned new schools and the post 16 centre at Connah's Quay. • To improving governance and financial resilience and reduce surplus places through having fewer schools. 						
Key						
Measure from the Improvement Plan						
Additional measure						
WG Tracking Indicator						
	Outturn 2012/13	Target 2013/14	Outturn 2013/14	Target RAG	Trend	Target 2014/15
How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>						
<ul style="list-style-type: none"> • Establish subject forums within the secondary sector (sharing of best practice and resources) 	Not Applicable	Forums established from Sept 2013	Achieved	G	N/A	Not Applicable
<ul style="list-style-type: none"> • Establishment of cross phase (Pedagogy) learning consortium groups 	Not Applicable	Cross Phase groups established from Sept 2013	Collaborative Steering Group has been	A	N/A	April 2014

			established				
<ul style="list-style-type: none"> • 21st Century Schools Programme <ul style="list-style-type: none"> ○ Completing consultation (Holywell, Connah's Quay and Queensferry) ○ Ministerial Approval for 21st Century Schools Programme ○ Submission of planning application for the Post 16 Hub ○ Setting up of local advisory board for the Post 16 Hub 	Not Applicable	Complete consultation for Holywell, Connah's Quay and Queensferry (July 2013)	Achieved Sept 2013	G	N/A	Complete Consultation for Saltney and Flint (Summer 2014)	
		Approval by WG of outline business case	Outline Business Case Approval Achieved October 2013	G	N/A	Submission Autumn 2014 and approval of full business case by WG for 21 st Century Schools programme	
		Submission of planning application for the Post 16 Hub	Submission of planning application for the Post 16 Hub (March 2014)	Approved	G	N/A	N/A
		Setting up of local advisory board for the Post 16 Hub	Develop governance arrangements	Drafted	G	N/A	Approval Autumn 2014

<ul style="list-style-type: none"> Introducing wireless technology in all schools 	Not Applicable	Not Applicable	WG project – slippage to Oct 2014	N/A	N/A	100% by Easter 2014
How well did we do it? Qualitative assessment of effectiveness/ evidence from surveys/ output data etc.						
<ul style="list-style-type: none"> Maintain or improve attendance at Primary Schools (EDU/016a) 	94.5%	94% - 95%	94.16%	G	Downturned	94% - 95%
<ul style="list-style-type: none"> Maintain or improve attendance at Secondary Schools (EDU/016b) 	93.1%	93% - 94%	93.33%	G	Improved	93% - 94%
<ul style="list-style-type: none"> Reduce the percentage of surplus places (primary) 	17.83%	Reduction year on year	16.31%	G	Improved	Reduction year on year
<ul style="list-style-type: none"> Reduce the percentage of surplus places (secondary) 	16.52%	Reduction year on year	17.37%	A	Downturned	Reduction year on year
<ul style="list-style-type: none"> Percentage of schools inspected during academic year graded as good or excellent by Estyn for Current Performance or Prospects For Improvement 	64%	60% or better	85%	G	Improved	60% or better
Is anyone better off? Quantative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans						
<ul style="list-style-type: none"> The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent) 	77.3%	75% - 78.3%	79.6%	G	Improved	78.4% - 81.4%
<ul style="list-style-type: none"> The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1st Language (EDU/017) 	59.6%	60% - 63%	62.15%	G	Improved	63% - 65%

<ul style="list-style-type: none"> The percentage of learners achieving the Core Subject Indicator at Key Stage 4 	57.6%	58% - 62.3%	59.0%	G	Improved	60% -65.5%
<ul style="list-style-type: none"> The percentage of learners achieving GCSE grade C or above in Mathematics 	69.4%	69% - 71.5%	68.5%	A	Downturned	69% -72.4%
<ul style="list-style-type: none"> The percentage of learners achieving GCSE grade C or above in English 	69.2%	69.5% - 75.1%	72.7%	G	Improved	72% -75.5%

Additional Notes

Key Achievements for 2013/14

The Secondary Forums have successfully been established and are now led by school-based staff. This has retained the facility to provide peer support utilising the WG preferred model of school to school support, which was previously driven by local authority officers. The model also provides opportunities for the development of leadership skills and forum leaders have responded positively to the challenge. Headteachers continue to support the forums and have agreed to release staff to attend extra sessions in 2014/15.

The Collaborative Steering Group was established in June 2013. Meetings have been held to agree Terms of Reference and key priorities for development. Schools have started to take this forward but this is not yet consistent across all consortia. An audit will be undertaken in the Autumn Term 2014 to establish a common baseline to work from.

Funding is also targeted at the Foundation Phase Partnerships. These facilitate collaborative working between schools and ensure best practice is cascaded and implemented and contributed to the improved Foundation Phase outcomes in 2013. This is recognised as an effective model and is ongoing.

Consultations on the 21st Century Schools Programme were completed at Holywell, Connah's Quay and Queensferry. The outline business cases for change of age range to schools (HolywellHigh School, Connah'sQuayHigh School, JohnSummersHigh School, Queensferry CP, St Ethelwold's VA) and the closure of the Croft Nursery. These were submitted for ministerial approval in July 2013 on schedule.

Planning application for the Post 16 Hub has been approved and contractors have been appointed. Initial drafts of the Advisory Board procedures have been produced and will be submitted to Governing Body of Coleg Cambria in Autumn 2014.

The programme for introducing wireless technology in schools continues. Many of the schools are fully provisioned but project completion is dependent on the delivery of upgraded communication links. This is a Welsh Government managed project and there has been slippage to 31st October 2014.

Attendance in both primary and secondary schools has remained a key priority. The continued inclusion of target setting for attendance as part of the System Leader school visits has further heightened awareness of this and schools are actively responding. The Welsh Government Attendance grant has been administered regionally and led by Flintshire officers. A menu of support has been made available to schools who have been identified through attendance data or self-referral. This additional support has been very well received and resulted in changes of policy and practice in schools and improvement in targeted schools.

Secondary schools continue to be affected by the demographic downturn in the number of learners which increases the number of surplus places in schools. This will be reversed in part when the larger year groups in primary transfer into the secondary sector.

The number of schools achieving Good for either current performance or prospects for improvement is significantly above target. Schools have a greater understanding of the use of data, the importance of effective self-evaluation and strong distributed leadership. This has been achieved through local authority training and support opportunities, and the challenge provided through System Leaders.

Outcomes achieved by learners in secondary schools, particularly at KS4, continue to improve with learners in Flintshire more likely to achieve the key indicator of 5 A*-C grades at GCSE, including Mathematics and English/Welsh than anywhere else in Wales. The data represents the full cohort of KS4 learners including those who had not maintained their place at school, some of whom would not have been counted in previous years.

Outcomes in GCSE Mathematics in mainstream schools did improve by 0.4% when compared to 2012. However, the larger numbers of learners being counted in Education Otherwise Than At School (EOTAS) resulted in an increased negative effect on the County figure compared to that for the mainstream schools alone. Outcomes remain positive when compared to Wales as a whole, the Flintshire figure being over 8% higher than the national average.

The Local Authority has continued to target support at improving outcomes for all learners in Flintshire schools, with a particular focus on national priorities of Literacy/Numeracy development, reducing the impact of poverty and youth engagement, e.g.:

14-19 grant in 2013-14 was used to support a range of vocational and other collaborative activities for learners in English and Welsh mediums. This has contributed to schools meeting the needs of the Learning and Skills Measure and achieving improved outcomes in the Level 1 & 2 Threshold. The 14-19 grant criteria for 2014-15 focuses on the Youth Engagement and Progression Framework and in particular the reduction of the number of 16 year olds Not In Education, Employment and Training (NEET). It will support:

- Personal Support Programme in Inclusion Service to re-introduce those already dis-engaged and in danger of becoming NEET
- A programme of skills development for 14-16 year old learners who have dis-engaged from mainstream schools, delivered at Coleg Cambria
- A pilot programme of activities designed to engage, build confidence, fitness, self-discipline and motivation to work effectively in a team, targeting young people identified as likely to disengage from learning in school, aiming to ensure they maintain their school place and make the best of the learning opportunities provided.

A conference, focusing on the Sutton Trust strategies to improve learner outcomes has been organised to support schools as part of a series of sessions on the effective use of the Pupil Deprivation Grant.

Working in partnership regionally, all 6 LAs in North Wales contribute an element of retained School Effectiveness Grant towards the National Support Programme and the employment of Associate Partners (APs) who in turn support schools to improve literacy and Numeracy skills in learners. APs work with targeted schools on identified areas of need and 15 schools within Flintshire have accessed support across the year. The impact of the intervention will be monitored through learner outcomes in the National Literacy & Numeracy Tests and will be available in the Autumn term 2014.

An Early Language Intervention project has been established to support the identification and targeted support of language acquisition in the Foundation Phase. This was initiated in light of concerns at end of Foundation Phase outcomes and a significant increase in the number of children for whom English is an additional language. The project ran initially for 2013/14 but following the evaluation of positive impact for learners, will continue in 2014-15.

The LA Inclusion Service has targeted funding at Primary schools to improve the understanding of schools' responsibilities

towards children with Additional Learning Needs. This has had a particular focus on multi-agency involvement with the aim of identifying effective strategies of support and the successful implementation of external professional recommendations into individual education plans.

Retained funding from the School Effectiveness Grant (SEG) was also used to support identified schools with specific needs in meeting the national challenges and targets (literacy, numeracy and reducing disadvantage)

A 'Talk for Writing' training event, focused on the strategies promoted by Pie Corbett has been targeted at the primary sector. This was well attended and received excellent feedback from attendees. A number of schools have identified an intention to further build on this buying in additional training in this area from their own resources or future delegated grant.

Wireless technology being rolled-out. Infrastructure complete by April 2014.

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Strategic theme: 21 st Century Health Care	Flintshire County Council					
Broad Outcome: Ensuring people receive the help they need to live fulfilled lives	Outcome 3					
Why we focused on this outcome? <ul style="list-style-type: none"> To maximise the independence of the ageing population and meeting the challenges of dementia. To prevent homelessness for people who are alcohol and drug dependent, victims of domestic violence, ex-offenders and young people including care leavers. To avoid unnecessary admission to hospital and support early and successful hospital discharges. To work with BetsiCadwaldr University Health Board (BCUHB) to develop the Enhanced Care Model in all localities in Flintshire as a result of the Health Review <i>Health Care in North Wales is Changing</i> 						
Key Measure from the Improvement Plan Additional measure WG Tracking Indicator						
	Outturn 2012/13	Target 2013/14	Outturn 2013/14	Target RAG	Trend	Target 2014/15
How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>						
<ul style="list-style-type: none"> Agreeing the regional plan for telecare / telehealth 	Not Applicable	March 2014	Achieved	G	N/A	Not Applicable
<ul style="list-style-type: none"> Commissioning Plans in place for: - <ul style="list-style-type: none"> Learning Disability Mental Health Services Dementia 	Not Applicable	November 2013	Achieved	G	N/A	Not Applicable
<ul style="list-style-type: none"> Development of one co-located community based health and social care team within Holywell locality 	Not Applicable	March 2014	Achieved	G	N/A	Not Applicable
Number of homes disabled adaptations were provided to, to promote independence (measure of demand/pressure on service to be reported each year, hence no targets set for future years)	404 homes	Not Applicable	583 homes	N/A	Improved	Not Applicable

<ul style="list-style-type: none"> Referrals to the Homesafe Service (victims of domestic abuse) (measure of demand/pressure on service to be reported each year, hence no target set for future years) 	170 people	Not Applicable	215 people	N/A	Improved	Not Applicable
How well did we do it? Qualitative assessment of effectiveness/ evidence from surveys/ output data etc						
<ul style="list-style-type: none"> The average number of calendar days taken to deliver a Disabled Facilities Grant for adults (PSR/009b) 	277 days	300 days	247 days	G	Improved	260 days
<ul style="list-style-type: none"> The average number of calendar days taken to deliver a Disabled Facilities Grant (PSR/002) 	283 days	300 days	246 days	G	Improved	260 days
<ul style="list-style-type: none"> Rate of delayed transfers of care for social care reasons (SCA/001) 	1.11 per 1,000	2 per 1,000	2.59 per 1,000	A	Downturned	2 per 1,000
Is anyone better off? Quantative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans						
<ul style="list-style-type: none"> Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement (SCAM2L) 	72.7%	71-75%	76.6%	G	Improved	71-75%
<ul style="list-style-type: none"> Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support (IA1.1L4) 	215 people	210-220 people	302 people	G	Improved	210-220 people
<ul style="list-style-type: none"> Homeless prevention for at least 6 months for households and individuals (including care leavers) (HHA/013) 	83.41%	85-90%	84.89%	A	Improved	85-90%
<ul style="list-style-type: none"> Gather patient stories where the patient has had positive experiences of Enhanced Care Service (one off activity) 	Not Applicable	3	Achieved	G	N/A	Not Applicable
<ul style="list-style-type: none"> 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 (SCA/018c) 	72%	73-78%	85%	G	Improved	76-81%

Additional Notes

Key Achievements for 2013/14

The Reablement and First Contact (Duty) teams are now fully established with the Reablement model embedded across Social Services for Adults. We have submitted a bid to WG for Intermediate Care Funding to further develop our partnership approaches in reablement and rehabilitation. There has been an increase in referrals for reablement in 2013/14 with 77% of those completing a package of reablement resulting in a package of care that was the same or less than they had previously had.

We chair the regional Telecare Programme Board which has been extended to include a trial of Telehealth, and the regional bid has been approved. We have invested in our capacity to hold telecare equipment locally and the number of people accessing telecare and telehealth continues to increase.

A new joint DFG Home Adaptations Improvement Action Plan with the aim of improving the time taken to deliver DFGs and minor adaptations in Flintshire has been agreed with Housing and is being monitored through team and joint meetings. It includes more minor adaptations going directly to Housing, thereby increasing the time OT's have for more major and complex work, "making best use of resources and avoiding duplication - do it right do it once".

We have reduced the times taken to deliver major adaptations with the average time people have to wait being 246 days, better than the all Wales average of 271 days, and better than our average last year.

Timescales for the completion of major and complex adaptations will continue to be a challenge. The move to e-tendering for Disabled Adaptations through the DFG process has yet to be completed.

The Learning Disability Commissioning Strategy 2012 - 2018 has been developed and aims to give people with Learning Disabilities more choice of where they live and who supports them to live as independently and safely as possible. Service users and carers were amongst the partners who developed the plan with an initial consultation workshop providing invaluable information about their expectations and needs. People told us about "living independently" "what makes a good home", and about "short term care".

The Mental Health Commissioning Strategy 2013 - 2018 builds on a joint vision with Health. Our strategy will see us build on the strong foundations to further promote the recovery approach, by increasing the training, education and work opportunities we offer. As part of the commissioning process we did test the market but decided to sustain our in-house model which, with a modest level of funding, is delivering good outcomes that complement the services we commission from the Voluntary Sector.

The final adult commissioning strategy to receive approval in 2013 was the Older People [Dementia Care Long Term Placements] Commissioning Strategy 2013 - 2018. It's focus is primarily residential care services but it recognises that much work is needed to improve the quality of life for people living with dementia in all settings. The overarching objective of this strategy is to ensure that people living with dementia have access to high quality person centred dementia care in the most appropriate settings to meet their needs and that there is sufficient provision available within Flintshire's boundaries.

Joint commissioning of dementia services with BCUHB continues to be a challenge – recommendations made by CSSIW after the recent inspection have been incorporated into an action plan which we are monitoring through Modernising Social Services Board.

Strategic theme: Welsh Homes / Supporting People	Flintshire County Council					
Broad Outcome: Welsh Homes – Improving Quality	Outcome 4					
Why we focused on this outcome?						
<ul style="list-style-type: none"> To provide a range of affordable and flexible rented housing to meet the need for additional homes To reduce the number of empty properties in Flintshire and bring them back into use To give applicants wider access to social housing through working together as landlords To meet the target of Welsh Government for all social housing being brought up to the Wales Housing Quality Standard To meet commitments given to tenants to improve their homes To maximise resources available to improve homes owned by the Council 						
Key						
Measure from the Improvement Plan						
Additional measure						
WG Tracking Indicator						
	Outturn 2012/13	Target 2013/14	Outturn 2013/14	Target RAG	Trend	Target 2014/15
How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>						
<ul style="list-style-type: none"> Agreement of a revised WHQS business plan with Welsh Government 	Not Applicable	January 2014	January 2014	G	N/A	Not Applicable
<ul style="list-style-type: none"> Develop and implement a strategy for the Private Rented Sector and associated action plan 	Not Applicable	Formal approval by the end 2013	March 2014	G	N/A	Not Applicable
<ul style="list-style-type: none"> Asset management strategy including options for energy funding, WHQS, regulation and compliance etc. to maintain and improve the housing stock 	Not Applicable	January 2014	January 2014	G	N/A	Not Applicable
<ul style="list-style-type: none"> Appointment of a Tenant Liaison Officer 	Not Applicable	July 2013	August 2013	G	N/A	Not Applicable

<ul style="list-style-type: none"> Number of new affordable homes funded through Social Housing Grant that meet the Code for Sustainable Homes Level 3+ (or better) 	51	69	87	G	Improved	85
<ul style="list-style-type: none"> Number of homes benefiting from improved domestic energy performance measures (also a measure in the Improvement Plan) 	588	200	449	G	Downturned	650
<ul style="list-style-type: none"> Number of additional affordable housing units delivered 	51	25	45	G	Downturned	85
How well did we do it? Qualitative assessment of effectiveness/ evidence from surveys/ output data etc						
<ul style="list-style-type: none"> Percentage of new affordable homes funded through Social Housing Grant that meet the Code for Sustainable Homes level 3+(or better) 	100%	100%	100%	G	Maintained	100%
<ul style="list-style-type: none"> Number of empty homes brought back into use via action by local Authorities (also a measure in the Improvement Plan) 	32	30	32	G	Maintained	30
<ul style="list-style-type: none"> Deliver the capital programme for improvement work streams in accordance with the programme. 	Not Applicable	£12m	£12m	G	Maintained	£13m
<ul style="list-style-type: none"> Develop a regional housing register and common allocations policy with partners 	Not Applicable	Agreed and in place February 2014	January 2014 (phased implementation)	G	N/A	Not Applicable
Is anyone better off? Quantative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans						
<ul style="list-style-type: none"> Percentage of tenants satisfied with the overall quality of their council house (* actual 	N/A	*83%	83%	G	N/A	86%

STAR survey result – biannual survey)						
• Overall annual fuel bill reduction for residents	£181,080	£75,000	£138,330	G	Downturned	£75,000
Capital Works Targets: -						
• Heating upgrades	1100	600	977	G	Improved	600
• Kitchen replacements	1100	922	1118	G	Improved	922
• Smoke detectors	2400	884	804	A	Downturned	500
• Bathroom replacements	62	0	200	G	Improved	222

Key Achievements for 2013/14

Agreement of a revised WHQS business plan with Welsh Government and development of an Asset Management Strategy

Flintshire County Council has agreed a revised business plan with Welsh Government to achieve the Welsh Housing Quality Standard by 2020. A number of surveys are to be procured to validate figures provided in the business plan and to inform a revised 6 year work programme for achievement of WHQS. These include: -

- Revised Stock Condition Survey – **Complete (first draft received)**
- Asbestos Consultancy and Surveying – **Surveying in progress for communal areas**
- Communal Heating – **Surveyor appointed to review maintenance plan for the Heights**
- Planning Stage – **Currently working through business models for the new plan**

The revised business plan will commit to circa £103m over the next 6 years to achieve WHQS. The agreed business plan highlights a number of alternative funding streams and efficiency and income generation targets to contribute towards achieving outcomes contained within the business plan i.e. ECO Funding, service charges etc. The reason that the provision of smoke detectors downturned this year is that the number provided was outperformed in the previous year, so the programme was slowed to bring it back on track.

Develop and implement a strategy for the private rented sector and associated action plan

Development of a private rented sector strategy was informed by a consultation undertaken with private rented sector landlords in late 2013. The PRS improvement plan, supported by the WLGA is in place and elements are being implemented, particularly where urgency exists e.g. changes to homelessness duties and the ability to discharge that duty in to suitable accommodation in

the private rented sector.

A key element of the plan was the establishment of North East Wales Homes, which offers the opportunity to engage much more closely with the private rented sector. This wholly owned council company aims to encourage the growth of the private rented sector by offering both leasing arrangements and property management services to the property owners. The company will work closely with those individuals who currently rent property, those who own vacant property and can be convinced to let it and those older home owners who wish to lease their property to the company and access the council's sheltered housing stock.

Positive feedback was received following the private rented sector landlord event held in quarter 3 of 2013. This allowed the council to consider the types of services North East Wales Homes should offer once established. The potential products and services were amended following the consultation exercise and provided an opportunity to engage more closely with the sector for the first time. The intelligence gained will be particularly useful prior to a requirement to license the PRS in 2015.

Number of affordable homes funded through social housing grant (SHG)

During the 13/14 financial year the Council allocated it's RSL partners £4m of social housing grant against an original allocation of £1.5M and was the highest level of grant expended across the 6 north Wales councils. 87 units of accommodation were delivered through social housing grant (including extra care.) All the properties met code for sustainable homes level 3 or better.

Affordable Housing

It has been a highly successfully year in terms of delivery of affordable housing. A total of 50 shared equity properties have been secured during this reporting period, compared to 41 in 2012/13. In addition £300,000 has been received in the form of commuted sums through Section 106 contributions. Again this is an increase on the £200,000 received during 2012/13. 10 gifted units were received in lieu of section 106 contributions across a number of new developments and agreement was reached for the provision of a further 15 units once built. Finally

Housing Options

Over the last financial year the service has improved performance across most indicators despite the challenges faced by changes in Welfare Reform and the wider economic climate.

Flintshire has maintained an 85% prevention rate which compares favourably to the national average of 62%. This forthcoming year, the housing options service are piloting the spirit of the Welsh Housing Bill 2015 in taking 'reasonable steps' to prevent homelessness for anyone within 56 days. (This could possibly result in additional demand for the service as well as a potential increase in the use of temporary accommodation.)

Over the past year, Community Support Services has taken over management of the housing register and the service is now embedded in the housing options team. A challenge for the service is the transfer of the current register and allocations policy over to the single access route to housing (SARTH), a common housing register in partnership with social housing partners which will be implemented later this year. A project planning group is overseeing the development to ensure this project is implemented successfully within timescales.

Empty Homes

As the 3% target for returning empty properties back in to use was comfortably met during 2012/13, with a final outturn on 5.96%; a more challenging target of 6% was set for this year (which equated to 32 properties). This target was met and a number of further initiatives have been progressed to assist in meeting the council's objective. According to the most recent information available there are currently 469 long term empty homes across, which continues the trend of decline for the overall figure.

The council is currently responsible for managing the Regional WG funding for Wrexham, Denbighshire, Conwy, Gwynedd and Anglesey, in addition to Flintshire funds. The total regional funds of £4,602,544 have been successfully allocated to all regions via the team over the last 2 years. The allocated funds will be recycled on a 2 or 3 year basis in order to support future projects.

Energy Efficiency

Given the levels of external funding levered in through ECO, Arbed and Feed In Tariff resources recycled from a previous CESP Scheme the council continues to outperform its energy efficiency targets across a range of measures. Works have been focused on the provision of external wall insulation, new 'A' rated boilers and new heating systems as part of the council's strategy to reduce fuel poverty and mitigate against falling household incomes as a consequence of welfare reform. Fuel bill reduction of £138,330 were achieved which outperforms the target of £75,000 set at the beginning of the year.

STAR Survey

The council completed this survey during 2013/14 which indicated identified increased satisfaction levels across most of the core indicators including tenant satisfaction which currently meets the target of 83%.

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Strategic theme: Tackling Poverty	Flintshire County Council					
Broad Outcome: Improving the skills of young people and families	Outcome 5					
Why we focused on this outcome? <ul style="list-style-type: none"> To extend and improve the education, employment and training opportunities available for young people. To improve the prospects of local people. To meet the needs of local employers. To help young people take the step from education to employment. To place and retain young people in work. 						
Key Measure from the Improvement Plan Additional measure WG Tracking Indicator						
	Outturn 2012/13	Target 2013/14	Outturn 2013/14	Target RAG	Trend	Target 2014/15
How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>						
<ul style="list-style-type: none"> Increasing the number of people who successfully establish and grow businesses (management information – targets not set for future years) 	In 2012 Flintshire supported business to create 573 new jobs and safeguard 1,300	Not Applicable	1741	N/A	Improved	Not Applicable
<ul style="list-style-type: none"> The number of apprenticeships in the public and voluntary sector (data provided by Coleg Cambria, FCC, Careers Wales, Jobcentre Plus) (management information – targets not set for future years) 	Apprenticeships 825 Traineeships 124 Work Experience Placements 219	Not Applicable	Apprenticeships 1757 Traineeships 68 Work Experience Placements 223	N/A	Improved	Not Applicable

<ul style="list-style-type: none"> Support the Enterprise Club and develop further clubs to assist with business starts (management information – target not set for future years) 	2 business starts	Not Applicable	12	N/A	Improved	Not Applicable
How well did we do it? Qualitative assessment of effectiveness/ evidence from surveys/ output data etc						
<ul style="list-style-type: none"> Launch the Employers Promise in the public sector to promote and enhance our roles as employers 	Not Applicable	March 2014	March 2014	G	N/A	Not Applicable
<ul style="list-style-type: none"> Set a marketing strategy to communicate the range of apprenticeship and training programmes available 	Not Applicable	March 2014	See narrative *1	A	N/A	Not Applicable
<ul style="list-style-type: none"> Increase the number and range of Communities First Job Club programmes (Establishment of job clubs initially before looking at programmes / events in future years) 	Not Applicable	3 rd Club by October 2013	October 2013	G	N/A	Not Applicable
<ul style="list-style-type: none"> Implement skills development programmes in partnership with local employers (phase 1) 	Not Applicable	March 2014	March 2014	G	N/A	Not Applicable
<ul style="list-style-type: none"> Securing high levels of 16 year olds in education, employment and training (EET) 	97.7%	Baseline or better	96.4%	A	Downturned	Baseline or better
<ul style="list-style-type: none"> Increase the number of <u>apprenticeship</u> disciplines to help reduce the skills gap (FCC) 	8	12	22	G	Improved	Baseline or better
Is anyone better off? Quantative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans						
<ul style="list-style-type: none"> Key stage 4 Free Schools Meals achieving level 2 including English/Welsh & Maths 	26%	Actual data was not yet	35.7%	N/A	Improved	49.5% - 52.5%

		available – Target not set				
<ul style="list-style-type: none"> % of 16 year olds who are not in employment or education training (NEET) 	2.3%	2.2%	3.6%	A	Downturned	2.0%
<ul style="list-style-type: none"> % of 16-24 year olds who are not in employment, education or training (NEET) 	7.8% average	Baseline or better	5.8%	G	Improved	Baseline or better
<ul style="list-style-type: none"> Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent) 	89.5%	92% - 94%	91.2%	A	Improved	94% - 95%
<ul style="list-style-type: none"> Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria 	154 employees	115 - 125 employees	146	G	Improved	120
<ul style="list-style-type: none"> Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria 	60% completed 34% still studying (2 years to complete) Total = 94%	85% - 95%	91%	G	Improved	90-95%
<ul style="list-style-type: none"> Numbers of Flintshire County Council employees attending specialist and or vocational courses 	185 NVQ's 572 Specialist Training	NVQ's 60 - 70 Specialist Training 180 - 200	122 886	G	Improved	80 200-220
<ul style="list-style-type: none"> Number of residents from Communities First areas completing accredited community based courses 	209 people	328 (164 per cluster)	249 (161 West and 88 East)	A	Downturned	Unable to determine at present

*1 The Single Integrated Plan for Flintshire incorporates the previously named “Making a Positive Difference Plan”, the CYPP strategic plan. This plan is complemented by the Engagement and Progression Action Plan Implementation Plan, which is Flintshire’s articulation of how we will ensure that we identify those at risk of becoming NEET (as soon as possible), broker support to channel the young person into the most appropriate provision and ensure that they have appropriate employability skills for the current labour market. We are in the process of developing a North Wales database, explaining the array of employment, training and education opportunities available to young people and this will be an additional service to the all-Wales COP database. Which will complement Career Wales who have developed a bespoke advisors’ database for use with clients.

Key Achievements for 2013/14

Skills and Learning/ Improving learner outcomes through the best use of targeted funding / Activity-led funding for schools and support services

A conference, focusing on the Sutton Trust strategies to improve learner outcomes has been organised to support schools as part of a series of sessions on the effective use of the Pupil Deprivation Grant.

An Early Language Intervention project has been established to support the identification and targeted support of language acquisition in the Foundation Phase. This was initiated in light of concerns at end of Foundation Phase outcomes and a significant increase in the number of children for whom English is an additional language. The project ran initially for 2013/14 but following the evaluation of positive impact for learners, will continue in 2014-15.

A joint training package between BetsiCadwallader University Health Board (BCUHB) and FCC has been developed to implement a motor programme aimed at improving all areas of development for Foundation Phase learners. This targets the main methods of learning through movement including visual, motor, perceptual and sensory. This is also an ongoing programme.

The LA Inclusion Service has targeted funding at Primary schools to improve the understanding of schools’ responsibilities towards children with Additional Learning Needs. This has had a particular focus on multi-agency involvement with the aim of

identifying effective strategies of support and the successful implementation of external professional recommendations into individual education plans.

Funding is also targeted at the Foundation Phase Partnerships. These facilitate collaborative working between schools and ensure best practice is cascaded and implemented and contributed to the improved Foundation Phase outcomes in 2013. This is recognised as an effective model and is ongoing.

Working in partnership regionally, all 6 LAs in North Wales contribute an element of retained School Effectiveness Grant towards the National Support Programme and the employment of Associate Partners (APs) who in turn support schools to improve literacy and Numeracy skills in learners. APs work with targeted schools on identified areas of need and 15 schools within Flintshire have accessed support across the year. The impact of the intervention will be monitored through learner outcomes in the National Literacy & Numeracy Tests and will be available in the Autumn term 2014.

Retained funding from the grant was also used to support identified schools with specific needs in meeting the national challenges and targets (literacy, numeracy and reducing disadvantage)

A 'Talk for Writing' training event, focused on the strategies promoted by Pie Corbett has been targeted at the primary sector. This was well attended and received excellent feedback from attendees. A number of schools have identified an intention to further build on this buying in additional training in this area from their own resources or future delegated grant.

WG Attendance grant has been administered regionally and led by Flintshire officers. A menu of support has been made available to targeted schools, who have been identified through attendance data or self-referral.

14-19 grant in 2013-14 was used to support a range of vocational and other collaborative activities for learners in English and Welsh mediums. This has contributed to schools meeting the needs of the Learning and Skills Measure and achieving improved outcomes in the Level 1 & 2 Threshold. The 14-19 grant criteria for 2014-15 focuses on the Youth Engagement and Progression Framework and in particular the reduction of the number of 16 year olds Not In Education, Employment and Training (NEET). It will support:

- Personal Support Programme in Inclusion Service to re-introduce those already dis-engaged and in danger of becoming NEET
- A programme of skills development for 14-16 year old learners who have dis-engaged from mainstream schools, delivered at Coleg Cambria

- A pilot programme of activities designed to engage, build confidence, fitness, self-discipline and motivation to work effectively in a team, targeting young people identified as likely to disengage from learning in school, aiming to ensure they maintain their school place and make the best of the learning opportunities provided.

Skills and Learning / Helping and protecting children and vulnerable families / Children and Vulnerable Families (Families First)

The Families First programme continues to be delivered until March 2015 and the programme has now fully commissioned the grant and all projects are fully functioning and delivering. The programme works to the National Outcomes and has an agreed outcomes framework to deliver to. A recent (April 2014) evaluation of the programme has been externally commissioned and reported to Welsh Government.

Skills and Learning / Young people fulfilling their potential / Youth Support Services

The service has appointed a new strategic manager w.e.f. 01.04.14. The service will now move forward to deliver the National Youth Work Strategy and the Youth Inclusion Progression framework. The Youth Work Strategy Support Grant has been fully allocated utilising a Result Based Accountability methodology and all projects are now in delivery mode for 2014-2015. The training element of the Support Grant has been agreed by Welsh Government and the informal learning programme is in place. A new approach to monitoring the support grant will be introduced during 2014 – 15 to ensure the most effective use of the allocated funding and report on outcomes. Allied to this appointment we have two new plans in place. Firstly, we now have a Youth Engagement and Progression Action Plan for Flintshire, this plan ensures mechanisms are appropriate to provide the best progression route and deliver the most positive outcome for Flintshire's young people. The second plan is the Employers' Promise, this is an amalgam of frameworks designed to ensure that we have high quality training, employment opportunities and attainment in the county from leading public sector employers.

Improvement Priority – Meeting the skills and employment needs of local employers – skills to align with business needs

The Council has been successful in attracting £6.024m of Welsh Government investment into Deeside through the Vibrant and Viable Places (VVP) programme. This will be used over the period 2014-17 to:

- Improve public and private sector housing stock.
- Create new homes above shops and on regeneration sites.
- Improve shop fronts and purchase and re-let empty units for new enterprises.
- Make small scale environmental improvements.

A new Deeside Partnership has been established which will oversee the progress of the regeneration programme in Deeside, including the VVP programme as well as wider programmes of work. The Partnership will ensure that the benefits of the Deeside Enterprise Zone are maximised as far as possible for the area and that the different streams of funding are co-ordinated effectively.

Phase 1 North Wales Advanced Manufacturing Skills & Technology Centre (NWAMS&TC) feasibility study has been completed to develop a focus for the key advanced manufacturing sector in Flintshire and North Wales in partnership with WG, HE, FE and private industry. Phase 2 NWAMS&TC feasibility study to be completed via funds from WG during 2015. The Centre will support the next generation of students, work placement's, apprenticeships and employees to future proof business sustainability within the sector.

Proposals to develop and implement Deeside Enterprise Zone Shared Apprenticeship Scheme with private industry was submitted for Ministerial approval. During a three year cycle, the scheme will support 60 apprentices in gaining a gold standard apprenticeship in areas of advanced manufacturing. The scheme will raise awareness of opportunities available in an effort to recruit the brightest local talent to the zone and ensure that we can provide the skills needed by local business. The apprentices will be employed by Coleg Cambria to reduce the burden on local companies.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16TH OCTOBER 2014**

REPORT BY: **CHIEF OFFICER (SOCIAL SERVICES)**

SUBJECT: **REGIONAL SAFEGUARDING CHILDREN'S BOARD PROPOSAL**

1.00 PURPOSE OF REPORT

1.01 To seek Cabinet views on the implementation of Regional and Local arrangements for safeguarding children.

2.00 BACKGROUND

2.01 As a result of the Children Act 2004 Local Safeguarding Children's Boards (LSCBs) were established. Three sub-regional LSCB were established across North Wales (Flintshire and Wrexham representing North East Wales).

2.02 The Welsh Government announced in 2011, as part of the Social Services and Well-being Act (2014), the three sub-regional LSCB take greater steps to promote integration and collaboration and move towards a regional structure (September 2014).

2.03 From 23rd September 2014 the North Wales Safeguarding Children's Board (NWSCB) will be formally constituted, and with a strong commitment towards a local presence, the LSCB will formally cease and are to be re-convened as safeguarding delivery groups (based on sub-regional locations i.e. Flintshire / Wrexham).

2.04 An evaluation commissioned by Welsh Government (ADSS) (2014) concluded that the benefits of this re-structure / re-alignment would result in:

- Reduced duplication
- Greater practice consistency
- More effective collaboration
- Standardised safeguarding systems

2.05 Within the North Wales context this revised structure will also address the following concerns noted during the development of the new model. These were:

- That Local needs, culture and language are supported via the

Local Safeguarding Delivery Boards.

- Statutory Directors of Social Services can continue to report to Elected Members in their respected local areas.
- Local and Regional structures will allow different representatives at different levels, reducing the pressures on senior management.
- The Regional Board will be able to make decisions and promote more effective and timely process.

3.00 CONSIDERATIONS

- 3.01 With the requirements of the Social Services and Well-Being Act (2014) the revised overview and direction of regional and localised safeguarding responsibilities and accountabilities are enshrined in the new proposed model.
- 3.02 That extensive national and regional research has concluded that the proposed new model enhances the Local Authority and allied partners in ensuring that children's safeguarding remains a central core of our commitment to protect and ensure children are kept safe.
- 3.03 That this Local Authority fulfils its obligations and requirements by committing to this collaborative and partnership building approach..

4.00 RECOMMENDATIONS

- 4.01 Cabinet agree the proposed structure for the Regional Safeguarding Children's Board to be known as the North Wales Safeguarding Children's Board.
- 4.02 Cabinet agree that the temporary host authority (Conwy) be confirmed until a permanent arrangement is confirmed for April 2015.
- 4.03 Cabinet note the minutes of the Regional Safeguarding Children's Board to be shared with the Leader and the Cabinet Member Social Services and regular, initially twice yearly, update reports on the work of the Board to be provided to Cabinet and the Social and Health Care Overview and Scrutiny Committee by the Chief Officer, Social Services.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As statutory partnership funding is required by its representative partners. A set of proposals made by an LSCB sponsored Finance task group proposed in 2012.
- All statutory agencies' contributions be made to a regional fund.
 - These would be based on a proportionate formula basis.
 - Regional business support structure cost.
 - Costs towards training and other expenses to be identified.

5.02 These matters have yet to be fully determined and will require full commitment from all agencies by 01.04.2015. The Council's financial contribution to the Regional Safeguarding Children's Board will not increase as a result of these proposed changes.

6.00 ANTI POVERTY IMPACT

6.01 None noted.

7.00 ENVIRONMENTAL IMPACT

7.01 None noted.

8.00 EQUALITIES IMPACT

8.01 Any changes to services resulting from the NWSCB, consideration for an Equalities Impact Assessment will be made.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 These have involved:

- Welsh Government.
- Association of Directors of Social Services Cymru (ADSSC)
- Welsh Local Government Association.
- CSSIW.

11.02 The report has been considered by the Social and Health Overview Committee on the 9th October 2014.

12.00 APPENDICES

12.01 None.

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

None.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY 16 OCTOBER 2014**

REPORT BY: **CHIEF OFFICER STREETSCENE AND TRANSPORTATION**

SUBJECT: **PRIORITISATION OF HIGHWAY IMPROVEMENT SCHEMES AND TRAFFIC REGULATION ORDER VARIATIONS**

1.00 PURPOSE OF REPORT

- 1.01 To seek Cabinet approval of the evaluation matrix which will be used to assess and prioritise all Highway Improvement Schemes to provide transparency, County wide consistency and ensure maximum benefit is derived from any available funding source.
- 1.02 To seek Cabinet approval of the proposal to introduce an evaluation matrix which will be used to assess and prioritise Traffic Regulation Order related requests to ensure that revisions and variations are carried out on a defined and clear priority basis.

2.00 BACKGROUND

- 2.01 The Authority is able to bid for funds from the Welsh Government (WG) to undertake improvements to the road network. Up to April 2014, this was mainly organised through the Taith Partnership with bids for the Safer Routes in the Community funding (SRIC) made directly sent to WG.
- 2.02 Since the closure of Taith in April 2014, all bids are made directly to WG from each Local Authority, and currently include the following funding areas:
- Local Transport Fund (LTF) – to provide sustainable travel initiatives, including walking and cycling
 - Road Safety Capital bids – to undertake improvements on the road network linked to casualty reduction
 - Road Safety Revenue bids – to provide education, training and publicity measures to reduce casualties in identified high risk groups
 - Safe Routes in the Community Fund (SRIC) – measures aimed at walking/cycling links to schools, which may also have general

community benefits.

- 2.03 Over the period of the grants, WG have introduced an increasing number of recommendations, and conditions which need to be met by any scheme before funding is granted.
- 2.04 The conditions generally require the bids to satisfy clear and measurable improvements in travel opportunities but differ for each of the bidding areas. For example-
- Casualty reduction must be proven for the road safety bids
 - Improved school and/or community safety must be proven for the SRIC bids.
- 2.05 The Authority also has a list (compiled over many years) of highway locations which have been the subject of requests for highway improvements from various sources. These schemes have been logged but are not currently subjected to any prioritisation or evaluation
- 2.06 In order to be able to assess the benefit gained from undertaking any particular scheme, it is proposed to apply the evaluation matrix to quantify both the scale of the current problem, and to calculate the benefits of the improvement. The matrix will produce a numerical assessment or value for the schemes allowing a true comparison and subsequent prioritisation of the various projects across the County to be produced. This would ensure the scheme in most need is carried out - subject to the availability of budgets
- 2.07 The proposed evaluation matrix which will be used to prioritise all of the scheme types previously mentioned consists of a combination of measurable factors, i.e. casualty and traffic data, together with an engineered assessment of the present conditions and a prediction of the benefits of the scheme to the various road user groups.
- 2.08 It is not possible to devise a meaningful matrix that relies solely on directly measurable factors and the professionally engineered input allows for consideration of what may be unique local conditions which can be appropriately scored within the listed parameters. The matrix would be applicable to all schemes subjected to a WG bid and to general improvements which may be completed from internal Capital funds as and when they become available.
- 2.09 A copy of the matrix is included in Appendix A of this report.
- 2.10 Following adoption of CPE powers by the Council in 2013, there are constant demands from local members, T&CC's and residents to review, relax or provide new Traffic Regulation Orders (TRO's) to control parking on various streets and roads across the County.

- 2.11 Currently there is no mechanism to prioritise these requests for TRO amendments and this has resulted in frustration for the individual or organisation requesting the change. With restrictions on funding, no indication of the likely date for considering the request can be provided and the scheme is added to a long list of similar requests.
- 2.12 The proposal is to introduce a second evaluation matrix to evaluate each enquiry in order to produce a defined priority order for TRO variation requests. As with the matrix for Highway Improvements the matrix will produce a numeric score for each of the proposals to allow a true comparison and priority list to be produced.
- 2.13 A copy of the matrix is included in Appendix B of this report.

3.00 CONSIDERATIONS

- 3.01 There are currently many different types of highway and safety improvement schemes being promoted. These include casualty reduction schemes, school/community based safety schemes, and various requests to improve the network for road users. For simplicity the single matrix will be used in all cases.
- 3.02 For schemes which can be supported by appropriate funding from WG, increasing conditions have been linked to bids. These are generally data led, to ensure that approved schemes provide a positive return in terms of casualty reduction and school/community benefit. In order to improve the success rate of the bids, the matrix will mirror the conditions set out by WG in their bid document
- 3.03 The matrix proposed will provide a single assessment method for all types of improvements and will be utilised to identify the schemes which provide the greatest benefits and those which are most likely to be successful in achieving external funding.
- 3.04 The matrix will also provide an assessment method for all other highway/safety schemes which may be requested and which could be financed internally, or from other source.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet approve the Highway Improvement evaluation matrix which will be used to evaluate and prioritise future Highway Improvements bids to WG and the Council's own capital works programme.
- 4.02 That Cabinet approve the TRO evaluation matrix which will be used to prioritise TRO amendments, variations and requests to provide new TRO's.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Highway Improvement Matrix will help identify qualifying schemes, and will strongly support the justification for any bids forwarded for funding.
- 5.02 The TRO Improvement Matrix will improve budget monitoring arrangements allowing a specific number of requests to be taken forward each year.

6.00 ANTI POVERTY IMPACT

- 6.01 No identifiable impact.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Environmental impact will form part of both of the matrix. The highway/safety schemes progressed will be those possessing the greatest benefits to the local communities and road users and those delivering improvements to the Environmental impact of the network.

8.00 EQUALITIES IMPACT

- 8.01 No identifiable impact.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 None at this time.

11.00 CONSULTATION UNDERTAKEN

- 11.01 With Cabinet Member.

The two matrix were presented to Environment Overview and Scrutiny committee in September 2014 and were recommended for approval

12.00 APPENDICES

- 12.01 Appendix A – Improvement matrix for Highway Improvements.
Appendix B – Matrix for prioritising TRO requests

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

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**Scoring (S)**

5 = Outstanding

4 = Very Good

3 = Good

2 = Adequate

1 = Poor

0 = No Evidence

Location: _____

CRITERIA	WEIGHTING (W)	SCORING (S)	ASSESSMENT VALUE (WxS)
Evidence to support the need for intervention and to evaluate effectiveness in terms of reducing casualties.	4		
Targets Sites, Routes or Areas with a history of KSI casualties (5 yrs)	5		
Supports casualty reduction (by user) <i>(more than one weighting may apply)</i>	<ul style="list-style-type: none"> • High Risk Groups = 4 • Vulnerable Groups = 2 		
Recorded Vehicular Speeds <i>(above enforceable speed limit)</i>	<ul style="list-style-type: none"> • 10 % \geq 20mph = 5 • 10 % \geq 30mph = 4 • 10 % \geq 40mph = 3 • 10 % \geq 50mph = 3 • 10 % \geq 60mph = 3 		

Traffic Flows (AADF)	<ul style="list-style-type: none"> • 1000 - 2000 = 1 • 2000 - 3000 = 2 • 3000 - 4000 = 3 • 4000 - 5000 = 4 • 5000 + = 5 		
Potential impact on improving routes including to and from School	5		
Schemes effectiveness in changing behaviour / attitude to active travel	<ul style="list-style-type: none"> • School Pupils = 5 • Wider Community = 4 		
Environmental Impact of scheme.	3		
Equalities Impact of scheme	5		
Evidence of support / involvement <i>(more than one weighting may apply)</i>	<ul style="list-style-type: none"> • Local Member = 5 • School = 4 • Community = 3 		
Value for Money / Deliverability	3		
			Total:



**Traffic Regulation Order
Assessment Matrix
(Excluding Speed Limits)**

Scoring (S)

5 = Outstanding

4 = Very Good

3 = Good

2 = Adequate

1 = Poor

0 = No Evidence

Location: _____

CRITERIA	WEIGHTING (W)	SCORING (S)	ASSESSMENT VALUE (WxS)
Effectiveness in improving safety and reducing casualties / associated with Parked Vehicles	5		
Recorded Accidents associated with Parked Vehicles (Including Schools & Pedestrian Generators)	5		
Assist the free Flow Movement of Traffic (more than one weighting may apply)	<ul style="list-style-type: none"> • Recognised Route to School = 5 • Principle Roads / Arterial Routes = 4 • Non Principle Roads = 2 		
Provide / Assist Residential Parking.	3		

Negative Residential Displacement Impact (Anticipated or Actual)	<ul style="list-style-type: none"> • Max. Impact = 1 • Min. Impact = 5 		
Detrimental impact to Trade	<ul style="list-style-type: none"> • Max. Impact = 1 • Min. Impact = 5 		
Available Alternative Parking (within 400m)	<ul style="list-style-type: none"> • Adequate Parking = 5 • Minimal Parking = 1 		
Scheme Support	<ul style="list-style-type: none"> • Community = 3 • Local Member = 5 		
Deliverability	<ul style="list-style-type: none"> • High Risk = 1 • Minimal / No Risk = 5 		
			Total:

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 OCTOBER 2014**

REPORT BY: **CHIEF OFFICER (PLANNING & ENVIRONMENT)**

SUBJECT: **LARGE SCALE RENEWABLE ENERGY OPPORTUNITIES**

1.00 PURPOSE OF REPORT

1.01 To advise Members of the opportunities open to Flintshire County Council in respect of large scale freestanding renewable energy systems and to seek guidance/approval to develop the opportunities that can be identified within Flintshire County Council's land holdings.

2.00 BACKGROUND

2.01 The Government has for a number of years been providing Feed In Tariff (FIT's) payments and Renewable Obligations Certificates (ROC's) as an inducement to Industry, Commerce and the general public for the installation of renewable systems that generate electricity. More recently the Renewable Heat Incentive (RHI) has commenced, which is similar in structure but as the title suggests provides payments for the heat energy that is produced by renewable heating systems. All of the Government schemes are payable for 20 years and are RPI linked.

2.02 Examples of FIT eligible technologies are solar Photo Voltaics, hydro power, wind turbines etc.

2.03 Examples of eligible RHI systems are biomass boilers (burning wood or plant material), air source and ground source heat pumps, Combined Heat and Power Systems (CHP), anaerobic digestion and solar thermal systems.

2.04 Favourable lending rates available to Local Authorities through Prudential borrowing, give us a distinct advantage over private developers, such that the 6% to 8% return on investment for large scale Photo Voltaic schemes or 12% to 15% return for larger scale wind turbines makes them potentially very attractive financially, and one way to generate a significant revenue stream to help Flintshire County Councils MTFP.

2.05 In recent months both the WLGA and APSE have been investigating ways to assist Local Authorities move from installing relatively small

scale renewable schemes to much larger commercial scale developments, and with the launch of the APSE Energy Initiative and the ability to access their framework of consultants to provide the necessary legal and technical expertise, there appears to be a clearer way forward.

- 2.06 Flintshire County Council has considerable land assets, ranging from Council farms to landfill sites, parks and woodland, and a wide variety of other parcels of land. Many have potential, either to develop as energy schemes or contribute to developing a more sustainable and profitable future.
- 2.07 The Government is conducting a consultation on their intention to reduce the eligible size of Photo Voltaic systems receiving payments of ROC's to projects of 5MW or less capacity from April 2015, but this still leaves plenty of scope for Flintshire County Council to take advantage of the FIT/ROC payments until they to are reduced or phased out, possibly in 2017/8. The Council therefore has a relatively small window of opportunity. April 2016 is deemed to be the date when risk associated with renewable energy projects increases.
- 2.08 The Council's Carbon Reduction Strategy has four primary strands to achieve the 60% reduction target for carbon emissions from County buildings by 2021. One of the most significant elements is the development of large scale renewable generation, which will be essential if we are to reach our target. This was identified in a Carbon Trust report on Flintshire progress to achieve its Carbon Reduction Strategy Target.
- 2.09 The Welsh Government are also investigating ways to promote and encourage large scale renewable development in Local Authorities, and potential funding has been suggested, (potentially several hundred £million) though how this is to be accessed, or what criteria will be necessary is still uncertain.

3.00 **CONSIDERATIONS AND CONCLUSIONS**

- 3.01 Following the Welsh Government's recent request for information on potential renewable energy schemes in all Welsh Local Authorities, an initial assessment of potentially suitable sites was undertaken, and a number are now being assessed for their suitability, and to identify any issues that might prevent their development.
- 3.02 Early comment from the Planning Department on the potential development of "brown field" sites for renewable generation are not in conflict with planning policy.
- 3.03 The benefits of developing large scale renewable projects in Flintshire are not limited to the Government's financial incentives, through FIT's or RHI etc, but includes security of supply, lower energy costs, lower

carbon emissions, as well as a reduced risk of utility cost inflation, all resulting from using our own generated energy.

- 3.04 In addition to the environmental benefits of green energy generation, some of the energy generated could also be used to power our own electric/hydrogen fleet of vehicles, significantly reducing operating costs and pollution.
- 3.05 In order to utilise the electrical energy generated from such schemes there are a number of options open to Flintshire. These range from entering a Power Purchasing Agreement (PPA) with a supplier, to having a “private wire” installed to take the energy from the point of generation to a nearby depot or public building. Such choices will need to be considered on a site by site basis.
- 3.06 To move a potential scheme from concept to completion through all the feasibility, planning and technical processes as well as the due diligence checks is estimated to take 12 to 18 months. Since this period is only just short of when the Government have indicated reductions to the incentives for Solar P.V schemes, time is of the essence.
- 3.07 Now there is a Government incentive through the RHI, it is considered worthwhile investigating the possibility of developing a Flintshire County Council (or joint development with neighbouring Authorities) wood fuel storage and chipping facility, to supply our own buildings biomass boilers (currently 2 primary schools). The current cost of purchased woodchip is approximately 4.5p/KWh, but with a “free “ supply of wood this could be reduced to approx 2p/KWh to 2.5p/KWh, ie the costs of labour and associated works to store, produce and deliver the woodchip.
- 3.08 In 2011 Cadwyn Clwyd commissioned a wood fuel review for Flintshire County Council. The subsequent report identified circa 200 tonnes of suitable wood arisings from Flintshire’s own street works and countryside parks. A similar amount of wood from Flintshire farmers and other local sources was also identified.
- 3.09 In order for woodchip to become a cost effective fuel for Flintshire buildings, with the potential to sell excess to other customers, it would be sensible and appropriate to consider planting up suitable land to harvest in future years. Such planting would enhance the natural environment and provide a long term and sustainable supply of wood.
- 3.10 Large scale developments such as those being proposed in this report carry inherent risks, due to the complexity, and capital value of the projects. However there is now sufficient understanding of the associated risks that this should not be an obstacle, provided such risks are effectively managed. Indeed the development of such projects will mitigate the very real risk of rising energy costs, and reduce the County’s expenditure on energy.

- 3.11 A number of Local Authorities have already begun the process of building or developing large scale renewable energy projects and these include:
- Preston City Council (9WM wind farm proposed);
 - Bristol City Council (built 5 MW wind farm);
 - Wrexham CBC (solar PV on 3,000 council houses);
 - Dumfries and Galloway (solar PV on Council buildings);
 - Stockport MBC (development of biomass supply chain);
 - Cornwall Council (built 5 MW land based solar farm).

4.00 RECOMMENDATIONS

- 4.01 That Members give approval for Officers to identify all suitable large scale renewable energy sites within Flintshire County Council's ownership and undertake initial assessments of their viability, and potential yield. Details of these sites and a development programme to be brought back to Cabinet for comment/approval.
- 4.02 That Members approve the development of a 10 year action plan, detailing options and aspirational targets as a route map to achieving the Council's existing Carbon Reduction Strategy for renewable energy generation, and ultimately the potential to become a net exporter of electrical energy.
- 4.03 That a budget of £50 k be allocated for this work.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Current indicative Prudential borrowing rates are 3.5% to 4% so with returns of between 6 and 15% (excluding additional benefits) dependant upon the technology employed and individual site requirements, such schemes should always produce a positive out turn.
- 5.02 An alternative financial option that warrants consideration would be to enter into a joint venture arrangement, where Flintshire County Council would perhaps provide suitable land, and a partner organisation some or all of the funding and undertake the development and installation works. However, as the partner organisation would have to manage most of the risks, the returns to Flintshire would be significantly diminished to reflect this. However, such arrangements should be considered as part of each site's financial assessment and any decision taken when all factors have been appraised.
- 5.03 A spreadsheet of Capital expenditure against predictive annual income (from FIT payments) and energy cost savings is attached, this shows annual income streams from a small number of hypothetical schemes, similar in nature to the sites already identified in this report.

5.04 As identified in para 3.05 above there are a number of ways to use the electricity generated from such schemes, but potentially 80% savings against the cost of purchasing energy from a utility company are achievable. One medium sized P.V. array of 400KWp would yield revenue reductions of circa £25,600 p.a. at today's prices.

6.00 ANTI POVERTY IMPACT

6.01 No direct impact initially, though in the longer term, (subject to changes to suppliers licences currently being considered by Central Government), there is the possibility of Flintshire becoming an energy supplier and selling energy at discounted rates to local residents, especially those in fuel poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 Overall beneficial, as any renewable scheme will reduce the amount of carbon dioxide emitted into the atmosphere which is believed responsible for manmade climate change. Individual schemes may, depending on technology, have a local and/or visual impact.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 There is a considerable amount of work required to pull together and develop the options within this report, so additional resources will be required for a period of perhaps 12 to 18 months initially, and reviewed depending on progress/renewable scheme activity thereafter.

10.00 CONSULTATION REQUIRED

10.01 APSE Energy, Steven Cirell (Energy Consultant), West Coast Energy (feasibility reports of identified sites) and David Kilduff (Walker Morris Co. regarding legal guidance).

11.00 CONSULTATION UNDERTAKEN

11.01 APSE, Walker Morris, Steven Cirell-Energy Consultant, Welsh Government, internal Planning advice and Procurement and Finance.

12.00 APPENDICES

12.01 Large scale renewable financial returns.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Documents:

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Large scale Renewable Energy projects

Project type and size	Indicative capital cost	Total revenue stream (over 20 years)	Total energy cost saving (over 20 years)	Less interest payments and Prudential loan (20 yrs)	Total benefit	Average annual benefit
500kw wind Turbine	£1.6 M	£8.29M	£1.46M	£2.294M	£7.456M	£372.8K
5 MWp Solar farm	£5M	£5.42 M	£6.8M	£7.171M	£5.049M	£252.45K
1.5 MWp Solar Farm	£1.5M	£1.62M	£2.04M	£2.151M	£1.51M	£75.5K
500 kw Solar Farm	£500K	£542K	£680K	£717.1K	£504.9K	£25.25 K
					Total	£726K

1 Please note the above figures are indicative only, and take no account of energy cost inflation over the 20 year period, which is likely to be significant.

2 Loans based on interest rate of 3.78 %, repayed over 20 years

3 The Revenue Stream (from FITs payments) is linked to RPI, but this has not been included within the above calculations

The above figures are therefore likely to be a very conservative estimate of potential returns.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 OCTOBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 4)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at Month 4 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 – Movement in Variances from Month 3
Appendix 2	Council Fund Variance Summary
Appendix 3	Efficiencies Summary
Appendix 4	Movements on Council Fund Unearmarked Reserves
Appendix 5	HRA Variance Summary

2.00 EXECUTIVE SUMMARY

The projected year end position, as estimated at Month 4 is as follows:

Council Fund

- Net in year non pay expenditure forecast to be £0.019m lower than budget. This does not include any potential effect of variances on pay (see paragraph 3.02)
- Projected contingency reserve balance at 31 March 2015 of £2.960m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.038m less than budget.
- Projected closing balance as at 31 March 2015 of £1.203m

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 As reported in Month 3, following the implementation of the Single Status agreement in June 2014, extensive work has been undertaken to rebase all workforce budgets to reflect the actual new costs arising from the new pay and grading structure. Due to the continuation of the above significant piece of work no pay variations are included within this report. Given that the workforce budgetary provision will be allocated to the actual costs being incurred in line with the affordability model used to estimate costs, variations of any significance are not expected. It is anticipated that this rebasing work will be concluded in time for the next monitoring report.

3.03 The table below shows projected in year non pay expenditure to be £0.019m less than budget.

Portfolio	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend	
			Month 3	Month 4
	£m	£m	£m	£m
Social Services	58.956	59.410	0.646	0.454
Community & Enterprise	14.117	13.828	(0.085)	(0.289)
Streetscene & Transportation	28.373	28.630	0.293	0.257
Planning & Environment	5.561	5.561	(0.033)	0.000
Education & Youth	96.533	96.374	(0.097)	(0.159)
People & Resources	5.010	5.041	0.015	0.031
Governance	8.448	8.681	0.169	0.233
Organisational Change	9.498	9.468	(0.006)	(0.030)
Chief Executive	3.380	3.414	0.010	0.034
Central & Corporate Finance	25.300	24.750	(0.309)	(0.550)
Total	255.176	255.157	0.603	(0.019)

The reasons for all movements from Month 3 are summarised in appendix 1 with the projected variances occurring for the year to date summarised within appendix 2.

Programme of Efficiencies

Corporate and Functional Efficiencies

- 3.04 The 2014/15 budget contains £8.8m of specific efficiencies comprising Corporate Value for Money (VFM) on Procurement and Back to Basics of £1.3m and specific Functional VFM efficiencies of £7.5m.
- 3.05 The table below summarises the latest position for the achievement of these efficiencies. The analysis shows that it is currently projected that £8.444m (96%) will be achieved resulting in a net underachievement of £0.396m. Details for the in year efficiencies currently projected to not be achieved in full are shown in appendix 3.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	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)
Total	8.840	8.444	(0.396)

- 3.06 It should be noted that a significant efficiency is included within the Functional VFM targets for the administrative support across the organisation. This is subject to further review and though currently assumed as achievable remains an additional risk.

Workforce Efficiencies

- 3.07 The 2014/15 budget also contains £3.1m of Workforce Efficiencies. As previously reported an initial Voluntary Redundancy Programme has now identified a number of efficiencies as part of its first phase and a second Voluntary Redundancy programme, which commenced on 1st September, is running alongside the next phase of the Management Review.
- 3.08 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 are provisions for pay (£1.316m), targeted price inflation (£0.590m), non standard inflation (£0.670m) and income (£0.151m).
- 4.02 The amounts for non standard inflation (Fuel, Energy and Food) will be held centrally and allocated out to portfolio areas only where a funding need is evidenced. It is currently assumed that all of the allocation will be required.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

Former Euticals Site

- 5.01 As referred to in previous monitoring reports, tenders are due for the full decommissioning, decontamination and clearance of the former chemical site in Sandycroft (Euticals Ltd). The cost of this work will be significant due to the work involved in the removal of lower risk chemicals which remain. The tender will comprise of a variety of estimates from contractors with specialist experience of decommissioning chemical sites and it is likely that figures could be volatile due to the nature of the task and the risks involved. It is likely that this will fall beyond the in year budget management capability of the Council, and officers have again approached Welsh Government to fund the costs as part of its national contingency support for emergency situations. The monthly costs are in the region of £30k; this funding needs to be continued to ensure the ongoing security and maintenance of the site regardless of the position moving forward.

Winter Maintenance

- 5.02 Winter Maintenance is currently projected to outturn to budget. However, there is always a risk of adverse weather which could result in higher than expected activity which may increase the financial cost.

Council Tax

- 5.03 The efficiency reported on Revenues and Benefits may be subject to change due to the volatility of the Council Tax Reduction Scheme based on external factors such as seasonal trends and the local employment market. The Council Tax Collection Fund can reduce due to exemptions and discounts etc. which may fluctuate during the year; however the planned single person discount review is expected to increase levels in the last quarter of this financial year.

Potential legal claim

- 5.04 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.

Schools ICT Infrastructure

- 5.05 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 ring-fenced 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.

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 arising from the workforce efficiencies for the Senior Management Phase 1 programme. As budget provision was made within the 2014/15 budget for this, this has now been transferred back into reserves in the current financial year.
- 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 15th July also advised members of an allocation of £0.696 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 4, the projected balance on the contingency reserve at 31 March 2015 is £2.960m. This is summarised in Appendix 4.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 18th February 2014 the Council approved a Housing Revenue Account (HRA) budget for 2014/15 of £29.886m. The budget provided for a closing balance of £0.956m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.02 The 2013/14 final outturn reported to Cabinet on 15th July 2014 showed a closing balance at the end of 2013/14 of £1.662m (subject to audit).
- 7.03 The position at Month 4 is reporting an overall projected underspend of £0.038m and a projected closing balance at Month 4 of £1.203m, which at 4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 5 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

Members are recommended to :-

- a) Note the overall report.
- b) Note the projected Council Fund contingency sum as at 31st 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 set out in Sections 3.00 – 7.00 of the report.

10.00 ANTI POVERTY IMPACT

10.01 None

11.00 ENVIRONMENTAL IMPACT

11.01 None

12.00 EQUALITIES IMPACT

12.01 None

13.00 PERSONNEL IMPLICATIONS

13.01 None

14.00 CONSULTATION REQUIRED

14.01 None

15.00 CONSULTATION UNDERTAKEN

15.01 None

16.00 APPENDICES

Council Fund – Movement in Variances from Month 3 – Appendix 1
Council Fund – Non pay variances – Appendix 2
Council Fund – Efficiencies not fully achieved – Appendix 3
Council Fund – Movements on unearmarked reserves – Appendix 4
Housing Revenue Account Variances – Appendix 5

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985

BACKGROUND DOCUMENTS

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**COUNCIL FUND - REVENUE BUDGET 2014/15
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Month 4)
Summary of Movement from Month 3**

	£m	£m
Month 3		
Portfolios	0.912	
Central and Corporate Finance	(0.309)	
Variance as per Cabinet Report		0.603
Month 4		
Portfolios	0.531	
Central and Corporate Finance	(0.550)	
Variance as per Directorate Returns		(0.019)
Change Requiring Explanation		(0.622)
<u>Social Services</u>		
Services For Adults		
• Localities (Locality Teams) - Domiciliary Care (+£0.159m) further increase in projected overspend due to increased demand, Residential Services (-£0.510m) -including additional property income (-£0.128m), reduced projection for residential care payments (-£0.382m). Other minor variances of +£0.067m.	(0.284)	
• Disability Services (Resource and Regulated Services) - Supported Living reduction due to movements of clients between in-house and independent sector provision	(0.052)	
• Disability Services (Vulnerable Adults and Disability Service) - a review of transition client costs has taken place. Due to the timing of transition clients entering this service full costs were not known until recently. The actual care costs are more than originally anticipated.	0.110	
• Mental Health Services (Residential & Domiciliary) - the reduction of underspend reflects the changes in package costs	0.083	
• Other minor changes of less than £0.025m for Services for Adults	0.021	
Subtotal: Services For Adults		(0.122)
Development & Resources		
• Good Health - WG grant income of -£0.063m not reflected at Month 3 plus other minor movements	(0.057)	
• Other minor changes of less than £0.025m	(0.006)	
Subtotal: Development & Resources		(0.063)
Services For Children		
• Other minor changes of less than £0.025m	(0.007)	
Subtotal: Services For Children		(0.007)
Total: Social Services		(0.192)

Community & Enterprise

Customer & Housing Services	
• Other minor changes of less than £0.025m	0.003
Subtotal: Revenues & Benefits	<u>0.003</u>
Supporting Services	
• Other minor changes of less than £0.025m	(0.019)
Subtotal: Revenues & Benefits	<u>(0.019)</u>
Regeneration	
• Other minor changes of less than £0.025m	(0.006)
Subtotal: Revenues & Benefits	<u>(0.006)</u>
Revenues & Benefits	
• Further increase on the anticipated surplus on the Council Tax Collection Fund	(0.156)
Subtotal: Revenues & Benefits	<u>(0.156)</u>
Customer Services	
• Transfer of postage budget and expenditure to Governance portfolio	(0.025)
• Other minor changes of less than £0.025m	(0.001)
Subtotal: Customer Services	<u>(0.026)</u>
Total: Community & Enterprise	<u><u>(0.204)</u></u>

Streetscene & Transportation Portfolio

Waste Services	
• Waste Services - increased due to additional costs of overtime and use of agency staff to cover vacancies	0.039
• Other minor changes of less than £0.025m	(0.004)
Subtotal: Waste Services	0.035
Transportation & Streetworks/Highways Services	
• Highways Policy - increased income projections	(0.013)
• Streetworks - increased income projections	(0.010)
• Cemeteries / Environment crime - re-profiled commitments	(0.016)
• Reducing contracts with Bus Operators providing subsidised services	(0.019)
• Other minor changes of less than £0.025m	0.004
Subtotal: Transportation & Streetworks/Highways Services	(0.054)
School Transport	
• School Transport - re-profiled commitments	(0.017)
• Other minor changes of less than £0.025m	0.000
Subtotal: Transport	(0.017)
Total: Streetscene & Transportation	(0.036)

Planning & Environment Portfolio

Planning	
• Planning Fee Income levels increased	(0.028)
• Other minor changes of less than £0.025m	0.006
Subtotal: Planning	(0.022)
Public Protection	
• Pest Control & Dog Wardens - re-profiled commitments	0.014
• Other minor changes of less than £0.025m	0.010
Subtotal: Public Protection	0.024
Energy Services and Highways/Public Rights of Way	
• Landfill Energy - electric / gas - reduced sales	0.027
• Other minor changes of less than £0.025m	0.008
Subtotal: Energy Services and Highways/Public Rights of Way	0.035
Management & Performance	
• Other minor changes of less than £0.025m	(0.009)
Subtotal: Management & Performance	(0.009)
Greenfield Valley Heritage Park	
• Other minor changes of less than £0.025m	0.005
Subtotal: Greenfield Valley Heritage Park	0.005
Total: Planning & Environment	0.033

Education & Youth

Inclusion Services			
• Other minor changes of less than £0.025m		0.005	
• Out of County - minor variances		(0.031)	
Subtotal: Inclusion Services			(0.026)
Access (School Planning & Provision)			
• School Planning - minor variances		(0.016)	
• Other minor changes of less than £0.025m		(0.002)	
Subtotal: Access (School Planning & Provision)			(0.018)
21st Century Schools			
• Other minor changes of less than £0.025m		0.001	
Subtotal: 21st Century Schools			0.001
Youth Services (minor variances of less than £0.025m)			
• Adult & Community Education - minor variances		0.002	
• Youth Justice Service - minor variances		0.001	
• Children Youth Partnership - minor variances		(0.003)	
• Children & Young Peoples Partnership - minor variances		(0.001)	
• Youth & Community Service - minor variances		(0.009)	
Subtotal: Youth Services			(0.010)
Commissioning & Performance			
• Other minor changes of less than £0.025m		(0.006)	
Subtotal: Commissioning & Performance			(0.006)
School Management & Information			
• Other minor changes of less than £0.025m		(0.003)	
Subtotal: School Management & Information			(0.003)
Total: Education & Youth			(0.062)

People & Resources

HR & OD			
• Other minor changes of less than £0.025m		0.016	
Subtotal: HR & OD			0.016
Corporate Finance			
• Other minor changes of less than £0.025m		0.000	
Subtotal: Corporate Finance			0.000
Total: People & Resources			0.016

Governance

Minor variances of less than £0.025m	
• Legal Services	0.002
• Democratic Services	0.001
• Internal Audit	0.002
• Records Management	0.009
Total minor variances of less than £0.025m	0.014
Support Services	
• Transfer of postage budget and expenditure from Community & Enterprise portfolio	0.025
Subtotal: Support Services	0.025
Information Communication Technology	
• Increased demand on packaged software	0.025
Subtotal: Information Communication Technology	0.025
Total: Governance	0.064

Organisational Change

Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	0.006
• Museums Service	(0.001)
• Community Assets	0.002
• Property Design & Consultancy	(0.002)
• Facilities	(0.013)
Total minor variances of less than £0.025m	(0.008)
Valuation & Estates	
• Property Asset & Development - reduced commitments in Specialist Services	(0.011)
• Other minor changes of less than £0.025m	(0.005)
Subtotal: Valuation & Estates	(0.016)
Total: Organisational Change	(0.024)

Chief Executive

• Other minor changes of less than £0.025m	0.024
Total: Chief Executive	0.024

Central & Corporate Finance

• Central Loans & Investments - Prudential Borrowing repayments interest charged, & uncertainty in year end forecasting	(0.300)
• Strike Deductions	(0.165)
• External Audit Fees - One off rebate in relation to historical Audit Fees	(0.072)
• Euticals - Unbudgeted costs in relation to former Euticals Ltd - Sandycroft site	0.286
• Other minor variances	0.01
Total: Central & Corporate Finance	<u>(0.241)</u>
Total Changes	<u><u>(0.622)</u></u>

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Social Services					
Social Services for Adults - Locality Teams (Localities)	14.296	14.700	0.404	0.688	There is a major demand influenced pressure on the Domiciliary Care service within Localities teams. Key demand led influences include clients returning to the service following successful past reablement, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The significant projected overspend is being offset by a projected underspend of £0.476m on residential care, which includes £0.399m increase in the level of property related income and £0.077m reduced expenditure on payments to providers.
Social Services for Adults - Resource and Regulated Services (Disability Services)	15.464	15.714	0.250	0.302	Learning Disabilities - The main influence on this projected overspend is a pressure of £0.179m on independent sector Supported Living, of which £0.110m relates to placement of two clients directly from college in a property with no additional budget provided from Transition. The remainder of the projected overspend relates to void charges due to empty spaces in properties. There is also a net projected overspend of £0.059m on Physical Disability & Sensory Impairment (PDSI) services which is made up of a projected overspend of £0.279m on direct payments, which is offset by a projected underspend of £0.220m on long term residential and nursing placements. An overspend of £0.012m is due to minor variances.

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Social Services for Adults - Transition and Disability Services (Disability Services)	0.635	0.702	0.067	0.075	The projected overspend is mainly due to the unbudgeted cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.065m of the total projected overspend of £0.067m.
Social Services for Adults - Vulnerable Adults and Disability Services (Disability Services)	2.275	2.197	(0.078)	(0.188)	The underspend is due to additional budget of £0.280m to meet the costs of clients from transition which, based on current placements isn't as yet fully utilised however this budget may still be needed to meet ongoing demand.
Social Services for Adults - Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.835	0.655	(0.180)	(0.263)	This underspend is based on current care packages. An additional £0.156m budget has been added to this area in 2014/15 to reflect additional transition clients.
Social Services for Adults - Forensic Budget (Mental Health & Substance Misuse Service)	0.310	0.180	(0.130)	(0.148)	Reflects current care packages for 2014/15.

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Social Services for Adults - Forensic Budget (Learning Disability)	0.507	0.564	0.057	0.054	Reflects current care packages for 2014/15.
Social Services for Adults - Other Services for Adults variances (aggregate)	10.985	10.987	0.002	(0.006)	Various minor variances.
Development & Resources	1.161	0.969	(0.192)	(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	12.488	12.742	0.254	0.261	An overspend (£0.153m) 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. (£0.041m) underspend due to other minor variances.
Total Social Services	58.956	59.410	0.454	0.646	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Community & Enterprise					
Customer & Housing Services	1.100	1.154	0.054	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. (£0.020m) underspend due to other minor variances.
Supporting People	0.534	0.582	0.048	0.067	Projected overspend (£0.018m) against mileage costs. Projected overspend (£0.015m) on the Maintenance Contract due to insufficient budget to meet renewed contract. (£0.015m) overspend due to other minor variances.
Regeneration	0.548	0.557	0.009	0.015	Minor Variance
Revenues & Benefits	11.277	10.877	(0.400)	(0.244)	Underspend due to an anticipated surplus on the Council Tax Collection Fund (£0.246m). Projected underspend of £0.169m on the budgeted provision for the Council Tax Reduction Scheme based on current position. This underspend on this area is volatile and can be subject to change later in the year. £0.015m pressure due to minor variances.
Customer Services	0.658	0.658	0.000	0.026	No Variance
Total Community & Enterprise	14.117	13.828	(0.289)	(0.085)	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Streetscene & Transportation					
Waste Services	19.096	19.374	0.278	0.243	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 (£0.099m). (£0.085m) overspend due to other variances. Knight Owl Security cost of Alarm / Security Provision at Alltami Depot (£0.044m). £0.050m minor variances.
Transportation & Streetworks/ Highways Services	3.225	3.232	0.007	0.061	Transportation underspend (£0.045m) Bus Subsidy payments to Bus Operators commitment reduced based on decreasing contract levels. Street Works overspend (£0.039m) Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures. Other (£0.013m).
School Transport	6.052	6.024	(0.028)	(0.011)	Minor Variance
Total Streetscene & Transportation	28.373	28.630	0.257	0.293	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Planning & Environment Planning	1.317	1.220	(0.097)	(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	2.593	2.614	0.021	(0.003)	Minor Variance
Energy Services and Highways/Public Rights of Way	0.727	0.804	0.077	0.042	The overspend is due to projected costs for external contractors / hired plant for Public Rights of Way Works (£0.037m) and Reduced level of income from Gas Engines (£0.044m). An underspend (£0.004m) is due to minor variances.
Management & Performance	0.640	0.639	(0.001)	0.008	Minor Variance
Greenfield Valley & Heritage Park	0.284	0.284	0.000	(0.005)	Minor Variance
Total Planning & Environment	5.561	5.561	0.000	(0.033)	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Education & Youth					
Primary & Early Years Education	44.154	44.154	0.000	0.000	No Variance
Secondary, 14 -19 & Continuing Education	36.757	36.767	0.010	0.010	Minor Variance
Inclusion Services	12.866	12.754	(0.112)	(0.086)	£0.110m relates to a projected saving on Out of County Placements. This is a volatile budget and one additional placement can make a significant change to projections. An underspend of £0.002m is due to minor variances.
Access (School Planning & Provision)	0.711	0.680	(0.031)	(0.013)	Minor Variance
21st Century Schools	0.082	0.083	0.001	0.000	Minor Variance
Youth Services	1.597	1.596	(0.001)	0.009	Minor Variance
Commissioning & Performance	0.162	0.135	(0.027)	(0.021)	Minor Variance
School Management & Information	0.204	0.205	0.001	0.004	Minor Variance
North East Wales School Library Service	0.000	0.000	0.000	0.000	Minor Variance

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Total Education & Youth	96.533	96.374	(0.159)	(0.097)	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
People & Resources					
HR&OD	2.307	2.333	0.026	0.010	Minor Variances
Corporate Finance	2.703	2.708	0.005	0.005	Minor Variances
Total People & Resources	5.010	5.041	0.031	0.015	
Governance					
Legal Services	0.792	0.905	0.113	0.111	£0.131m pressure due to Litigation around local land charges. Underspend due to other minor variances £0.018m.
Democratic Services	2.092	2.086	(0.006)	(0.007)	Minor Variances
Internal Audit	0.504	0.500	(0.004)	(0.006)	Minor Variances
Procurement	0.192	0.192	0.000	0.000	No Variance
Support Services	0.458	0.483	0.025	0.000	Minor Variances
Records Management	0.156	0.165	0.009	0.000	Minor Variances
ICT	4.254	4.350	0.096	0.071	Pressure of £0.040m due to Oracle Licence Management review. Overspend on Packaged Software due to increased demand on the service (£0.069m). £0.013m efficiency due to other minor variances.
Total Governance	8.448	8.681	0.233	0.169	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Organisational Change					
Public Libraries & Arts, Culture & Events	1.891	1.881	(0.010)	(0.016)	Minor Variance
Museums Service	0.062	0.057	(0.005)	(0.004)	Minor Variance
County Archives	0.261	0.261	0.000	0.000	No Variance
Leisure Services	-3.537	3.573	0.036	0.036	£0.023m relates to pressure caused by the delay between Single Status implementation and the implementation of the Leisure Services review. £0.011m relates to pay protection for two members of the team who have successfully been redeployed within the service as part of the review therefore avoiding exit costs. The remaining £0.002m relates to minor variances.
Community Assets	0.057	0.054	(0.003)	(0.005)	Minor Variance
Valuations & Estates	(0.718)	(0.801)	(0.083)	(0.067)	Agricultural Estates underspend £0.058m- Following a review of Grazing Licences, income increased substantially in year. Proposal for sale of Farms currently delayed - therefore Rental Income projections encompass a full schedule. Property Holdings underspend £0.033m - Rental income from new lease. An overspend of £0.008m relates to minor variances.
Property Design & Consultancy	3.054	3.086	0.032	0.034	Cost of utilities projected at 13/14 levels £0.032m.

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Engineering Services	(0.140)	(0.136)	0.004	0.004	Minor Variance
Facilities Services	1.494	1.493	(0.001)	0.012	Minor Variance
Total Organisational Change	9.498	9.468	(0.030)	(0.006)	

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance
Chief Executives					
Chief Executives	3.380	3.414	0.034	0.010	Minor Variances
Total Chief Executives	3.380	3.414	0.034	0.010	
Central & Corporate Finance					
Central & Corporate Finance	25.300	24.750	(0.550)	(0.309)	Central Loans and investment £0.300m projected year end underspend, however this can be affected by many factors such as uncertainties regarding HRA subsidy reform, accounting practice regarding interest apportionment, impact of future investment programme and the level of future reserves and borrowing requirements. Strike deductions (£0.165m) is one off income. Corporate Windfall Income (£0.108m), 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 later in the year. Underspend (£0.005m) due to minor variances. One off rebate of historical audit fees, (£0.072m). £0.401 - One off time limited costs in relation to former Euticals Ltd - Sandycroft site.
Total Central & Corporate Finance	25.300	24.750	(0.550)	(0.309)	
TOTAL	255.176	255.157	(0.019)	0.603	

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

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.
Total		0.346	

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2014	11.161	
Less - Base Level (inclusive of reduction of £0.065m agreed as part of the 2014/15 budget)	(5.769)	
Total Reserves above base level		5.392
Less – estimate required from the amount approved as part of Investment strategy as per budget 2014/15 report		(2.500)
Add – Contribution from investment costs for termination benefits accounted for in 2013/14		0.745
Less - Amount approved under delegated powers reported in July 2014 monitoring report		(0.696)
Amount available for delegation to Cabinet		2.941
Add projected non pay underspend as at Month 4		0.019
Total projected Contingency Reserve as at 31st March 2015		2.960

2010-11-11

Dear Mr. [Name],

Thank you for

your letter

of the 10th of November 2010.

I am sorry to hear

that you are not

happy with

the service

we have

provided

to you.

I will be

happy

to

Yours

Yours faithfully,
[Name]

HRA Major Variance Report - Period 4

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance
Rents	(27.713)	(27.669)	0.044	0.054	Garage income is lower than anticipated due to high void rates.
General Income	(0.734)	(0.651)	0.083	(0.012)	Garden Service has been reviewed and contract amended to take in to account issues experienced by tenants, therefore resulting in a reduced income of £95k.
Landlord Services	0.830	0.913	0.083	0.035	Garden service costs are expected to rise by £55k due to the service review. Repairs & Maintenance costs on general HRA buildings/lifts etc forecast at last years outturn being £38k more than budget.
Vacancy Savings	0.236	0.000	(0.236)	0.000	Vacancy savings due to posts not yet being filled. Once posts are recruited to this budget will be used to fund the post for the remainder of the year.
Other variances (aggregate)	26.216	26.204	(0.012)	(0.039)	
Total :	(1.165)	(1.203)	(0.038)	0.038	

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 OCTOBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **CAPITAL PROGRAMME 2014/15 (MONTH 4)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Month 4 (End of July) capital programme information for 2014/15.

2.00 BACKGROUND

2.01 The Council approved a Housing Revenue Account (HRA) capital programme for 2014/15 of £12.106m and a Council Fund (CF) capital programme of £20.970m at its meeting of 18th February 2014.

3.00 CONSIDERATIONS

3.01 Programme – Changes since Budget approval

3.01.1 The table below sets out how the programme has changed during 2014/15 to date. Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below -

REVISED PROGRAMME	Original Budget 2014/15 £m	Rollover from 2013/14 £m	Changes - This Period £m	Revised Budget 2014/15 £m
Chief Executives	0.015	0.007	0	0.022
People & Resources	0.075	0.086	(0.003)	0.158
Governance	0.795	0.935	0	1.730
Education & Youth	9.228	2.212	1.462	12.902
Social Care	0	0	0.642	0.642
Community & Enterprise	2.848	2.654	0.483	5.985
Planning & Environment	1.709	0.923	(0.930)	1.702
Transport & Streetscene	5.345	0.578	0.851	6.774
Organisational Change 1	0	0.038	0	0.038
Organisational Change 2	0.955	0.301	0.025	1.281
Council Fund Total	20.970	7.734	2.530	31.234
Housing Revenue Account	12.106	0	0.530	12.636
Programme Total	33.076	7.734	3.060	43.870

3.02 Rollover from 2013/14

- 3.02.1 Rollover occurs when schemes due to be completed in a given financial year are delayed, possibly due to procurement issues/weather or if funding from external sources is altered e.g. rephasing of Welsh Government (WG) grants and are therefore not completed until the following year.
- 3.02.2 Revised rollover sums of £5.830m were agreed in year as part of the quarterly reports to Cabinet and of £1.904m as part of the outturn report to Cabinet on 15th July, 2014, giving a total rollover amount of £7.734m.
- 3.02.3 For Early Identified Rollover (EIR) into 2015/16 see Section 3.05.

3.03 Changes during this period

- 3.03.1 Changes during this period have resulted in a net increase in the programme total of £3.060m (CF £2.530m, HRA £0.530m). A summary of the changes, showing major items, is shown in the table below -

CHANGES DURING THIS PERIOD	
<u>COUNCIL FUND</u>	£m
Increases	
Local Transport Grant - New WG grant in 14/15	1.443
School Modernisation - Funding schedule confirmed inc. prudential borrowing	0.762
Partnerships & Performance - Intermediate Care Fund - New WG grant in 14/15	0.642
Private Sector Renewal/Improvement - Confirmation of 14/15 grant allocation	0.628
Flying Start - Confirmation of grant funding in 14/15	0.569
Highways - B/fwd unspent LGBI funding from 13/14	0.300
Other Aggregate Increases	0.310
	4.654
Decreases	
Transportation - Reduction in Regional Development Plan grant funding	(0.985)
Engineering - Grant funding removed pending further scheme information	(0.950)
Delay in traveller site refurbishment - Grant funding will be received in 15/16	(0.150)
Other Aggregate Decreases	(0.039)
	(2.124)
Total	2.530
	£m
<u>HRA</u>	
Increases	
Confirmation of 14/15 WG grant funding for energy efficiency schemes	0.530
	0.530
Decreases	
	0.000
Total	0.530

3.03.2 Reasons for changes in the programme total include:-

- An increase/decrease in grant funding from WG or other external funding providers. This is the case for all of the above with the exception of School Modernisation, Highways and Travellers sites. At this point in the year, the first monitoring report since the budget was approved, the bulk of the changes would be expected to be related to changes in grant funding as amounts for the year are confirmed by providers.
- Funding profiles from external sources sometimes alter during the year, resulting in expenditure needing to be realigned to meet this scenario. This is the case with the traveller site refurbishment.
- An increase/decrease in the level of prudential borrowing identified. This is the case with Highways and School Modernisation.
- Within Corporate Services are centrally held provisions for urgent Health and Safety issues and to provide funding for Feasibility Studies for potential future capital spend. These funds are reallocated to relevant programme areas as they are requested and approved.

3.04 Capital Expenditure compared to Budget

3.04.1 Actual expenditure at the end of July (Month 4) across the whole of the programme is £7.088m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. This shows that 16.16% of the budget has been spent across the programme (CF 14.45% and HRA 20.38%).

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Chief Executives	0.022	0	0.00	0.022	0
People & Resources	0.158	0	0.00	0.158	0
Governance	1.730	0.333	19.25	1.730	0
Education & Youth	12.902	1.923	14.91	12.876	(0.026)
Social Care	0.642	0.021	3.27	0.642	0
Community & Enterprise	5.985	1.395	23.31	6.149	0.164
Planning & Environment	1.702	0.190	11.16	1.350	(0.352)
Transport & Streetscene	6.774	0.355	5.24	6.774	0
Organisational Change 1	0.038	0.016	42.11	0.038	0
Organisational Change 2	1.281	0.279	21.78	1.381	0.100
Council Fund Total	31.234	4.513	14.45	31.120	(0.114)
Housing Revenue Account	12.636	2.575	20.38	12.628	(0.008)
Programme Total	43.870	7.088	16.16	43.748	(0.122)

3.04.2 The table also shows the projected outturn (spend as at the end of the financial year) of £43.748m. It can be seen that on the Council Fund there is a projected underspend against budget of £0.114m and for the HRA a projected underspend of £0.008m.

3.04.3 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and the required remedial action, where those variances exceed 10% of the budget. In addition, where Early Identified Rollover (EIR) into 2015/16 has been identified, this is also included in the narrative.

3.05 Rollover into 2015/16

3.05.1 As at Month 4 EIR of £0.276m has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works in 2015/16.

3.05.2 Information relating to each programme area is contained in Appendix B and summarised in the table below –

ROLLOVER INTO 2015/16		
	Month 4 £m	Total £m
Education & Youth	0.026	0.026
Planning & Environment	0.250	0.250
Council Fund	0.276	0.276
Housing Revenue Account	0	0

3.06 Financing

3.06.1 The capital programme is financed as summarised below:-

FINANCING RESOURCES	General Financing¹	Specific Financing²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	13.099	18.135	31.234
Housing Revenue Account	5.525	7.111	12.636
	18.624	25.246	43.870
Total Financing Resources	18.624	25.246	43.870

1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

3.06.2 That element of the Council Fund total financed from general (non-specific) financing resources, relies in part on the generation of capital receipts from asset disposals. The continuing harsh economic climate is impacting on the ability to achieve the budgeted level of anticipated capital receipts, a situation that is likely to continue until the economy picks up at some future point. The capital receipts situation is being closely monitored as part of overall capital monitoring arrangements.

3.06.3 The position regarding 2014/15 capital receipts is summarised below:-

FUNDING SHORTFALL OF APPROVED SCHEMES		
	£m	£m
Shortfall from 2013/14		1.578
Increases		
In year receipts shortfall		
New Pressures	0.030	0.030
Decreases		
In year receipts surplus	(0.762)	
Unallocated Headroom	(0.003)	(0.765)
Projected shortfall to 2015/16		0.843

The original estimate for in year capital receipts was £1.250m, of which £0.488m was to be used to finance capital expenditure in 2014/15 and £0.762m to address the projected shortfall in capital receipts from 2013/14.

The latest reviewed position assumes receipts at the budgeted level of £1.250m, with the largest amount of the receipts anticipated to be received in March 2015. There are no receipts received as at Month 4.

The outturn shortfall in 2013/14 was £1.578m, which, together with some minor adjustments and the assumed level of capital receipts, currently indicates a total shortfall in 2014/15 of £0.843m.

3.06.4 The situation regarding disposals remains fluid in this economic climate and hence it is difficult to predict with certainty when disposals will be effected. It is therefore suggested that the Council continues to monitor the disposals programme closely and brings further updates to Cabinet in future capital monitoring reports.

3.06.5 The first call on any excess receipts (above the budgeted figure of £1.250m) received in the current year will be to address the brought forward shortfall.

3.06.6 The HRA capital resources are ring-fenced and used only for HRA purposes.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:-

- Note and approve the report.
- Approve the rollover adjustments in 3.05.2.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in sections 2 and 3 of the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A : Capital Programme - Changes During 2014/15
Appendix B : Variances

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Capital Programme Monitoring Papers 2014/15.

Contact Officer: Liz Thomas
Finance Manager - Technical Accounting
Telephone: 01352 702289
E-mail: liz.thomas@flintshire.gov.uk

APPENDIX A

CAPITAL PROGRAMME - CHANGES DURING 2014/15

	Original Budget 2014/15	Rollover from 2013/14	Changes (Current)	Revised Budget 2014/15
	£m	£m	£m	£m
Council Fund :				
Chief Executives				
Clwyd Theatr Cymru	0.015	0.007	0	0.022
	0.015	0.007	0.000	0.022
People & Resources				
Corporate Finance	0.075	0.086	(0.003)	0.158
	0.075	0.086	(0.003)	0.158
Governance				
Information Technology	0.795	0.935	0	1.730
	0.795	0.935	0.000	1.730
Education & Youth				
Education - General	2.081	0	(1.801)	0.280
Primary Schools	0.040	0.278	1.572	1.890
Schools Modernisation	7.062	0.665	1.367	9.094
Secondary Schools	0	0.314	0.381	0.695
Special Education	0	0.955	(0.057)	0.898
Minor Works, Furn & Equip	0.045	0	0	0.045
	9.228	2.212	1.462	12.902
Social Care				
Partnerships & Performance	0	0	0.642	0.642
	0.000	0.000	0.642	0.642
Community & Enterprise				
Private Sector Renewal/Improvement	2.311	0.469	0.628	3.408
Travellers' Sites	0.150	0	(0.150)	0
Flintshire Connects	0.250	0.507	0.041	0.798
Town Centre Regeneration	0.137	1.676	(0.036)	1.777
Community Centres	0	0.002	0	0.002
	2.848	2.654	0.483	5.985
Planning & Environment				
Ranger Services	0.135	0.239	0.020	0.394
Energy Services	0.200	0	0	0.200
Engineering	1.065	0.591	(0.950)	0.706
Townscape Heritage Initiatives	0.309	0.093	0	0.402
	1.709	0.923	(0.930)	1.702

CAPITAL PROGRAMME - CHANGES DURING 2014/15

	Original Budget 2014/15	Rollover from 2013/14	Changes (Current)	Revised Budget 2014/15
	£m	£m	£m	£m
Transport & Streetscene				
Sustainable Waste Management	0	0.569	0.090	0.659
Highways	3.645	0.009	0.303	3.957
Local Transport Grant	0	0	1.443	1.443
Transportation	1.700	0	(0.985)	0.715
	5.345	0.578	0.851	6.774
Organisational Change 1				
Leisure Centres	0	0.029	0	0.029
Recreation - Other	0	0.008	0	0.008
Play Areas	0	0.001	0	0.001
	0.000	0.038	0.000	0.038
Organisational Change 2				
Administrative Buildings	0.955	0.301	0.025	1.281
	0.955	0.301	0.025	1.281
Housing Revenue Account :				
Housing Revenue Account				
Major Works	6.328	0	(3.414)	2.914
Accelerated Programmes	0.300	0	0.928	1.228
WHQS Improvements	4.000	0	3.494	7.494
Disabled Adaptations	1.000	0	0	1.000
Other Services	0.478	0	(0.478)	0
	12.106	0.000	0.530	12.636
Totals :				
Council Fund	20.970	7.734	2.530	31.234
Housing Revenue Account	12.106	0	0.530	12.636
Grand Total	33.076	7.734	3.060	43.870

CHIEF EXECUTIVES

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Clwyd Theatr Cymru	0.022	0.000	0.022	0.000	0	0		
Total	0.022	0.000	0.022	0.000	0	0.000		

PEOPLE & RESOURCES

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Corporate Finance	0.158	0.000	0.158	0.000	0	0		
Total	0.158	0.000	0.158	0.000	0	0.000		

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	1.730	0.333	1.730	0.000	0	0		
Total	1.730	0.333	1.730	0.000	0	0.000		

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Education - General	0.280	(0.000)	0.280	0.000	0	0		
Primary Schools	1.890	0.410	1.877	(0.013)	(1)	0	Early Identified Rollover - Various retentions	Request approval to move funding of £0.013m to 2015/16
Schools Modernisation	9.094	1.356	9.094	0.000	0	0		
Community Youth Clubs	0.000	(0.003)	0.000	0.000		0		
Secondary Schools	0.695	0.054	0.682	(0.013)	(2)	0	Early Identified Rollover - Various retentions	Request approval to move funding of £0.013m to 2015/16
Special Education	0.898	0.082	0.898	0.000	0	0		
Minor Works, Furn & Equip	0.045	0.023	0.045	0.000	0	0		
Total	12.902	1.923	12.876	(0.026)	(0)	0.000		

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Partnerships & Performance	0.642	0.021	0.642	0.000	0	0		
Total	0.642	0.021	0.642	0.000	0	0.000		

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Private Sector Renewal/Improvement	3.408	0.536	3.572	0.164	5	0	Overall programme will be fully committed	Additional grant funding will be received to address overspend
Travellers' Sites	0	(0.003)	0	0.000		0	Credit relates to retention accrual not yet due	Balance will clear when invoice is paid
Flintshire Connects	0.798	0.235	0.798	0.000	0	0		
Town Centre Regeneration	1.777	0.627	1.777	0.000	0	0		
Community Centres	0.002	0	0.002	0.000	0	0		
Total	5.985	1.395	6.149	0.164	3	0.000		

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Ranger Services	0.394	0.000	0.259	(0.135)	(34)	0	Early Identified Rollover - The 'Request to Tender' is due to be issued imminently with the bulk of expenditure in the second half of 2014/15	Request approval to move funding of £0.135m to 2015/16
Energy Services	0.200	0.040	0.200	0.000	0	0		
Engineering	0.706	0.148	0.604	(0.102)	(14)	0	Majority of land drainage schemes have been delayed due to re-directing funds to the Mold FAS which is currently awaiting planning permission to progress	Expenditure will be monitored during the year to determine whether full spend will be achieved or to identify rollover to 2015/16
Townscape Heritage Initiatives	0.402	0.002	0.287	(0.115)	(29)	0	Early Identified Rollover - ERDF schemes delayed into 2015/16	Request approval to move funding of £0.115m to 2015/16
Total	1.702	0.190	1.350	(0.352)	(21)	0.000		

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Sustainable Waste Management	0.659	0.002	0.659	0.000	0	0		
Highways	3.957	0.281	3.957	0.000	0	0	Contractual difficulties have delayd works on A548 Gronant. This scheme has the potential to exceed the estimated £85k budget, negotiation being held with the contactor	£85k ring fenced budget - Legal Advice currently being undertaken
Local Transport Grant	1.443	0.089	1.443	0.000	0	0		
Transportation	0.715	(0.016)	0.715	0.000	0	0		
Total	6.774	0.355	6.774	0.000	0	0.000		

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.029	(0.001)	0.029	0.000	0	0		
Recreation - Other	0.008	0	0.008	0.000	0	0		
Play Areas	0.001	0.017	0.001	0.000	0	0		
Total	0.038	0.016	0.038	0.000	0	0.000		

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	1.281	0.279	1.381	0.100	8	0	Alltami Depot projected overspend due to security gates and CCTV installation	Prudential borrowing on the scheme will be increased to fund the overspend
Total	1.281	0.279	1.381	0.100	8	0.000		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2014/15 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Major Works	2.914	0.356	2.816	(0.098)	(3)	0	Projected underspend relates to budget held back in anticipation of emergency works that will need to be completed as a result of winter weather	Continuous rigorous monitoring will ensure full expenditure by year end
Accelerated Programmes	1.228	0.029	1.086	(0.142)	(12)	0	Further survey works on Welfare Reform related schemes will be carried out in the financial year	Work will be completed in the last two quarters of 2014/15
WHQS Improvements	7.494	2.099	7.740	0.246	3	0	Existing Projected Outturn will be addressed by a review of anticipated works in the existing programme	Review will be completed by end of quarter 3 of 2014/15
Disabled Adaptations	1.000	0.091	0.986	(0.014)	(1)	0		
Other Services	0	0	0	0.000		0		
Total	12.636	2.575	12.628	(0.008)	(0)	0.000		

Variance = Budget v Projected Outturn

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FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 OCTOBER 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 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- Disposal of Land to the Rear of Bromfield Industrial Estate

Community & Enterprise

- Entering into a Number of Private Sector Leasing Agreements in Order to Ensure Flintshire County Council can Provide Adequate Levels of Smaller Accommodation Units to Alleviate and Prevent Homelessness

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
OCTOBER 2014 TO MARCH 2015**

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Finance	Budget Consultation process. To receive a verbal update on the Budget Consultation process.		
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Finance	Revenue Budget Monitoring 2014/15 (Month 4) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 4.		
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Finance	Capital Programme (Month 4) To provide Members with the Month 4 (end of July) Capital Programme information for 2014/15		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9 October 2014	People and Resources	Workforce Information Reporting and Business Intelligence 4 To explain the capabilities and benefits of providing real time information via dashboard boarding reporting.		
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	Rota Visits To receive a verbal update on Rota Visits		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	Adult Safeguarding 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		

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	Regional Safeguarding Children's Board proposal To inform Members of the proposals to develop a Regional Safeguarding Children's Board for North Wales.		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Social Services	Direct Payments/Penderels Trust To receive an update on Direct Payments.		
Social & Health Care Overview & Scrutiny Committee	9 October 2014	Overview and Scrutiny	Social & Health Care Forward Work Programme 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	North Wales Credit Union (Presentation) Members to receive a Presentation by the North Wales Credit Union		

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	13 October 2014	Overview and Scrutiny	Community Profile & Partnerships Forward Work Programme To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		
Housing Overview & Scrutiny Committee	15 October 2014	Community and Enterprise	Affordable Housing Policy To consider a proposed Affordable Housing Policy		
Housing Overview & Scrutiny Committee	15 October 2014	Community and Enterprise	Asset Management Plan To consider stock investment and proposals to provide high quality sustainable housing stock to meet WHQS		
Housing Overview & Scrutiny Committee	15 October 2014	Community and Enterprise	Welfare Reform Update To update Members on the impact of Welfare Reform and the Universal Credit pilot in Shotton		
Housing Overview & Scrutiny Committee	15 October 2014	Community and Enterprise	Housing Revenue Account (HRA) Business Plan To consider the revised HRA Business Plan		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 October 2014	Chief Executive's	Annual Performance Report 2013/14 To endorse the 2013/14 draft Annual Performance Report for publication	Strategic	Cabinet Member for Corporate Management
Cabinet	16 October 2014	Chief Executive's	Outcome Agreement 2013/14 - Assessment of Performance 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	16 October 2014	Chief Executive's	Provisional Local Government Settlement Provisional Local Government Settlement	Strategic	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	16 October 2014	People and Resources	<p>Revenue Budget Monitoring 2014/15 (Month 4) 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.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 October 2014	People and Resources	<p>Capital Programme 2014/15 (Month 4) To provide Members with the Month 4 (end of July) capital programme information for 2014/15.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 October 2014	Social Services	<p>Regional Safeguarding Children's Board Proposal 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.</p>	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 October 2014	Streetscene and Transportation	VEHICLE TRACKING POLICY To seek Cabinet approval of the Council's Vehicle Tracking Policy	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	16 October 2014	Streetscene and Transportation	Revised Staffing Structure - Streetscene and Transportation To seek Cabinet approval for the proposed staffing structure in the new Streetscene and Transportation Porfolio	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	16 October 2014	Planning and Environment	High Level Staffing Structure - Planning and Environment To advise Members of the Business Plan for the Planning and Environment Portfolio	Operational	Deputy Leader of the Council and Cabinet Member for Environment, Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	15 October 2014	Overview and Scrutiny	Housing Forward Work Programme To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		
Flintshire County Council	22 October 2014	Chief Executive's	Annual Performance Report 2013/14 To endorse the 2013/14 draft Annual Performance Report for publication.		
Environment Overview & Scrutiny Committee	22 October 2014	Overview and Scrutiny	Improvement Plan Monitoring Report To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Environment 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)
Environment Overview & Scrutiny Committee	22 October 2014	Overview and Scrutiny	Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	23 October 2014	Education and Youth	Health & Safety in Schools To receive a summary report on accidents and incidents in schools during the academic year and the actions taken to support schools in achieving healthy and safe environments		
Lifelong Learning Overview & Scrutiny Committee	23 October 2014	Education and Youth	Federation & Clusters To receive a report on Federation & Clusters, to include information around the governance arrangements for Federations		
Lifelong Learning Overview & Scrutiny Committee	23 October 2014	Education and Youth	Learning from the School Performance Monitoring Group (SPMG) To receive the annual report on progress and learning from the SPMG		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	23 October 2014	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
November					
Corporate Resources Overview & Scrutiny Committee	13 November 2014	Finance	Revenue Budget Monitoring 2014/15 (Month 5) 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	Corporate Resources Forward Work Programme 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	13 November 2014	Social Services	<p>Safeguarding and care planning of looked after children and care leavers who exhibit vulnerable and risky behaviour</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>Social & Health Care Forward Work Programme</p> <p>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.</p>		
Community Profile & Partnerships Overview & Scrutiny Committee	17 November 2014	Overview and Scrutiny	<p>Community Profile & Partnerships Forward Work Programme</p> <p>To consider the Forward Work Programme of the Community Profile & Partnerships Overview & 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	Community and Enterprise	Tenancy Agreement To provide an overview of the formal consultation process in relation to the Council's intention to introduce a revision to it's tenancy agreement	Strategic	Cabinet Member for Housing
Cabinet	18 November 2014	People and Resources	Revenue Budget Monitoring 2014/15 (Month 5) To provide Members with the most up to date revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 November 2014	Community and Enterprise	Council Tax Base for 2015/2016 To approve the Council Tax Base for the financial year 2015/2016	Operational	Cabinet Member for Housing
Cabinet	18 November 2014	People and Resources	Workforce Information Quarter 1 and 2 To provide members with an update for Quarter one and two 2014/15	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 November 2014	Social Services	Single Point of Access (SPoA) To up-date Cabinet on the progress made of the SPoA in Flintshire and in North Wales.	Strategic	Cabinet Member for Social Services
Cabinet	18 November 2014	Streetscene and Transportation	Civil Parking Enforcement Update To provide Cabinet with an update on the progress of the CPE arrangements 12 months after introduction.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 November 2014	Overview and Scrutiny	Changing times: Helping Flintshire's Town Centres adapt to a changing world - Recommendations. To inform Cabinet of the Recommendations from the Environment Overview & Scrutiny Committee	All Report Types	Deputy Leader of the Council and Cabinet Member for Environment
Housing Overview & Scrutiny Committee	26 November 2014	Overview and Scrutiny	Housing Forward Work Programme To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Environment Overview & Scrutiny Committee	3 December 2014	Overview and Scrutiny	Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
Audit Committee	10 December 2014	People and Resources	Treasury Management Mid-Year Report 2014/15 and 2014/15 Update 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	Action Tracking		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	10 December 2014	Finance	Forward Work Programme		
Audit Committee	10 December 2014	Finance	Internal Audit Progress Report		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Finance	Revenue Budget Monitoring 2014/15 (Month 6) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 6.		
Cabinet	16 December 2014	Chief Executive's	Quarter 2 Improvement Plan Monitoring Report. Provide an update of progress against the Improvement Plan as at the end of quarter 1.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 December 2014	People and Resources	Treasury Management Mid-Year Report 2014/15 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	Council Fund Capital Programme 2015/16 To propose the allocation of funding to the core capital programme for 2015/16.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 December 2014	People and Resources	Capital Programme 2014/15 (Month 6) 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	Revenue Budget Monitoring 2014/15 (Month 6) To provide Members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account 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)
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	Social & Health Care Forward Work Programme To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	Community Profile & Partnerships Forward Work Programme To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		
January					
Corporate Resources Overview & Scrutiny Committee	15 January 2015	Finance	Revenue Budget Monitoring 2014/15 (Month 7) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 7.		

COMMITTEE		MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet		20 January 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 7) 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
Cabinet		20 January 2015	Social Services	Intermediate Care Fund (ICF) 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 Council	County	27 January 2015	People and Resources	Council Fund Capital Programme 2015/16 To present the Annual Council Fund Capital Programme for 2015/16 and indicative funding levels to 2018/19.		
Flintshire Council	County	27 January 2015	People and Resources	Treasury Management Mid-Year Report 2014/15 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>Treasury Management Strategy 2015/16 and 2014/15 Update</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>Social Services Intermediate Care Fund (ICF)</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>Revenue Budget Monitoring 2014/15 (Month 8)</p> <p>To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 8.</p>		

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Cabinet	17 February 2015	People and Resources	Treasury Management Strategy 2015/16 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	Prudential Indicators 2014/15 to 2016/17 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	Minimum Revenue Provision 2014/15 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

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	<p>Revenue Budget Monitoring 2014/15 (Month 8) 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 County Council	17 February 2015	People and Resources	<p>Minimum Revenue Provision 2014 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 County Council	17 February 2015	People and Resources	<p>Prudential Indicators 2014/15 to 2016/17 To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.</p>		

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Flintshire Council	County	17 February 2015	Human Resources and Organisational Development	Pay Policy Statement To seek approval on the Council's Pay Policy Statement		
March						
Flintshire Council	County	3 March 2015	People and Resources	Treasury Management Strategy for 2015/16 To present to Council the recommendations of Cabinet in relation to the Treasury Management Strategy for 2015/16.		
Flintshire Council	County	3 March 2015	Legal and Democratic Services	Annual Report of the Independent Remuneration Panel for Wales (IRPW) To inform Members of the contents of the annual report issued by the IRPW concerning the payment of Members' allowances for the Council year 2015/16		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 March 2015	Finance	Revenue Budget Monitoring 2014/15 (Month 9) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 9.		
Cabinet	17 March 2015	Chief Executive's	Quarter 3 Improvement Plan Monitoring Report. Provide an update of progress against the Improvement Plan as at the end of quarter 1.	Strategic	Cabinet Member for Corporate Management
Cabinet	17 March 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 9) To provide Members with the most up to date revenue budget monitoring information (Month 9) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 March 2015	People and Resources	Capital Programme 2014/15 (Month 9) To provide Members with the Month 9 (end of December) capital programme information for 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)
Audit Committee	18 March 2015	People and Resources	<p>Treasury Management 2014/15 Update To provide Members with a quarterly update on matters relating to the Council's 2014/15 Treasury Management Strategy up to the end of February 2015.</p>		
Audit Committee	18 March 2015	People and Resources	<p>Wales Audit Office - Annual Financial Audit Outline 2014/15 To provide the Audit Committee with the Wales Audit Office - Annual Financial Audit outline for the audit of the Council's accounts for 2014/15 and those of the Clwyd Pension Fund.</p>		

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