

# Public Document Pack



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To: Cllr Aaron Shotton (Leader)

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

7 October 2015

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 13th October, 2015 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

## A G E N D A

### 1 APOLOGIES

**Purpose:** To receive any apologies.

### 2 DECLARATIONS OF INTEREST

**Purpose:** To receive any Declarations and advise Members accordingly.

### 3 MINUTES (Pages 5 - 20)

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

TO CONSIDER THE FOLLOWING REPORTS

### STRATEGIC REPORTS

### 4 CLWYD THEATRE CYMRU (Pages 21 - 30)

Report of Chief Officer (Organisational Change.) - Cabinet Member for Corporate Management

**Purpose:** To cover endorsement of the annual business plan and the Arts Council of Wales funding application (both of which have been approved by the Theatre Board).

5 **ANNUAL PERFORMANCE REPORT 2014/15** (Pages 31 - 130)

Report of Chief Executive - Cabinet Member for Corporate Management

**Purpose:** To endorse the 2014/15 draft Annual Performance Report for publication.

6 **OUTCOME AGREEMENT 2014/15** (Pages 131 - 164)

Report of Chief Executive - Cabinet Member for Corporate Management

**Purpose:** To present an end of year position of progress against the Outcome Agreement for 2014/15.

7 **NEW HOMES BUSINESS PLAN 2015/20** (Pages 165 - 186)

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

**Purpose:** To obtain approval for the NEW Homes Business Plan and Growth Strategy for 2015/20.

8 **CHILDREN SERVICES INSPECTION REPORT** (Pages 187 - 228)

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

**Purpose:** To receive the Care and Social Services Inspectorate Wales (CSSIW) Children Services Inspection Report and Action Plan.

9 **REVIEW OF WINTER MAINTENANCE POLICY** (Pages 229 - 250)

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

**Purpose:** To undertake a 2 yearly review of the Winter Maintenance Policy.

## **OPERATIONAL REPORTS**

### **10 REVENUE BUDGET MONITORING 2015/16 (MONTH 4) (Pages 251 - 284)**

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

**Purpose:** To provide the latest revenue budget monitoring information for 2015/16 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.

### **11 CAPITAL PROGRAMME 2015/16 (MONTH 4) (Pages 285 - 308)**

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

**Purpose:** To provide the Month 4 (end of July) capital programme information for 2015/16.

### **12 EXERCISE OF DELEGATED POWERS (Pages 309 - 310)**

**Purpose:** To provide details of actions taken under delegated powers.

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

Yours faithfully



Peter Evans  
Democracy & Governance Manager

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## **CABINET** **15 SEPTEMBER 2015**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 15 September 2015

### **PRESENT: Councillor Aaron Shotton (Chair and Leader of the Council and Cabinet Member for Finance)**

Councillors: Bernie Attridge (Deputy Leader and Cabinet Member for Environment), Helen Brown (Cabinet Member for Housing), Derek Butler (Cabinet Member for Economic Development), Christine Jones (Cabinet Member for Social Services), Kevin Jones (Cabinet Member for Waste Strategy, Public Protection and Leisure) and Billy Mullin (Cabinet Member for Corporate Management)

### **APOLOGY:**

Councillor Chris Bithell

### **ALSO PRESENT:**

The following Councillors attended as observers:

Councillors: Ron Hampson, Dave Mackie, Mike Peers and Paul Shotton

### **IN ATTENDANCE:**

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Education and Youth), Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Streetscene and Transportation), Corporate Finance Manager and Committee Officer

Programme Co-ordinator – School Modernisation and Senior Learning Advisor Foundation Phase for minute number 65

Policy and Performance Manager for minute number 67

## **63. DECLARATIONS OF INTEREST**

Councillors Helen Brown, Derek Butler, Kevin Jones, Billy Mullin and Aaron Shotton declared personal interests (as they were School Governors) in agenda item number 4 – School Modernisation – School Standards and Organisation Act 2013 – John Summers High School.

Councillor Christine Jones declared a personal and prejudicial interest (as she was a School Governor and members of her family attended the school) in agenda item number 4 - School Modernisation – School Standards and Organisation Act 2013 – John Summers High School.

## **64. MINUTES**

The minutes of the meetings held on 23<sup>rd</sup> June, 14<sup>th</sup> June and 6<sup>th</sup> August had been circulated with the agenda.

6<sup>th</sup> August 2015 – Accuracy

Councillor Helen Brown referred to page 20 and indicated that officers had responded to her question about intake for other schools by indicating that applications could be made to schools in Buckley, Mold and Flint if there were spaces available. She asked that the answer be included in the minutes.

**RESOLVED:**

That subject to the suggested amendment, the minutes be approved as a correct record.

**65. SCHOOL MODERNISATION – SCHOOL STANDARDS AND ORGANISATION ACT 2013 – JOHN SUMMERS HIGH SCHOOL**

Councillor Aaron Shotton introduced the report for reconsideration following the call-in by the Education and Youth Overview & Scrutiny Committee of Cabinet's previous decision on John Summers High School.

The Chief Officer (Education and Youth) detailed the background to the report and spoke of the challenges due to low pupil numbers and budget reductions. He spoke of the increasing costs for schools for 2015/16 and 2016/17 and said that John Summers High School received funding per pupil of £5,180 which was £1,285 more than the £3,895 per pupil at Castell Alun High School. As funding reduced, the Council would not be able to sustain this level of funding for John Summers High School without lowering the funding for other schools. Using the existing funding formula the school could face a 16% reduction in funding over the next four years which would equate to the need to reduce teaching posts by at least 6.5 or 20% which was unsustainable. By 2019/20 this would result in a reduction of 8.7 full time equivalent posts, or 26% of staff, if a further loss of 10% of pupil numbers based on current allocation was applied, which again was unsustainable. The Chief Officer said that this would lead to higher pupil teacher ratios and teachers providing lessons in multiple subjects.

On 6 August 2015, Cabinet agreed to proceed to the next stage to close John Summers High School and refer the decision to the Welsh Government (WG) Minister. The call-in had been initiated over concerns about transition plans for pupils, transport to and from alternative schools and its cost, and the need for assurance about the future use of the site. The issues relating to transition and transport arrangements would be resolved through a detailed planning process. However, he added that many of the pupils from John Summers High School would be eligible for free transport under the Council's policy and a report on this would be submitted to a future meeting of the Committee, possibly in November 2015. The Chief Officer explained that work was being undertaken on the transition plans to develop a future model for the high schools at John Summers, Saltney, Hawarden and Connaught's Quay. Discussions had also been undertaken with GwE, the Regional School Improvement Service, and they were in agreement with the proposal to build on collaborative working and the provision of enhanced option choices. Transition plans had also been positively viewed by Estyn in their response to the consultation.

The Chief Officer drew Members' attention to paragraphs 1.17 to 1.22 which set out the key principles in relation to the Council's responsibility to support individual vulnerable learners through a period of change and transition. The principle of support needed to be extended to all learners at John Summers High School through the period of change and a commitment had been given to undertake this.

The Chief Executive commented that two of the three issues that had been raised at the call-in had been addressed (transition plans and transport) by the Chief Officer (Education and Youth). On the third issue of the site, he gave assurance that the Council had no alternative plans for the future use of the John Summers site. The Capital programme for Queensferry Primary School was to continue and this would be developed further as part of the Council's 21<sup>st</sup> Century schools programme and the existing services on the site (the Youth Centre, Pupil Referral Unit and Community First office base) would be retained. Any future plans for the site would be brought back to Cabinet and public consultation would be guaranteed. The Chief Executive explained that at the call-in meeting, Councillor Shotton had commented that should the Minister take the decision to close the school, he would be in favour of the land being protected as 'open space' for community use in perpetuity, due to the density of development in the locality and open and playing space being at a premium.

On the transport issue, Councillor Bernie Attridge said that a detailed report would be submitted to a future meeting of Cabinet for consideration and he provided a personal assurance that this would take place before the end of the year.

Councillor Derek Butler felt that the three issues that had been raised at the call-in meeting had been addressed. Councillor Helen Brown spoke on the future of the site and said that she had voted against closure of the school. It had been suggested that the site could be retained as a 'field in trust' to prevent it being built on but Councillor Brown urged caution on this as she felt that this could rule out the site being used if a new school needed to be built when the Northern Gateway site progressed. Councillor Attridge acknowledged the comment. He clarified that there were no current plans for the future use of the site and expressed significant concern at the comments and personal attacks that had been made to him and his family over the issue. Councillor Shotton confirmed that he was in favour of the land being protected as 'open space' for community use in perpetuity and that protecting it as a 'field in trust' was an option.

Councillor Shotton said that the three issues raised at the call-in meeting had been addressed as follows:

- transport costs and the discretionary elements of the Council's school transport policy were being considered;
- transition planning was being undertaken and developed;
- the issue of the future use of the site had been discussed.

He spoke of the comments made by the Local Assembly Member and the ex-Head teacher of John Summers High School and said that he hoped that they recognised that the reducing funding, which was out of the Council's control, had been a

significant element in the Authority's decision. Councillor Shotton referred to the challenges faced by the Council and of the funding gap that could put services under threat. He spoke of the budget for schools which he said would have to increase by 4% for next year to maintain the current service and added that more funding cuts could be announced by the Government in the autumn. He indicated that urgent discussions were required with Welsh Government to request help with the remaining financial gap that the Council faced for 2016-17, and that if this was not forthcoming, further difficult decisions would need to be made.

The Chief Officer (Education and Youth) said that if the student figures for John Summers High School remained static, it was expected that a reduction by 2019/20 of 8.7 full time equivalent teaching posts would be lost, which was not sustainable for the school to deliver a curriculum to the pupils. He reiterated his earlier comments that reduced teacher numbers would have a direct impact on the standards at the school and would make the school a less vibrant place to study which would lead to further reductions in pupil numbers.

The Chief Executive explained that policy indicated that for a school for 11-16 year olds to be sustainable, it required 600 pupils to attend. The current figure was 305 and based on the formula used, it was forecast that the Northern Gateway site, which could take a number of years to complete, would only generate 199 secondary school pupils which gave a total of 504 which was below the trigger point of 600. Local residents had suggested that an exception could be made to retain the school with lower pupil numbers but WG did not have the facility to make an exception and would not provide the additional funding required to retain the school with a low rate of pupils. He referred to the Medium Term Financial Strategy and said that it reflected that the Council did not have the financial capability to continue the current funding required for John Summers High School. The Chief Executive spoke of the meetings that had taken place with the Head Teachers and Governors of the school where he had raised concern that the budget for the school was not sustainable. The Council was not in a position to continue the current level of funding without having an impact on the funding provided to other schools. Some schools received additional specific grants but these were also reducing.

Councillor Shotton spoke of the importance of WG recognising the Council's need for help and support in closing the budget gap.

**RESOLVED:**

- (a) That Cabinet is reassured by the plans for transition and the openness to consider home to school transport options explored by the Overview and Scrutiny Committee;
- (b) That Cabinet reaffirm their commitment to reviewing in detail options for home to school transport;
- (c) That Cabinet direct the officer and head teacher planning group to plan in detail for transition taking into account the feedback of the Overview and Scrutiny Committee;

- (d) That a commitment is made to a full public consultation exercise on the future use of the site, should the school be closed, including the options for open space and fields in trust protection; and
- (e) That Cabinet reaffirms the previous decision to refer the proposal of closure of the Sixth Form at John Summers High School from 31<sup>st</sup> August 2016 and closure of the School from 31<sup>st</sup> August 2017 to the Welsh Government.

Following a short adjournment, the meeting resumed at 10.30am.

## **66. MEDIUM TERM FINANCIAL STRATEGY**

Councillor Aaron Shotton introduced the report which introduced Part 2 of the Medium Term Financial Strategy (MTFS) for the three year period 2015-2018 for the Council Fund.

He explained that Part 1 of the MTFS outlined the financial pressures faced by the Council over the three year period to 2018 because of reductions in funding and increases in pressures such as teacher pension costs. Workshops had been held to help Members understand the areas of pressure. The Council was facing a significant challenge on what to do to meet the gap to allow compliance with its statutory duty to provide a balanced budget.

The Chief Executive provided a detailed presentation which highlighted the following key areas:

- Our journey thus far
- What do the next three years look like?
- An efficient and innovative Council
- Council Annual Efficiency Targets 2008/09 to 2015/16
- A low funded Council
- Our three part strategy
- Business Plan Efficiency Targets 2015/16-2017/18
- Corporate Finance Efficiency Proposals 2015/16
- Funding Pressures for Support and Relief
- Balancing ambition and risk
- What next?

He spoke of the risks and explained that two of the three parts of the strategy could be undertaken locally but the third part required an open discussion with WG.

Councillor Shotton thanked the Chief Executive, Chief Officer team, Corporate Finance Team and Cabinet Members for their work on the strategy. Page 22 of the strategy document reported a list of services that were under threat if support from WG was not forthcoming and a considerable amount of work had been undertaken on putting a case forward for consideration by WG. Flintshire was a low funded Council and this had been acknowledged by the Chartered Institute of Public Finance and Accountancy (CIPFA) and because of the funding formula Flintshire was ranked at 19<sup>th</sup> out of 22 authorities for the amount of funding received. Despite the low funding, Flintshire was a high performing Council and even though Flintshire had

areas of deprivation, other authorities in Wales had larger deprivation areas and the funding formula did not recognise that the Council did all it could with low funding to provide services to residents and perform well in the services it provided. He suggested that an additional recommendation be included that the MTFs be referred to the County Council meeting on 24<sup>th</sup> September 2015 to allow a debate with all Members to take place. Councillor Shotton also spoke of the need to seek support from local Assembly Members and Members of Parliament to support Flintshire County Council in defending services from austerity cuts. He spoke of 'co-operative Councils' and 'enabling Councils' and of the proactive work being undertaken on alternative delivery models and with community groups on Community Asset Transfers. He reiterated earlier comments on the need for early discussions with WG to seek financial support to close the current budget gap.

In speaking of the importance of the MTFs, Councillor Attridge said that without help from WG, facilities such as care homes, leisure centres and Theatr Clwyd could be under threat because of lack of funding. He felt that the budget cuts were a 'tipping point' for the Council and that difficult decisions would need to be made without help from WG. Councillor Kevin Jones agreed and highlighted the cost of pressures in Social Care and Education. He commented on predicted cuts in the Revenue Support Grant which could result in the significant reduction or termination of public services provided by the Council. He accepted that WG did not have any new money but did have a choice of how it spent the budgets that it received.

Councillor Billy Mullin said that the severity of the situation had been highlighted to Members at the recent workshops. He agreed that the issue should be considered at the County Council meeting but added that it was important that the public were also made aware of the significant issues faced by the Council. Councillor Derek Butler commented that the Council did perform well despite being low funded and that Flintshire was a vital and vibrant region. He suggested that discussions needed to take place with WG about collaboration and sharing of services with neighbouring authorities in England and also about policy changes to allow more of the business rates collected by the Council to be retained by the Council instead of being paid to WG.

In welcoming the suggestion by Councillor Butler about retention of business rates, Councillor Shotton referred to a recent meeting he had attended where the issue had been raised. A scheme in England allowed 100% of business rates from new businesses to be retained locally and Councillor Shotton felt that this option could be explored with WG. He spoke of information from CIPFA which indicated that the unique situation of the porous border of Flintshire and the high level of traffic movements on the A548 and A55 were not recognised. Councillor Shotton commented on the historical elements to the large number of individual towns in Flintshire and on the replication of services currently provided in each of these towns. Many other authorities in Wales had one main town where the services for the whole of the County were provided but this was not the case in Flintshire and the funding formula did not recognise this.

Councillor Helen Brown reiterated the comments about the importance of engaging with the public to highlight that Flintshire County Council was one of the lowest funded but highest performing authorities and of the discussions that needed

to be undertaken with WG. The Chief Executive confirmed that some ideas were being developed and referred to the last paragraph in the strategy about calling on local communities to stand up for their local services by working with the Council on new local service models. Councillor Christine Jones felt that Social Services, which included Adult Social Care, Mental Health and Children's Services, was struggling with the budget available and suggested that an element of the money given to the National Health Service (NHS) was needed and that this should be discussed with WG Ministers. She also spoke of the financial implications on local authorities of the Social Services Wellbeing Act which she felt should also be raised with Ministers.

In response, Councillor Shotton commented on a review of capacity in the Council's three care homes and said that if austerity cuts forced the Council to shut the facilities, then this could result in 'bed blocking' in hospitals if capacity was not available in the private sector. He felt that there was a need to develop and understand what the review would say and added that it was important to put together a coherent case for public sector spending. The Chief Executive spoke of the high occupancy rate of 95% in the Council's residential care facilities and commented on discussions with the Minister on the review of care home provision in Flintshire.

Councillor Shotton proposed an additional recommendation that the MTFs be referred for debate to the County Council meeting on 24<sup>th</sup> September 2015; this was duly seconded.

**RESOLVED:**

- (a) That the second and concluding part of the Medium Term Financial Strategy (MTFS) titled *Meeting the Financial Challenge* is adopted for consultation and development as the first step towards setting balanced budgets for 2016-17 and 2017-18;
- (b) That the specific proposals set out for service reform, corporate financing options, and national support and relief, be approved in principle for more detailed consultation and development;
- (c) That early engagement be undertaken with Welsh Government, with the support and involvement of the Welsh Local Government Association as our representative body, on the case for national support and relief as set out in *Meeting the Financial Challenge*;
- (d) That the Medium Term Financial Strategy be referred for debate to the County Council meeting on 24<sup>th</sup> September 2015.

**67. QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT**

Councillor Billy Mullin introduced the report to present the monitoring of progress for the first quarter of 2015/16 on the Improvement Plan. He commented on the significant amount of work that had been undertaken on monitoring the plan.

The Chief Executive spoke of the positive report and the progress that had been made with nearly 84% of activities likely to achieve the desired outcome and 69.5% of the performance indicators having met or exceeded target for the quarter. The report identified the areas of concern and the risks faced by the Council and the Chief Executive confirmed that risks would be monitored by the relevant Overview & Scrutiny Committee.

The Policy and Performance Manager explained that the report highlighted areas of underperformance or higher risk which could be because of complex cases such as the number of days taken to deliver a Disabled Facilities Grant for children. She felt that it was important to acknowledge that performance indicators did not tell the whole story but added that other examples provided reassurance of the work that was being undertaken.

The Chief Executive advised that the 'how to guide' for the Improvement Plan was to be shared with Overview & Scrutiny Committees and could also be circulated to Members and the press if required.

**RESOLVED:**

- (a) That the following be agreed:
- The levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;
  - The performance against improvement plan performance indicators; and
  - The current risk levels for the risks identified in the Improvement Plan
- (b) That Cabinet Members be assured by plans and actions to manage the delivery of the 2015/16 Improvement Priority impacts.

**68. STRATEGIC EQUALITY PLAN ANNUAL REPORT 2014/15 AND WELSH LANGUAGE SCHEME ANNUAL MONITORING REPORT 2014/15**

Councillor Billy Mullin introduced the report to present the Strategic Equality Plan Annual Report 2014/15 and Welsh Language Scheme Annual Monitoring Report 2014/15 for adoption. He expressed concerns about some aspects of the scheme, particularly the funding element.

The Chief Executive advised that the report identified areas of good practice undertaken by the Council and the areas for improvement. He commented on the draft Welsh Language Standards that had been consulted on by Welsh Government and said that a risk had been identified by the Council about the uniformity required across all Welsh Local Authorities. This and other element of the standards had been challenged as it was not felt that uniformity should be applied; the outcome was awaited. It was felt that there could be implications because the standards included the proposal that all committee papers be bilingual which would become a new budget pressure for the Council and have implications on time because the report deadlines would need to be earlier to allow for translation. The comment had been submitted to WG that this should not be a requirement for the Council for all committee papers but it was intended that documents such as the Medium Term



Financial Strategy would be available bilingually. Councillor Kevin Jones felt that the cost implications if this was required by WG could result in the loss of other services due to funding cuts.

**RESOLVED:**

- (a) That Cabinet is assured that adequate progress has been made during the year to meet our statutory duties;
- (b) That Cabinet recommend that Corporate Resources Overview & Scrutiny Committee monitor progress of the revised SEP and the implementation of the new Welsh Language Standards as part of their forward work programme; and
- (c) That the publication of the reports on the Council's website and the submission of the Welsh Language Scheme annual report to the Welsh Language Commissioner be agreed.

**69. THE DEVELOPMENT OF A COMMUNITY BENEFIT TRAINING ACADEMY**

Councillor Aaron Shotton introduced the report to seek approval for the creation of a Community Benefit Training Academy (CBTA) as a vehicle to deliver jobs and training opportunities. The project illustrated that capital funding could provide hope and investment in the County. He welcomed the report and the project.

Councillor Helen Brown said that the project was unique to Flintshire and would allow the apprentices to complete their course with the same employer and receive a qualification at the end of the scheme. Councillor Derek Butler commented on the national commitment for apprenticeships, some of which were poorly paid, and spoke of the importance of ensuring that the project was positively publicised.

The Chief Officer (Community and Enterprise) commented on the positive and exciting opportunity that would provide high quality apprenticeships. The project would be flexible and would allow placements to be changed if they were not suitable for the apprentice. She commented on the work to be undertaken to ensure that schools were aware of the options of training in work and close working with Coleg Cambria would also be undertaken. She reassured Members and the press that the scheme was totally self-financed and in addition to the job creation, community initiatives would also be developed; these were detailed in the report.

Councillor Kevin Jones welcomed the proposals and the flexible aspect to the scheme. He queried whether a pre-apprenticeship scheme would form part of the project which could allow apprentices to sample a variety of subjects available to them before they chose the field that they wanted to work in. The Chief Officer indicated that she would discuss this option with Coleg Cambria.

Councillor Billy Mullin welcomed the report and the career opportunities that the project would allow for the apprentices. Councillor Shotton commented on the importance of raising the profile of the positive scheme locally. He also spoke of the good working relationship that the Council had with Coleg Cambria and queried whether it was felt that the scheme could be widened to other local employers in the

future. The Chief Officer said that options to expand the scheme could be considered and discussions could take place with businesses in the area. Councillor Kevin Jones indicated that he would pursue the suggestions with the Consortium of Local Authorities in Wales (CLAW) framework group.

**RESOLVED:**

- (a) That the creation of the Community Benefit and Training Academy (CBTA) to manage the implementation of the community benefit commitments be approved; and
- (b) That a new post to manage and administer the function and services of the academy be approved.

**70. VEHICLE MANAGEMENT SYSTEM POLICY**

Councillor Bernie Attridge introduced the report to seek approval for the Vehicle Management System (VMS) Policy for use on all fleet vehicles operated by the Authority. The system would allow real-time monitoring of resources and provide historical data of specific times, dates and start/finishing points of each journey. This would ensure that all of the vehicle assets were being utilised to maximum benefit for the Council. There would be a three month 'settling in' period where individuals would be counselled on operational and traffic infringements arising from the VMS reports. The policy would allow compliance with the Corporate Manslaughter and Corporate Homicide Act 2007 which came into effect on 6 April 2008.

The Chief Officer (Streetscene and Transportation) explained that the Council recognised that the introduction of vehicle monitoring could raise privacy concerns and that was why the Council was committed to carrying out privacy impact assessment before any new monitoring techniques were implemented. The Council would ensure that the monitoring was proportionate to the business need and staff privacy was not intruded upon. The Council would be open with staff and Union colleagues regarding the monitoring undertaken and the monitoring data would only be used for the specified purposes.

In response to a query from Councillor Aaron Shotton, the Chief Officer confirmed that savings that had been achieved by the Fleet Review totalled £1.3m over the last three years. He also advised that the policy had been considered by the Environment Overview & Scrutiny Committee.

**RESOLVED:**

That the Vehicle Management System Policy and its adoption by the Authorities operations be approved.

**71. SYRIAN REFUGEE CRISIS**

Councillor Aaron Shotton indicated that it had been requested that an urgent item in the form of a verbal update be provided on the Syrian Refugee Crisis and he advised that he had made a statement on behalf of Flintshire County Council on the

international humanitarian crisis. It had been recognised that local authorities in Wales had a duty to help where possible and the Council had been preparing to receive refugees and those in crisis. However, full funding from Welsh Government/UK Government would be required.

The Chief Executive advised that a verbal update would also be provided to the County Council meeting on 24<sup>th</sup> September 2015. A national scheme had not yet been adopted and therefore the Council could not put a plan in place but a project group had been established in readiness for an annual number of families moving into the area. He spoke of the language difficulties and the need for support and explained that the project would not impact on the social housing supply as the required housing would be in the private rented sector.

Councillor Bernie Attridge gave thanks to the Chief Executive, Council employees and the generosity of the people of Flintshire for their donations in response to the crisis. He commented on local businesses that had become donation points for the large amount of goods that had been donated. He said that the people of Flintshire should be proud of themselves for their generosity.

In echoing the comments, Councillor Shotton said that it was appropriate that the generosity of the residents of Flintshire be acknowledged but spoke of the criticism that he had received from a minority of people. Councillor Kevin Jones said that it had been suggested that refugees would be able to stay in Britain for five years but that funding would only be provided for one year. He felt that it was important to discuss with Welsh Government about the provision of funding beyond the first year of the project.

**RESOLVED:**

That the verbal update be received.

**72. REVENUE BUDGET MONITORING 2015/16 (MONTH 3)**

The Corporate Finance Manager provided Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account (HRA) based on actual income and expenditure as at month 3. The projected year end position, as estimated at month 3, was:

**Council Fund**

- Net in year expenditure forecast to be £0.212m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.958m

**Housing Revenue Account**

- Net in year expenditure forecast to be £0.070m higher than budget
- Projected closing balance as at 31 March 2016 of £1.168m

The reasons for the variances were reported in appendix 1 for the Council Fund and appendix 4 for the HRA. A projected underspend within Social Care of £0.573m was mainly due to the additional allocation included in the budget for Independent Living Fund of £0.338m now met by grant from Welsh Government (WG). As a result, it was proposed that

£0.300m of this allocation be held centrally as a one off in year efficiency with the potential for any permanent efficiency to be assessed once confirmation had been received from WG.

The Corporate Finance Manager explained that it was currently projected that £10.876m (84%) of efficiencies would be achieved resulting in a net underachievement of £1.998m. Details of the latest position where there was a variation to the level of efficiency achievable compared to the budget were summarised in Appendix 2. He added that the position would continue to be monitored and reported throughout the monthly monitoring process.

Taking into account the current underspend at Month 3, the balance on the Contingency Reserves at 31 March 2015 was projected to be £4.958m. In June 2015, Cabinet approved expenditure of £0.210m for the costs of the Speed Limit Review and it was recommended that these costs be met from the Contingency Reserve.

The position at Month 3 for the HRA was projecting in year expenditure to be £0.070m higher than budget and a projected closing balance as at 31 March 2016 of £1.168m which at 3.8% of spend satisfied the prudent approach of ensuring a minimum level of 3%.

In response to a comment from Councillor Aaron Shotton, the Chief Executive confirmed that the report had generally been well received when it had been considered by the Corporate Resources Overview & Scrutiny Committee the previous week but a concern on the overspend in Streetscene was to be referred to the Environment Overview & Scrutiny Committee and the outcome reported to a future meeting of Cabinet.

#### **RESOLVED:**

- (a) That the overall report and the projected Council Fund contingency sum as at 31<sup>st</sup> March 2016 be noted;
- (b) That the transfer from Social Services of £0.300m of budget for Independent Living Fund (ILF) to be held within Central and Corporate Finance as a one off in year efficiency be approved;
- (c) That the projected final level of balances on the Housing Revenue Account be noted; and
- (d) That an allocation of £0.210m from the Contingency Reserve for the costs of the speed limit review which is an improvement plan priority be approved.

#### **73. BUSINESS RATES – WRITE OFF**

Councillor Billy Mullin introduced the report to seek approval for the write-off for business rates debts for two organisations.

The Chief Officer (Community and Enterprise) explained that report described the events that had taken place and the processes that had been undertaken to recover the business rate debts for two organisations that were no longer trading. One of the debts was significant and referred to charges for 16 empty properties located in Saltney. There was no direct financial implications for the Council or local

taxpayers as business rates collected by the Council were borne by the National Collection Pool for Wales. However, as the Collection Pool was supported by Welsh Government (WG) and non-payment of rates and rates avoidance would result in less money for WG, this would have a wider impact on the Welsh taxpayer. She reassured Members that the relevant processes had been undertaken and that write-off was being recommended as a last resort.

In response to a query from Councillor Aaron Shotton, the Corporate Finance Manager confirmed that the decision complied with the Council's Financial Procedure Rules and that he was comfortable that write-off was the only option remaining for the Council.

The Chief Officer (Community and Enterprise) confirmed that the Authority performed well in collecting business rates and details of the amount collected during the period that the debts had accrued was reported.

Councillor Kevin Jones expressed his disappointment that the organisation had taken on so many properties, had not paid the rates and had then disappeared. He felt that it was important to raise awareness that business rates were collected by the Council but were paid to Welsh Government. Councillor Derek Butler felt that the units could have been let to other businesses for employment opportunities.

**RESOLVED:**

That the write off of these business rate debts amounting to £486,063 for Milvus Ltd and £52,800 for Midcomb Ltd be approved.

**74. TREASURY MANAGEMENT ANNUAL REPORT 2014/15**

Councillor Billy Mullin introduced the report to present the Annual Treasury Management Report for 2014/15.

The Corporate Finance Manager explained that the report had been reviewed by Audit on 15<sup>th</sup> July 2015 and would be submitted to County Council on 24<sup>th</sup> September 2015 following consideration by Cabinet at this meeting. Audit Committee had not raised any specific issues. The key points included details on low interest rates and it was explained that no new borrowing had been undertaken during the year with the Council continuing to use cash reserves to fund capital expenditure in place of new borrowing. It was reported that the treasury function had operated within the limits detailed in the Treasury Management Strategy 2014/15.

**RESOLVED:**

That the Annual Treasury Management Report for 2014/15 be approved and recommended to the Council.

**75. EXERCISE OF DELEGATED POWERS**

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

### **Organisational Change - Leisure Services**

- **Provision of High Ropes and Conversion to Trampoline Park**  
To advise on the proposed changes to the activities on offer in the Evolution Extreme Zone at Deeside Leisure Centre.
- **Deeside Dragons and Manchester Phoenix Ice Hockey Teams**  
Flintshire Leisure Services have been exploring opportunities to generate additional income by delivering products, services and activities in an alternative way. This report is to advise on the proposal to handover all ownership rights of the Deeside Dragons ice hockey team to Red Hockey Ltd and to permit Manchester Phoenix ice hockey team to play all of their home matches at Deeside Ice Rink for the two sessions commencing in the autumn of 2015.

### **Organisational Change – Valuation and Estates**

- **Land to the Rear of Withen Cottage, Alltami Road, Buckley, Flintshire**  
For development purposes the land is only available from the purchaser's land which has detailed consent for residential development. The purchaser is a well-established developer who intends to build quality houses upon the subject site to which approval has been given.

### **People and Resources – Finance**

- **Business Rates Write Offs**  
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. There are 9 business accounts where the overall debt for each company is greater than £5,000 and the write off of these debts is recommended. The total of these debts from 2011 to 2014 is £82,131.21.

### **People and Resources – Finance**

- **Council Tax Write Offs**  
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. There are 2 Council Tax accounts where the overall debt is greater than £5,000. The debts relate to unpaid Council Tax which has been secured by way of a charging order. At a point in the future when the property is sold the arrears will be paid from the equity from the sale. The total of these debts from 2007 to 2014 is £24,055.69.

### **RESOLVED:**

That actions taken under delegated powers be noted.

## **76. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE**

There were 33 members of the public and four members of the press in attendance.

(The meeting commenced at 9.30am and ended at 12.18pm)

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**Chair**

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## CABINET MEETING

<b>Date of Meeting</b>	13 <sup>th</sup> October 2015
<b>Report Subject</b>	Theatr Clwyd
<b>Portfolio Holder</b>	Leader of the Council
<b>Report Author</b>	Chief Officer (Organisational Change)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The report provides a progress update on Theatr Clwyd's delivery of its business plan, including achievement of efficiencies and Council priorities for future development. Theatre Clwyd is on target to achieve the £0.200m of efficiencies planned for in the year 2015/16 and has plans in place to achieve the £0.150m of efficiencies required in 2016/17. A new Artistic Director is in place with the Theatre Board having a clear vision and priorities to ensure the Theatre at the heart of local communities and to extend its commerciality. In the medium term the Theatre is progressing with an organisational structural review, is looking to secure funding from the Arts Council of Wales, and is planning for nationally funded capital developments. Once these priorities are achieved the Theatre will revisit governance options for the future.

### RECOMMENDATIONS

1	To endorse the Business Plan and to be assured by progress.
2	To authorise the Chief Officer Organisational Change and the Chief Officer Governance, in consultation with the Leader, to prepare and report back on a corporate structure. This to include consideration of a new legal company for efficiently managing the delivery of productions at the theatre including the best way to account for tax issues.

## REPORT DETAILS

1.00	EXPLAINING THE CONTENT OF THE REPORT
1.01	<p>Theatre Clwyd (TC) is an arts centre with Wales' premier drama producing theatre (making 6-8 of its own productions per year) at its heart. It plays to a 200,000 audience per annum, its annual turnover was around £5m and it employed around 200 people. Combined with its Theatre for Young People, it was the third largest client of the Arts Council of Wales (ACW) with total public funding of £2.45m. The Theatre for Young People is a distinct ACW revenue funded organisation with its own Artistic Director, artistic policy and business plan, and reports to the Board of Governors.</p>
1.02	<p>As part of the Business Planning process all services went through to put forward budget proposals for 2015/16 onwards, TC identified the following changes that were approved by the Council.</p> <ul style="list-style-type: none"> <li>• To develop a new and more efficient operating model.</li> <li>• The setting of a 1/3 Council budget reduction (£0.350m) over 2 years with a £0.200m reduction in 2015/16. To achieve this by a reduction in programme from 8 to 6 in house productions, a more efficient operation, and an increase in income. The plan outlined the priority of appointing a new Artistic Director and a commitment to future consideration of an alternative method of delivery to support change.</li> </ul>
1.03	<p>In addition Council members in agreeing these proposals commented on the importance of monitoring TC's progress in increasing its commerciality and becoming closer to the local community.</p>
1.04	<p>As well as facing reductions in funding from the Council TC, along with all other ACW funded organisations, is currently waiting to find out future funding levels. While it was confirmed in September both TC and the Theatre for Young People will continue to be funded clients, the final outcome of this process, which will include future funding levels, will not be confirmed until the end of the financial year.</p>
1.05	<p>In this financial year 2015/16 TC funding / income can be broken down approximately as follows.</p> <ul style="list-style-type: none"> <li>• Flintshire Council £0.800m</li> <li>• Arts Council of Wales £1.8m</li> <li>• Earned Income £2.69m</li> </ul> <p>This shows that over half the income comes from tickets and sales. Public subsidy is less than half the income. ACW funding contributes specifically towards achievement of their outcomes, including artistic quality and development of the arts in Wales. Flintshire Council funding can be seen in part to support wider community engagement in theatre and the arts.</p>
1.06	<p>To enable TC to increase it's resilience in the current financial climate</p>

	<p>there are a number of key pieces of work underway and these include:</p> <ul style="list-style-type: none"> <li>• Appointment of the new Artistic Director – Tamara Harvey took up post in August 2015</li> <li>• Secure Arts Council of Wales funding for 2016/17</li> <li>• Review the staffing structure – currently underway</li> <li>• Renovate and refurbish TC – initial planning for a capital development and funding bids have started</li> </ul> <p>At this point when TC has improved resilience, there will be a need to consider the future governance arrangements for TC, and whether they should remain as they are or an alternative governance option should be considered. In the short term the theatre needs to examine whether a different legal model (perhaps adopting a corporate structure with a new legal company) might be a more flexible and cost effective approach for operating its productions. In particular this should address the best method for accounting for tax issues. This short term consideration should be seen as separate from the longer term consideration of governance arrangements</p>
1.07	Appendix A provides a detailed report from the Artistic Director on delivery against the current Business Plan.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	TC are required to make £0.200m efficiencies in this year and £0.150m efficiencies in 2016/17. The update details progress against this.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The TC Board are kept fully updated of progress against this plan and users and communities will be engaged in future proposed developments.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>Key Current Risks include:</p> <ul style="list-style-type: none"> <li>• Non delivery of proposed efficiencies – regular reports to TC Board and also reports to scrutiny and cabinet aim to ensure progress is monitored</li> <li>• Arts Council of Wales (ACW) funding removed or reduced – notification was received on 23/9/15 that both the main theatre and the Theatre for Young People will continue to be revenue funded clients but the amount of funding will not be determined until ACW receive notification of their future budget from Welsh Government. TC plans to try and maximise delivery against ACW priorities as well as including plans for much more collaboration which was identified by ACW as a weakness across Wales.</li> </ul>

	<ul style="list-style-type: none"> <li>• Future pressures on Council revenue grant – the report details a range of efficiency measures that are being carried out including a full staffing restructure and reduction in production costs that try to ensure TC is as sustainable as possible moving forward.</li> </ul>
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<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – Business Plan progress report of the Artistic Director

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None</p> <p><b>Contact Office: Ian Bancroft</b>  <b>Telephone: 01352 404180</b>  <b>E-mail: <a href="mailto:ian.bancroft@flintshire.gov.uk">ian.bancroft@flintshire.gov.uk</a></b></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None

## **Appendix A – Business Plan progress report of the Artistic Director**

### **Section 1 – Ongoing Priorities: Delivering our core annual ACW remit as follows**

1. A programme of 6-8 in-house shows:

This season is in the process of being developed but will embrace a broader range of work than in previous years, to include new writing, musical theatre, a regional premiere, Welsh language work and co-productions, as well as revivals of classic works.

2. Touring work around Wales:

We are continuing to explore touring possibilities and have been in discussions with several companies about next year's season. We are negotiating two possible UK tours for the latter half of 2016.

3. Developing a culture of new writing at the heart of our work:

We will be producing two new plays in autumn 2016 and work shopping at least one new musical in collaboration with a commercial co-producer in summer 2016. We are also working with a new organisation, Playwrights Studio Wales, to bring writers into the theatre in a series of regular residencies.

4. Presenting a diverse range of quality visiting work, film and visual art. Ensuring the best possible artistic quality and financial/operational management throughout:

We have been working to ensure that we programme further ahead in order to be able to secure higher quality touring shows and more favourable financial deals. We have also been working towards a more holistic approach to the work across the whole building and all the art forms that we present.

### **Section 2 - Short/medium term (2015/16 - 2016/17)**

1. Appoint a new Artistic Director with a new artistic vision:

Tamara Harvey took up post on August 3rd 2015 and is committed to a broader artistic programme with a holistic approach to all art forms across the building, drawing in new audiences and ensuring that Theatr Clwyd becomes a welcoming home for the community and a beacon of innovation across the creative arts in Wales, the UK and beyond.

2. Deliver on reduced FCC funding by £200k in 2015/16 through a robust and financially sustainable business framework:

a) How the £200k this year will be delivered:

<b>Plan from the board papers</b>		<b>£000s</b>
- The budget incorporates public funding cuts of £200k from FCC and £34k from ACW.		(234)
- The surplus from 2014/15 brought forward.		26
- The net production budget has been reduced by £120k.  This has been managed by replacing our own main house production with 4 weeks of visiting work which has generated additional net income of £10k. It should be noted that this is not practical to any greater extent due to the limited amount of visiting work available to a venue of our size and the impact this would have on our ACW funding.		120
- Marketing staff have been redeployed to earlier panto build and other projects.		10
- The marketing budget has been reduced by £10k in respect of the lost production and a further £10k to reflect our decision to extend the Autumn brochure to 4 months to chime with the transfer of programming to the new Artistic Director.		20
- Contribution from ancillary trading is planned to increase by £10k, especially with the planned appointment of the new Events Manager in June.		10
- Savings on energy costs (actual metering) /waste disposal amount to £18k.		18

- Ongoing staff savings arising from vacancies		30
<b>Net Impact</b>		<b>0</b>

b) Update on Delivery of Savings September 2015

- We're well on target to deliver this – the lost CTC show in the main house was replaced with 4 weeks of visiting work which played to 11,311 people and generated a surplus of £28k which was £18k higher than the planned £10k above.
- We are working with an independent advisor to deliver a full staffing restructure, which will enable us to better exploit our resources and explore new revenue streams.
- We are also developing a new marketing plan to enable us to reach out to different and more diverse audiences. Our season beginning in February 2016 will look to present a more varied programme of work with a greater number of collaborators. We are also working with new casting directors to ensure that we broaden our company of artists to further appeal to different audiences.

3. Examine the corporate structure of the theatre:

There is currently a trading subsidiary that operates to an independent trust. In future, such a company might enable the theatre to send its productions on tour, and could increase flexibility and cost effectiveness. This needs further exploration and development.

4. Find creative solutions through new ways of working and initiating new partnerships and collaborations in all areas of our work, pursuing our Welsh Producing Consortium initiative:

Potential co-productions being explored for 2016 include work with Sherman Cymru, Wales Millennium Centre, St James Theatre London, Theatre Iolo, Clean Break, Headlong and two commercial producers. Our team have had fruitful meetings with Venue Cymru, Aberystwyth Arts Centre and Chester Performs about ensuring greater collaboration in the future.

5. Develop our Celtic Festival of new writing in collaboration with theatres and companies from the other Celtic nations:

The Celtic Festival is currently pencilled for May 2016 and is being envisaged as an explosion of Celtic work in the building - bigger, bolder, more concentrated (with a big opening weekend and only a three week run) and encompassing all of the art forms and spaces in our building.

6. Develop an Annual Report to reflect and promote everything we do:

We have been consistently working with our Business Reports and developing these further as our new Artistic Director develops the new vision for Theatr Clwyd.

7. Extend our community links to a bigger and broader range of people:

This is a vital part of our new vision and will lie at the heart of all we do. The new Artistic Director has been meeting with different community groups and individual local artists to explore how we can create greater links. We are looking to relaunch the Youth Theatre in 2016 and to work with a wide range of community organisations to provide opportunities for artistic engagement both within and without the building. On 31 October 2015 is 'Open Doors', a day of free events in Theatr Clwyd for young and old alike, with all areas of the building - including wardrobe, props, rehearsal rooms and backstage areas - open to be explored. We are currently working with local partners on plans for an ice rink on the side of the building during the Christmas period, in order to draw more people up the hill. These plans will also include transportation for those in Community First areas. We are also looking to produce a site-specific immersive theatre piece in a house in Mold for this same period. The tunnel between the car park and the theatre is to house art by local schoolchildren and we are working with Betsi Cadwaladr University Health Board – Arts in Health & Wellbeing to pilot an arts scheme for the elderly and mentally ill.

8. Progress our building refurbishment project on to its development stage:

Work is taking place on a fundraising strategy for capital development and we are talking with a number of experienced colleagues about how to progress this in order to capitalise on our 40<sup>th</sup> anniversary celebrations next year. We are also working on a short/medium term programme of work to try out 'rough' versions of proposed changes, both so that we can understand possible strengths and weaknesses and so that our audiences can join us in the journey towards a full capital development project.

### **Section 3 - Medium/long term (2016/17 to 2017/18)**

1. Continuing from the planned achievements above, and Implementation of the new Artistic Director's vision, including developing partnerships and projects with Welsh companies and others:

We are striving to become a vital and vibrant arts centre at the heart of our community and a creative home for artists from Wales and beyond where new work can be created and new ways of working explored. We are reaching out to Welsh artists, theatre companies, dance companies and more, and to companies in the rest of the UK and beyond. We are working to make our building more accessible, more welcoming and more alive, through visual changes and through pre and post-show events in our foyers and other spaces.

2. Develop our first co-production with National Theatre Wales, a new play for summer 2016:

We are working with various Welsh companies and companies in the rest of the UK to create co-productions for the 2016 season.



3. Restore the position of New Plays Associate along with a commissioning budget:

This is a target for 2016, to be developed in light of the staff restructure. In the meantime, we are in conversation with several contemporary writers about future commissions and are working with Playwrights Studio Wales to place Theatr Clwyd at the heart of new writing in Wales.

4. Deliver on reduced FCC funding by another £150k in 2016/17 bringing the total grant to around £650k:

2016/17 target

<b>Savings</b>	<b>£000s</b>
Reduced Production budget – CTC shows	50
Staff cost savings	60
Overhead savings	5
<b>Income</b>	
New visiting contribution	5
Extra trading contribution	10
New Events income	15
Other donated income	5
Ticket price increases	0
<b>TOTAL</b>	<b>150</b>

- a) How the £150k next year will be delivered - Savings

Next year is currently less specific – the original plan presented to the Board in November is attached below and whilst the savings will still be in the same areas, with the changes to our methodology that are now becoming a (welcome) reality, we would expect to achieve the production savings without reducing the number of our own shows. Co-productions, longer term planning and a new approach to production design, whilst maintaining quality, should achieve the savings. We're also reviewing our pricing and marketing strategies exploring dynamic pricing, etc. We're currently engaged in a complete staff structure review - this will be complete by Christmas and implemented by March 2016, which will generate the planned staff savings. As part of this the Events Manager post will be reviewed and implemented to generate the proposed ancillary commercial income.

- b) Income

This is mostly picked up above with regard to ancillary trading. The function room refurbishment is now complete and a Commercial Manager will be appointed to drive this activity forward. We've started selling confectionary which will generate additional revenue and we'll be engaging on a completely new marketing campaign broadening our appeal significantly to include all sectors of the community and developing all sorts of additional daytime activities to ensure the building is used much more. Sponsorship is also being developed and with longer term planning arcs has a much better chance of generating income. Basically a big shift in mind set and company culture. Visiting work in the main house is to be pursued on a more commercial basis along the lines of the gains achieved this spring and the artistic programme

itself will also contribute to this as we find further life for our work through touring.

5. Develop our family audience and Arts and Learning programme:

Theatre for Young People continues to work with local schools and young people. We are working with BCUHB - Arts in Health & Wellbeing to deliver a pilot scheme for the elderly and those with mental health issues. We are relaunching our Youth Theatre in 2016 and are looking to turn Studio 2 into a dedicated space for young people and young artists. We are also exploring a possible story telling area and soft play area within our public spaces.

6. Explore our position within the national Welsh Arts Strategy with a view to consolidating our national presence and contribution:

The Artistic Director has had fruitful discussions with the Chief Executive at the Arts Council of Wales and is working on ambitious plans for our 40<sup>th</sup> anniversary to work with high profile Welsh artists in defining and articulating a Welsh theatrical canon.

7. Transform our building into a crucible of creativity – a cultural and social hub buzzing day and night:

This is absolutely integral to all our plans. As well as our artistic programming, we are working on short, medium and long terms plans to revitalise our foyer spaces in terms of both the entertainment on offer and the food and drink available.

8. Move the capital feasibility study through the development stage:

Technical staff are working to progress the design plans and the work on the staffing restructure will be crucial to ensure there are the right skills in the team to develop the capital project.



## CABINET MEETING

<b>Date of Meeting</b>	Tuesday, 13 October 2015
<b>Report Subject</b>	Annual Performance Report 2014/15
<b>Portfolio Holder</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Annual Performance Report for 2014/15 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2014/15.

The report reflects the overall good progress that has been made against our priorities and the high level of confidence we have in achieving the desired outcomes. It also shows that we managed our risks well, with only one remaining at a high level at year end.

Performance against the Improvement Plan measures was also positive with 64% achieving or exceeding target and 59% showing improved performance on that achieved in 2013/14.

Comparison nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) revealed 46% of indicators achieved or exceeded target and 63% showed improved or sustained performance. Our performance was better than the Welsh average in 62% of indicators and we ranked in the top three for 20%.

### RECOMMENDATION

1	To endorse the 2014/15 Annual Performance Report for publication.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE ANNUAL REPORT</b>
1.01	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.
1.02	The requirements of the Measure are met through the "forward looking" document; the Improvement Plan 2014/15. This sets out the strategy 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.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	The Annual Performance Report for 2014/15 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2014/15. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: <ul style="list-style-type: none"> <li>• Progress against key actions and projects</li> <li>• Progress against identified risks and challenges</li> <li>• Performance indicator outturns (target and trend analysis)</li> <li>• Regulatory, audit and inspection activity</li> </ul>
1.05	<p><b><u>Progress against Key Activities</u></b></p> <p>Overall good progress has been made against the 2014/15 Improvement Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The report summaries progress against the key activities supporting the priorities as follows:</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• We are making good progress in 63% (50).</li> <li>• We are making satisfactory progress in 34% (27).</li> <li>• We are making limited progress in 2% (2).</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• We have a high level of confidence in the achievement of 79% (62).</li> <li>• We have a medium level of confidence in the achievement of 20% (16).</li> <li>• We have a low level of confidence in the achievement of 1% (1).</li> </ul>

1.06	<p><b><u>Progress against Risks and Challenges</u></b></p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 79 strategic risks identified in the Improvement Plan is as follows:</p> <ul style="list-style-type: none"> <li>• 47% (37) are low</li> <li>• 52% (41) are medium</li> <li>• 1% (1) is high</li> </ul>
1.07	<p><b><u>Performance Indicator Outturns</u></b></p> <p>The report summaries our performance against the Improvement Plan measures and also nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).</p> <p><b>Improvement Plan Measures</b></p> <p>Assessment of actual performance against target:</p> <ul style="list-style-type: none"> <li>• 64% (75) achieved or exceeded target</li> <li>• 27% (32) missed target but within an acceptable margin</li> <li>• 9% (10) significantly missed target</li> </ul> <p>Assessment of actual performance compared with the previous year's performance (trend):</p> <ul style="list-style-type: none"> <li>• 59% (58) Improved</li> <li>• 11% (11) Maintained the same level of performance</li> <li>• 30% (30) Downturned</li> </ul> <p><b>NSIs and PAMs</b></p> <p>Good performance was achieved nationally; 46% (18) of NSIs and PAMs achieved or exceeded target and 63% (29) improved or maintained the same level of performance on that achieved in the previous year. In addition, in 62% (28) we achieved performance that was better than the Welsh average (median). This represents an improvement on 2013/14, where our performance was better than the median in 52% of indicators.</p> <p>For 2014/15, we were the 'top' performer in 13% (6) of indicators and ranked in the top three for 20% (9).</p>
1.08	<p>The Local Government Performance Bulletin for 2014/15 was published 2<sup>nd</sup> September 2015 by the Local Government Data Unit (<a href="#">link to bulletin</a>). Analysis of the bulletin has been undertaken and Chief Officers have prepared responses to the findings.</p>
1.09	<p><b><u>Regulation, Audit and Inspection Activity</u></b></p> <p>The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in March 2015 for Flintshire included the findings and recommendations from the Corporate Assessment.</p> <p>Overall the Auditor General concluded that:</p>

	<i>“The Council’s track record suggests that it is likely to respond positively to the internal and external challenges it faces and make arrangements to secure continuous improvement for 2015-16.”</i>
1.10	The statutory requirements of the Measure are met through a concentration on the Council’s Improvement Priorities.
1.11	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 ‘hyperlinked’ documents. A summary of the report will be included within the emagazine ‘Your Council’.
1.12	A special meeting of County Council has been arranged for 20 October 2015 to request approval of the report for publishing.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications within this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Annual Performance Report must be approved by the full Council before publication.
3.02	<p>Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports.</p> <p>A report on the full year’s progress against the Improvement Plan 2014/15 was presented to Cabinet in June 2015.</p> <p>Audit Committee received a report detailing the year end risk assessment in June 2015.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	An assessment of the risks identified in the Improvement Plan for 2014/15 has been made within the Annual Performance Report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – Annual Performance Report 2014/15</p> <p><b>Appendices to the Annual Performance Report:</b>  Appendix A – Improvement Plan Risk Summary  Appendix B – Improvement Plan Measures Data Table  Appendix C – NSI and PAM Data Table  Appendix D – Table of Collaborative Activity</p>

	Appendix E - Glossary
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><a href="#">Improvement Plan 2014/15</a></p> <p><b>Contact Officer:</b> Vicki Robarts Performance Team Leader</p> <p><b>Telephone:</b> 01352 701457</p> <p><b>E-mail:</b> vicki.c.robarts@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Annual Performance Report:</b> accounts for the organisation’s previous year’s performance against its Improvement Priorities. It must be published by 31st October each year.
7.02	<b>Improvement Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.03	<b>Local Government (Wales) Measure (2009):</b> A measure of the National Assembly for Wales to make provision about arrangements by local authorities and other authorities in Wales to secure continuous improvement in the exercise of their functions; to make provision for community strategies; and for connected purposes.
7.04	<b>National Strategic Indicators (NSIs):</b> set by Welsh Government, these performance indicators are used to measure the performance of local authorities at a national level, focusing on key strategic priorities.
7.05	<b>Public Accountability Measures (PAMs):</b> a set of “outcome focussed” performance indicators that reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability, e.g. recycling, educational attainment, etc.
7.06	<b>Performance Indicator (PI):</b> a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages.
7.07	<b>PI Outturn:</b> the actual performance achieved for a performance indicator.
7.08	<b>PI Target Analysis:</b> comparison of actual performance compared with the target.
7.09	<b>PI Trend Analysis:</b> comparison of actual performance for the year with the previous year(s) performance.
7.10	<b>Improvement Plan Measures:</b> the performance indicators or milestones used to evaluate the success of activities in the Improvement Plan.

7.11	<b>Wales Audit Office (WAO):</b> works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.
7.12	<b>Audit General for Wales:</b> Appointed by the Queen and independent of government the <a href="#">Auditor General for Wales</a> is the statutory external auditor of most of the Welsh public sector.
7.13	<b>Annual Improvement Report (AIR):</b> is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a picture of the Council's delivery and evaluation of services and it's planning of improvement for the coming year.
7.14	<b>Corporate Assessment:</b> WAO's assessment of the Council's arrangements that enable progress and transformation, and that support continuous improvement and good performance.





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## Introduction

The annual performance report gives an overview of the performance of the Council during 2014/15 against the priorities we 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.

### 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 2014/15 were adopted within the Improvement Plan 2014/15 as the set of Council Priorities by Cabinet and full Council Executive in June 2014. The Improvement Priorities of the previous year had been reviewed and challenged to streamline and reset them for 2014/15.

This revised set of eight priorities supported by a structure of sub-priorities (seen overleaf in table 1), helped the Council to focus and concentrate on the things where attention was needed during 2014/15. The remaining priorities have been managed as more routine performance management.

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

**Table 1: Improvement Priorities 2014/15**

<b>Priority</b>	<b>Sub - Priority</b>	<b>Planned Impact</b>
<b>Housing</b>	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
<b>Living Well</b>	Independent Living	Improving people's quality of life
	Integrated Community Social and Health Services	Enabling more people to live independently and well at home
<b>Economy and Enterprise</b>	Business Sector Growth	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
<b>Skills and Learning</b>	Modern and High Performing Education	Improving learning provision to get better learner outcomes
	Apprenticeship and Training	Meeting the skills and employment needs of local employers
<b>Safe Communities</b>	Community Safety	Keep people and communities safe
	Traffic and Road Management	Improving road safety
<b>Poverty</b>	Welfare Reform	Protecting people from poverty
	Fuel Poverty	
<b>Environment</b>	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
<b>Modern and Efficient Council</b>	Organisational Change	Managing services well to achieve our priorities
	Financial Strategy	Protecting local front-line public services through the best use of our resources
	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation
	Asset Strategy	Having the right buildings in the right places for the right uses
	Procurement Strategy	Making our money go further through smart procurement
	Access to Council Services	Achieving customer focused, modern and efficient access to council services

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 2014 to March 2015 Council services have undertaken a range of consultations with impacted stakeholders examples of these are:

- School Modernisation Consultations (June / July 2015)
- Extra Care Consultation (May / June 2015)
- In House Supported Living Move On Consultation (May- / June 2015)
- Public Consultation on Library Proposals (April 2015)
- Draft Car Parking Strategy (March 2015)
- Customer Services Policy (February / March 2015)
- 2015/16 Budget Proposals (December 2014 / January 2015)
- Learning Disability Work Services (August / September 2014)
- The Big Budget Conversation (August / September 2014)

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 ([Big Budget Conversation](#)). The consultation was predominantly undertaken utilising the Council's Website, its new e-magazine Your Council / Eich Cyngor and Twitter @FlintshireCC. It set the scene of the severity of the situation and people were asked whether they would support some of the choices the Council will need to make in the future. The outcomes of the consultation were published on the Council's website and in its e-magazine.

As a result of a significant reduction in Government grant support and to meet its legal obligation to balance its budget, the Council published its 2015-16 Budget proposals on the 18th December 2014 and invited public feedback over a four week period. The public feedback collected was presented to the Council's Overview and Scrutiny Committees (O&SC) in January for debate. The feedback summary report is available [here](#).

## Section 1

### Assessment of our Performance against Improvement Priorities for 2014/15

For 2014/15 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'.

Table 2 below shows a summary of the year end "progress" and "outcome" assessment for each priority based on the following red, amber, green (RAG) status key.

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

Table 2: Summary of 2014/15 Priority Performance

Priority / Sub-priority	Progress	Outcome
<b>Housing</b>	<b>Good</b>	<b>High</b>
• Extra Care Housing	Good	High
• Modern, Efficient and Adapted Homes	Satisfactory	High
• Achieve the Wales Housing Quality Standard	Good	High
<b>Living Well</b>	<b>Good</b>	<b>High</b>
• Independent Living	Good	High
• Integrated Community Social and Health Services	Good	Medium
<b>Economy and Enterprise</b>	<b>Good</b>	<b>High</b>
• Business Sector Growth in Deeside	Satisfactory	Medium
• Town and Rural Regeneration	Good	High
• Social Enterprise	Good	High
<b>Skills and Learning</b>	<b>Satisfactory</b>	<b>High</b>
• Modernised and High Performing Education	Satisfactory	High
• Apprenticeships and Training	Satisfactory	High
<b>Safe Communities</b>	<b>Good</b>	<b>High</b>
• Community Safety	Good	High
• Traffic and Road Management	Good	High

<b>Poverty</b>	<b>Good</b>	<b>High</b>
• Welfare Reform	Good	High
• Fuel Poverty	Good	High
<b>Environment</b>	<b>Good</b>	<b>High</b>
• Transport Infrastructure and Services	Good	High
• Carbon Control and Reduction	Good	High
<b>Modern and Efficient Council</b>	<b>Good</b>	<b>Medium</b>
• Organisational Change	Good	Medium
• Financial Strategy	Satisfactory	Medium
• People Change and Development	Good	High
• Asset Strategy	Good	High
• Procurement Strategy	Good	High
• Access to Council Services	Satisfactory	Medium

Section 2 of this report gives more detailed “progress” and “outcome” assessment for each of the 22 sub-priorities which support the 8 Improvement Priorities. Each assessment contains a link to the full report for the sub-priority as presented to the relevant scrutiny committee at year end.

### Summary Progress Assessment

Within each of the sub-priorities were a number of high level activities. A summary of our overall progress against the 79 high level activities is provided as follows: -

#### PROGRESS

- We are making good (green) progress in 50 (63%).
- We are making satisfactory (amber) progress in 27 (34%).
- We are making limited progress (red) in 2 (2%).

#### OUTCOME

- We have a high (green) level of confidence in the achievement of 62 (79%).
- We have a medium (amber) level of confidence in the achievement of 16 (20%).
- We have a low (red) level of confidence in the achievement of 1 (1%).

## Risk Management

The Council adopted the Improvement Plan for 2014/15 in June 2014. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub-priorities within the Plan.

Analysis of the year end risk levels for the 79 strategic risks identified in the Improvement Plan is as follows: -

- 37 (47%) are low (green)
- 41 (52%) are medium (amber)
- 1 (1%) is high (red)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those of the previous quarter. The analysis showed that: -

- 34 (43%) of risks had reduced
- 39 (49%) of risks remained the same
- 6 (8%) of risks had increased

A summary table of the risks at year end 2014/15 is shown at Appendix A1.

One risk was assessed as high level (red) at year end - **Programme delivery capacity for the 21st Century Schools Programme (Sub-priority: Modernised and High Performing Education)**

Whilst still assessed as a high risk, the risk is decreasing. Meetings continue with officials of Welsh Government to further explore the effects and opportunities of potential changes to the Band A programme to create a more efficient use of resources available. The project coordinator post has been filled and following Welsh Government's Gateway Review, two Project Officers have been appointed to assist with the 21st Century Programme/School Modernisation.

## Performance Data Summary

### National Performance Summary (All Wales Position)

The Welsh Government and Local Government Data Unit released all Authorities 2014/15 performance data (National Strategic Indicators and Public Accountability Measures) on 2<sup>nd</sup> September 2015. 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 2014/15? Flintshire's Performance Summary

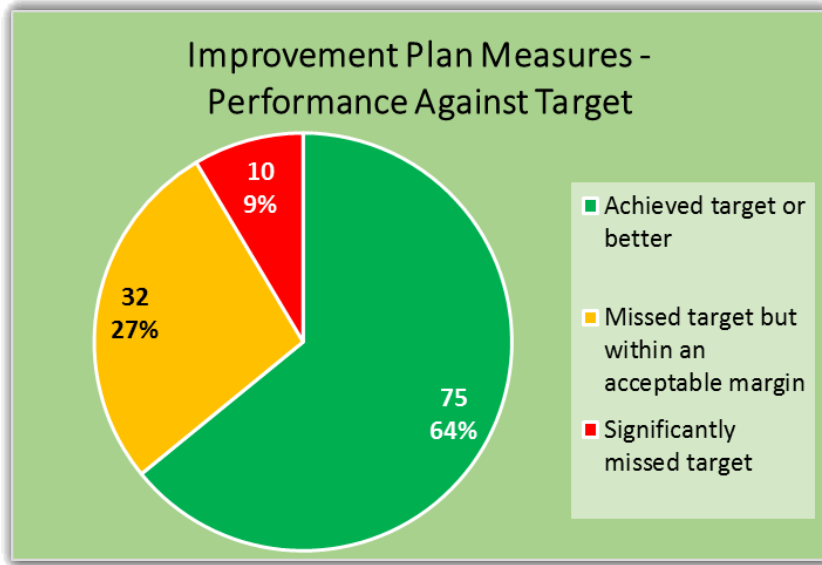
#### Improving Our Performance

Performance for 2014/15 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Appendix B1). 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: -



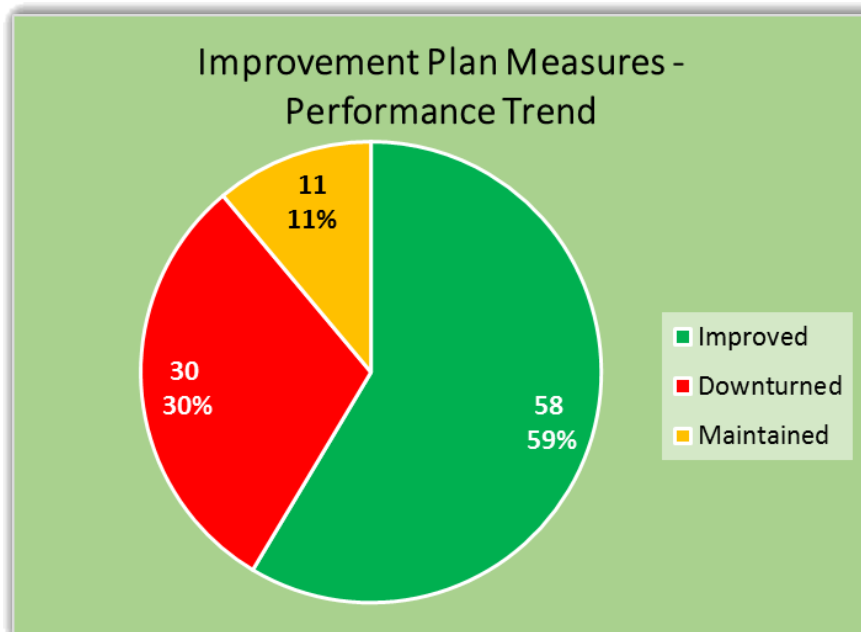
**Chart 1: Performance against target for our Improvement Plan measures**



Appendix B2 is a list of those performance indicators measures which show a red RAG status at year end along with the issues that led to the poorer performance.

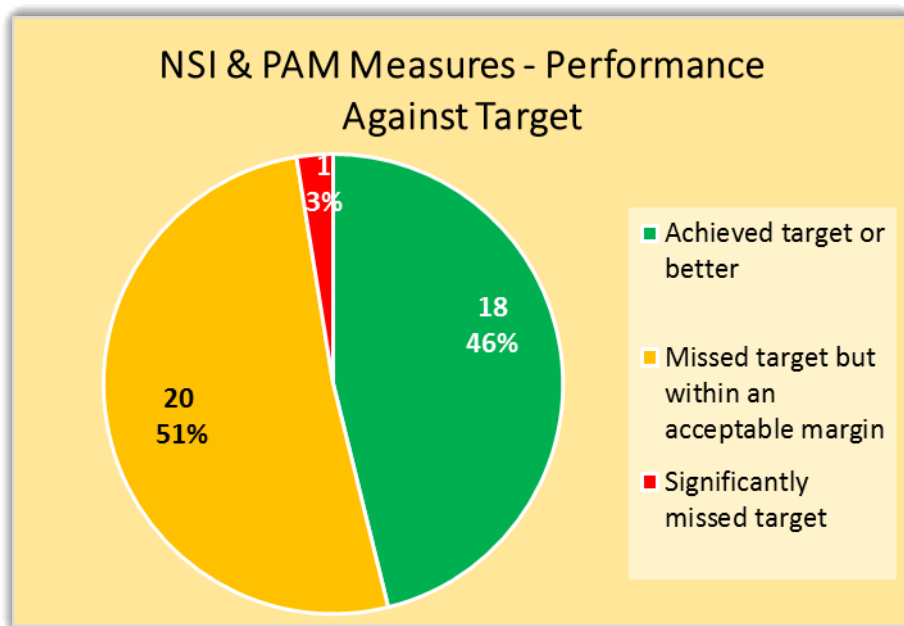
Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken, this revealed: -

**Chart 2: Performance trend for our Improvement Plan measures**



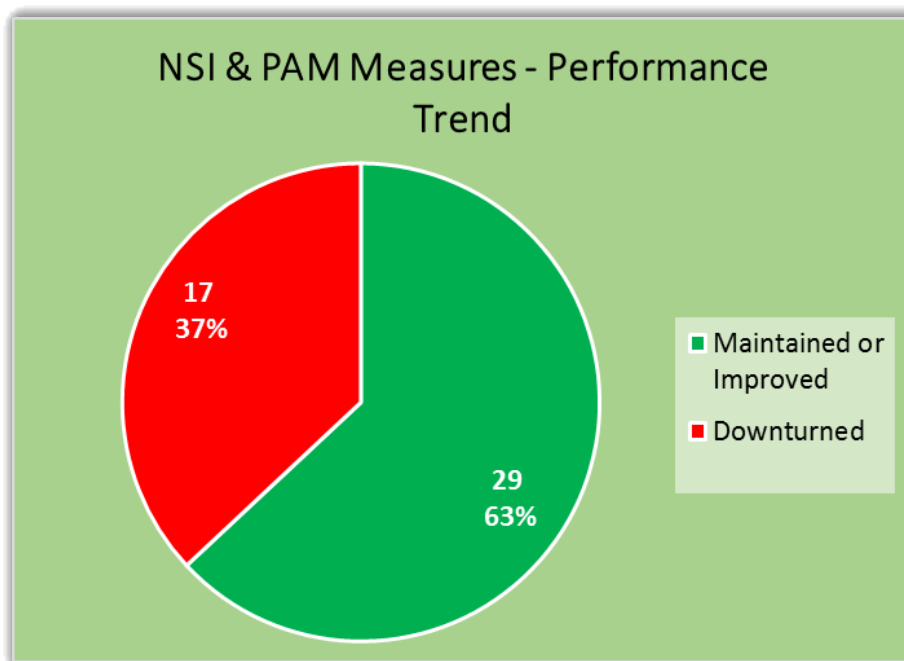
Appendix C is a single outturn performance indicator table which shows Flintshire's performance in the national statutory measures; National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) indicators. This can be summarised as follows:

**Chart 3: Performance against target for the national statutory measures**



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

**Chart 4: Performance trend for the national statutory measures**

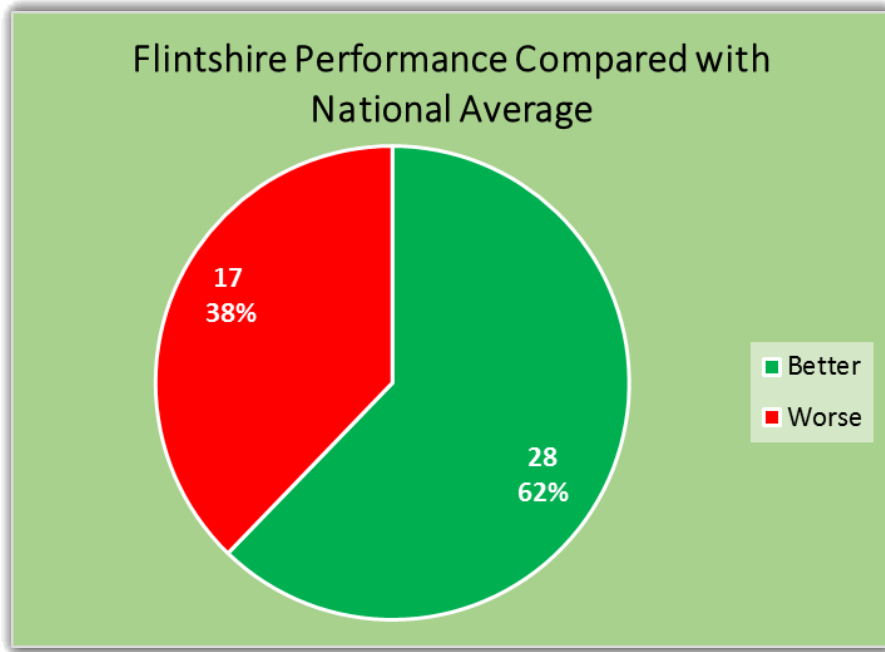


Three performance indicators maintained the same level of performance, all at the optimum level of 100%.

## Performance Comparison

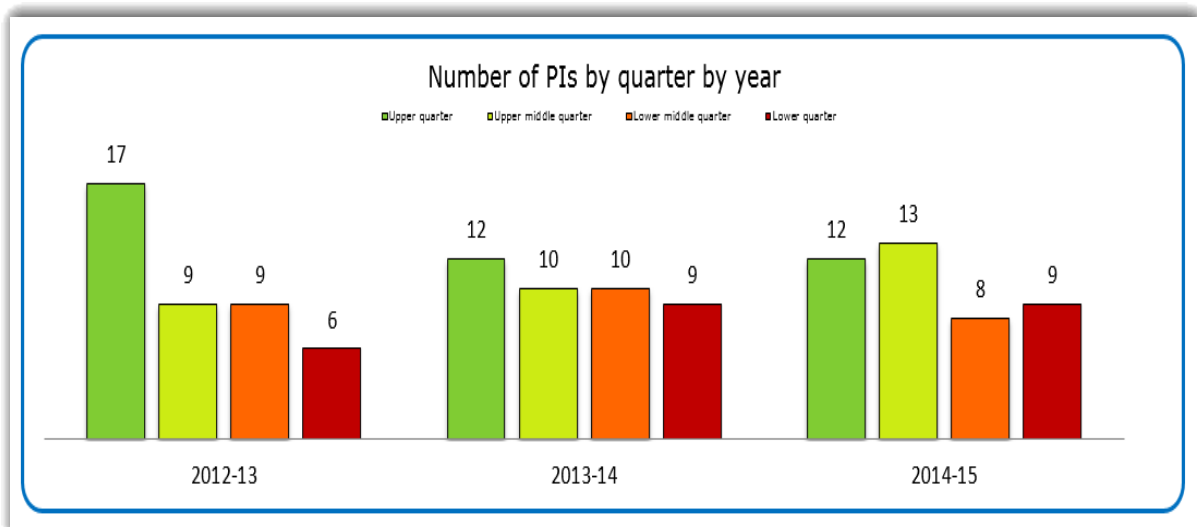
A comparison with other Local Authorities performance demonstrates how well or poorly we are doing on a national basis using both the NSIs and PAMs indicators.

**Chart 5: Flintshire's performance against the nation average**



Nationally we achieved better performance than the Welsh average (median) in 62% (28) of indicators out of the 45 NSIs and PAMs where comparison could be undertaken. This represents an improvement on 2013/14 where our performance was better than the median in 51% of indicators. 17 indicators (38%) performed at a level below the national average (median). In addition **Flintshire was 'top' in 13% (6) of indicators and ranked in the top three for 20% (9) of indicators; it was not 'bottom' in any.**

**Chart 6: Number of national measures by quartile position**



In addition, our quartile performance has improved marginally when compared to the previous year. 61% of Flintshire residents surveyed think that we provide high quality services (placing us 2<sup>nd</sup> in Wales behind Conwy) and better than the national average of 53%. In addition, 44% of Flintshire residents surveyed agreed that the Council does all it can to improve the local area (Source: [National Survey for Wales 2014/15](#)).

## 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 2014/15 is now complete and a self-assessment of the actions and measures has been undertaken. The analysis in table 3 overleaf shows the self-assessment for each of the outcomes, using the following categories:-

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

\* 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.

**Table 3: Outcome Agreement Self-Assessment for Year 2**

	<b>Basis</b>		<b>Evaluation</b>	<b>Max grant</b>
<b>Outcomes</b>	Growth and Sustainable Jobs	Outcome 1	<b>100%</b>	70%
	Education	Outcome 2	<b>100%</b>	
	21 <sup>st</sup> Century Health Care	Outcome 3	<b>100%</b>	
	Welsh Homes / Supporting People	Outcome 4	<b>100%</b>	
	Tackling Poverty	Outcome 5	<b>100%</b>	
<b>External Review</b>	Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?		<b>No</b>	30%
	Existing intervention or formal tailored support programme?		<b>No</b>	

Work is currently on-going with the Welsh Government to agree the self-assessment of performance for 2014/15. Once both are agreed, the grant payment for 2014/15 will be paid to the Council.

## Section 2

<b>HOUSING</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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<b>Extra Care Housing</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would help more people to live independently and well at home by developing and agreeing plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

✓ Full planning approval was granted for the Flint scheme in March 2015 and Pennaf Housing Association aim to be on site by November 2015 to commence the build. Flintshire County Council is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions. Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.



*Extra Care Development Plans*

✓ The outline design for the Holywell scheme was amended to reflect stakeholder feedback and the site will now include additional public parking to meet local demand. Following year-end reporting, the outline planning application was rejected and the Council is exploring further opportunities to progress the scheme. Partnership working groups will be established once the scheme has received outline planning approval.

progress the scheme. Partnership working groups will be established once the scheme has received outline planning approval.

Link to detailed [Extra Care Housing](#) sub-priority report.

<b>Modern, Efficient and Adapted Homes</b>	<b>Progress</b>	<b>Satisfactory</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would improve the choice and quality of local housing by:

1. Implementing a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales (NEW) Homes.
2. Implementing the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.
3. Developing a county wide housing register and implement a single allocations policy (SARTH) for Flintshire with partners.
4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

✓ 1&2 - NEW Homes has grown steadily since being set up in April 2014, giving access to a wider range of private finance models and providing additional housing opportunities in Flintshire. Three main areas have been developed including:

- New build properties negotiated with private developers.
- Managing properties on behalf of private home owners for a management fee.
- Over 55 Lease Scheme.

✓ 1&2 – The programme to implement the strategy for growing and sustaining the private rented sector is the Strategic Housing and Regeneration Programme (SHARP). A partner developer was appointed to work with the Council to deliver 500 affordable homes through SHARP during the next 5 years. This will include a mix of 200 Council homes and 300 affordable homes. The 300 affordable housing units will be managed directly by NEW Homes. In addition, Flint town centre will be redeveloped with the development of 95 units, 60 of which will be affordable units.

! 1&2 - The financial projections made in the NEW Homes Business Plan for 2014/15 have not been achieved. More accurate and realistic targets have been determined for 2015/16. This has included looking at NEW Homes future growth strategy, including integration with the SHARP, alternative sources of financing to deliver additional units in the future and future product development. This process has highlighted a number of exciting new opportunities for NEW Homes to grow and develop further in the future.



✓ 3 - The regional SARTH Project to deliver a housing register and implement a single allocations policy gained real momentum during 2014/15 with project management being taken over by Flintshire County Council. Development of the new register was completed in January 2015 and allocations began in April.

! 3 - The SARTH project was planned for delivery and go-live for December 2014 all partners agreed for reporting and operational reasons that beginning of the new financial year would be beneficial.

✓ 4 – Good progress has been made toward the Local Development Plan’s preparation including publication of the Candidate Site Register and development of several consultations documents for the engagement and consultation phase. In addition, a successful first Key Stakeholder Forum was held as well as meetings with many Town and Community Councils.

! 4 - The publication of the Candidate Site Register was delayed due to the number of Candidate Sites (734 in total) and information and communications technology limitations.

Link to detailed [Modern, Efficient and Adapted Homes](#) sub-priority report.

<b>Achieve the Wales Housing Quality Standard</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would improve quality of life for our tenants through improved housing by:

1. Delivering the housing revenue account business plan to achieve the Welsh Housing Quality Standard (WHQS) by 2020.



2. Reaching a voluntary settlement with Welsh Government to introduce self-financing for the Council housing service by 1st April 2015.
3. Developing a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

What we did:

✓ 1&3 - Developed and agreed a revised Asset Management Strategy following completion of a detailed stock condition survey which informed the revision of the stock investment plan and ensured the accuracy and alignment of the Housing Revenue Account Business Plan. Following consultation with tenants and Council Members a revised delivery programme to meet the WHQS by 2020 was agreed. Contractors have been appointed and works for all major work streams commenced during the spring.



- ✓ 1 - Exceeded the majority of our targets and the promises made within the Tenants Choices document for the third year running, including:
- 966 heating upgrades
  - 1023 kitchen replacements
  - 127 bathroom replacements

✓ 2 - Agreement was reached with the other Local Authorities planning for the implementation of self-financing. A revised business plan was submitted to Welsh Government in October 2014 and the final budget and business plan was approved by Council in February 2015. Staff briefings and updates via 'Tenants News' were undertaken during March 2015.

Link to detailed [Achieve the WHQS](#) sub-priority report.

<b>LIVING WELL</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
<b>Independent Living</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>

During 2014/15 we said we would improve people's quality of life by:

1. Maintaining the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improving the timeliness of adaptations.
2. Implementing 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 as well as implementing a night support service.
3. Using a whole family approach to service provision by implementing the Integrated Family Support Service.
4. Examining the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.
5. Preventing homelessness.
6. Carrying out a major review of the Transition Service and implementing its findings.





What we did:

✓ 1&2 - Continued to deliver more effective services to more people which improved their quality of life and which helps them to live more independently:

- 1,235 referrals for reablement were completed in the year, with 78% of people requiring a reduced package of support or no further support following a period of reablement.
- The use of telecare/telehealth assistive technologies was extended in line with the regional plan.
- 232 major adaptations were provided in council and private homes achieving high levels of customer satisfaction. However, timescales for completion of remains an area for improvement. In addition, 488 minor adaptations (under £1,000) were also completed during the year; taking on average 61 days to complete.
- For service users with a disability, 608 minor adaptations were completed.
- 'Right sizing' has progressed to 20 out of 22 of the local authority Supported Living houses, continuing to focus on the quality of life for the person and the structure of the care package provided. In addition, five of the houses provided by the NHS have also been 'right sized'. An audit of what has been achieved is currently being undertaken and from July 2015 it is planned that 'right sizing' will be rolled out to properties in the independent sector.
- The Night Support Service pilot became operational in February 2015 and will run through to September. It can support a maximum of 20 – 30 people at any one time within the pilot service.

✓ 3 – Implemented the Integrated Family Support Service (IFSS); 19 families were referred to it. The whole family approach has been successful in achieving good outcomes for the families that have worked with the programme.


4 – Whilst this area of work has been slightly delayed in terms of timescales, solid foundations for the restructure to meet its objectives have been laid with:


- the appointment of a Children's Lead; and
- work to consider various models and meet the requirements of the new Social Services and Wellbeing Act being undertaken.

The revised structure will now take account of the comments made by the Care and Social Services Inspectorate Wales in their recent inspection of Children's Services.

✓ 5 – Delivered a pilot that met the requirements of the homelessness prevention duties of the Wales Housing Act 2014, whereby homeless prevention cases were opened

for all who approached for assistance. The service was remodelled freeing up officer time to enable more preventative work and as a result the 85% prevention rate was maintained. This is positive performance considering the increased demand for housing assistance. In addition, closer working between the Supporting People and Housing Options teams has ensured support is delivered promptly to all those with additional support needs.

 5 – Whilst the average time spent in bed and breakfast (B&B) accommodation was reduced for all households and significantly reduced for families, the numbers of people accessing B&B accommodation increased due to insufficient levels of suitable accommodation.

 6 – A major review of the Transition Service was undertaken which generated some very useful feedback from young people and families. This information was used to make service improvements.


Link to detailed [Independent Living](#) sub-priority report.


<b>Integrated Community Social and Health Services</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>Medium</b>
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During 2014/15 we said we would help more people to live independently and well at home by:

1. Continuing the integration of community based health and social care teams within three localities across Flintshire.
2. Supporting the introduction of an Enhanced Care Service (ECS) in the North East and South Localities by March 2015.
3. Ensuring that effective services to support carers are in place as part of the integrated social and health services.
4. Ensuring the Single Integrated Plan (SIP) priorities are progressed through localities.
5. Effectively and efficiently using Intermediate Care Funds to support individuals to remain in their own homes.

What we did:

 1&4 – Joint working with Betsi Cadwaladr University Health Board (BCUHB) means that staff are working together effectively and sharing information to improve the standard of services they deliver. However, co-location has not been achieved within North East or South Flintshire. Whilst there is a confirmed commitment there have been difficulties finding suitable accommodation and in reaching agreement on the structuring of the teams in light of the structural changes in BCUHB. Priority 3 of the Single Integrated Plan is in the process of review with positive engagement across services and partners.

 2 - The business cases for ECS in the North East and South localities have been prepared. BCUHB will be reviewing a range of approaches to identify the most suitable and appropriate model for delivering primary care and community services.

 2 - Throughout the year there has been very positive feedback from people supported by ECS and their families. Increased GP support has also been secured in North West locality.

- ✓ 3 – Improvements were made in the delivery of services to both adult and young carers:
  - Greater numbers of carers have had their needs assessed and were provided with a service (82.4%).
  - A review of the Carers' Strategy is currently being undertaken which will include the redefinition of carer's priorities for the next 5 years. All organisations are participating in workshops to work collaboratively to maximise available funds.
  - During 2014 a support initiative for young adult carers was developed, which has received positive feedback from the young people attending.
  - The 'Access to Action Card' (A2A card) for young carers, Looked after Children and care leavers continues to support and provide instant access to Council Services when and as young carers need or want them. This initiative is further being supported by the development of the Young Carer's Charter, which will strengthen the commitment of organisations to young carers.



- ✓ 5 – Intermediate Care Funds (ICF) were used to support projects focused on helping people to maintain independence and be able to live well at home:
  - **Step up / step down and intermediate care beds within Care Homes** - Funding provided three designated step up / step down beds within local authority care homes, with further beds purchased from the independent sector as demand rose. As a result over 90 residential admissions were made, reducing the time individuals spent in hospital and enabling them to safely return home sooner. In addition, the funding also allowed for a dedicated dementia assessment bed within a specialist independent sector Residential Care Home for Dementia. This provided a safe environment for 15 people with dementia to be assessed for their potential for rehabilitation and safe return to their own home.
  - **Well-being and the role of the voluntary sector** - Funding was allocated to the Alzheimer's Society, Flintshire Care and Repair, The British Red Cross and the Neurotherapy Centre to support 5 key projects. All five projects met expected referral targets and over 135 people had benefitted from them.
  - **Six Steps to Success Palliative Care Project** - The Palliative Care project has used the ICF funding to increase the knowledge, skills and confidence of staff in Nursing Homes in Flintshire. It has helped increase the number of residents who are able to remain in their chosen home at the end of their life and receive palliative care in a dignified manner.

Link to detailed [Integrated Community Social and Health Services](#) sub-priority report.

Link to the [Flintshire Social Services Annual Performance Report 2014/15](#).

During 2014/15 we said we would create jobs and grow the local economy by:

1. Promoting and supporting the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.
2. Implementing the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.
3. Exploring with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

What we did:

- ✓ 1 – Promoted and supported growth of the Flintshire economy:
  - Receiving 102 new investment enquiries including 73 within the Enterprise Zone (EZ) as a result of our promotional activities. An increase of 36 EZ enquiries compared to the previous year. This achieved a conversion rate of 63% from new EZ enquiries to investment (expansion by local businesses and new businesses locating within the EZ) surpassing the target of 60%.
  - Supporting DEZ businesses to apply for the Welsh Government Business Rate Scheme which in turn supports sustainability and growth potential of the businesses.
  - Safeguarding 250 jobs within DEZ by operating a Rapid Redundancy unit with public and private sector partners when job losses were announced.
  - Supporting the creation of 1,012 new jobs within the DEZ, a significant increase on the 838 reported 2013/14.



- ⚠ 2&3 - The Northern Gateway site is in two ownerships and both landowners are pursuing development on their own holdings via separate planning applications. The Council has developed a ‘masterplan’ document to provide consistent guidance to both parties for the key strategic requirements that the Council has for how this site should be developed and planning permission will be via this process. Whilst site development commenced with the works to strengthen the River Dee flood embankment, timescales have slipped. In addition, discussions are ongoing between the land owners and Welsh Government to agree the spine road and infrastructure phases.

Link to detailed [Business Sector Growth](#) sub-priority report.



During 2014/15 we said we would make local communities viable by:

1. Progressing and investing in the eight Town Centre Masterplans to meet local priorities and need.
2. Delivering an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan.
3. Completing the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.



- 1 – Investment and progress were made in the Town Centre Masterplans resulting in:
- Three Building Enhancement Scheme projects being completed and a further 6 projects in progress.
  - Conclusion of the Streetscape Improvement Grant scheme with six schemes completed and a further five businesses receiving support and advice.
  - Commencement of streetscape improvement works in Shotton, Buckley, Mold, Holywell, Flint and Connah's Quay as part of the wider Town Action Plan programme.
  - A successful bid to Welsh Government under the Vibrant and Viable Places programme (£6.024m) which will bring benefits to the areas of deprivation in Deeside, to the county as a whole.
  - The Holywell Partnership secured £50k from the Welsh Government's Town Partnership Funding.



1 - Town centres as a whole face an uncertain future across the UK and although Flintshire's towns remain relatively stable compared to other areas they are equally subject to wider influences that will reduce their future viability. Unfortunately, fewer businesses took advantage of the grants schemes to renovate properties than expected. The volume of bureaucracy associated with programmes funded by the European Union was off-putting to applicants despite the extensive support made available by the Council.



- 2 – Significant progress has been made in the regeneration of Flint including:
- Phased demolition of the maisonettes is well advanced; they will be replaced by modern town centre housing.
  - Completion of the Flint House apartment development.
  - Securing planning approval for the development of a 72 unit extra care facility in the town centre.



*Flint Redevelopment Plans*

- Completion of the Old Courthouse renovation and which is now open.

- Improvement of 15 buildings through the Townscape Heritage Initiative.



3 - The delivery partners for the Rural Development Plan; Flintshire County Council and Cadwyn Clwyd, successfully delivered the final year of the projects funded through the programme:

- 59 individuals and 2 groups were given assistance and financial support to enable them to establish a new micro-enterprise through the Flintshire Enterprise Project.
- The Talacre to Ffynnongroyw cycle track was completed and officially opened by the Deputy Minister for Farming and Food.
- The Community Key Fund has enhanced 27 village facilities in 24 villages serving a population of approximately 42,000.
- 39 village renewal projects were completed which will contribute to more positive visitor experiences.

Link to detailed [Town and Rural Regeneration](#) sub-priority report.

<b>Social Enterprise</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we support and create new forms of local business by:

1. Raising awareness of the Flintshire Enterprise Fund.
2. Developing effective support for social enterprises.
3. Developing new Social Enterprise projects to meet the Council's priorities.

What we did:

✓ 1 – Supported seven businesses in Flintshire to set up, diversify or expand as social enterprises. Wider support has also been provided through the Council's Social Enterprise 'Twitter' account which now has 130 followers. In addition, a conference was held which was well attended by both existing social enterprises and organisations interested in becoming social enterprises.



✓ 2 – Developed a network of social enterprise support across North Wales teaming up with the other five local authorities and potential support agencies. More than 40 entrepreneurs, enterprises or potential enterprises have received support from the network of support agencies. In addition, Social Enterprise workshops are now a permanent fixture in Flintshire Business Week.

! 3 – Continued development work to support the transition of public services into social enterprise (Flintshire Crèche and Supported Employment). Both progressed into the business feasibility phase of the alternative delivery model work of Flintshire County Council. Consultation events with service users and their families took place in May and June 2015.

Link to detailed [Social Enterprise](#) sub-priority report.

<b>Skills and Learning</b>	<b>Progress</b>	<b>Satisfactory</b>	<b>Outcome</b>	<b>High</b>
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<b>Modernised and High Performing Education</b>	<b>Progress</b>	<b>Satisfactory</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would improve learning provision to get better learner outcomes by making a difference through our School Improvement Strategy:

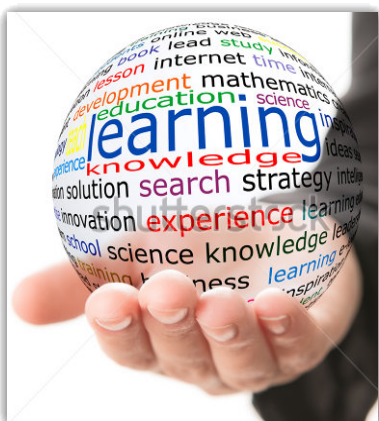
- Improving skills in literacy and numeracy.
- Improving educational achievements of children in a position of disadvantage including our Looked after Children.
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place.
- Continuing the implementation of 21<sup>st</sup> 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.

What we did:

Made satisfactory progress with our School Improvement Strategy:

✓ Improved performance was achieved for over 80% of our performance measures when compared with the previous year. In addition, 50% of our performance measures achieved or exceeded the ambitious targets set.

✓ A more cohesive and effective programme of school support; complemented by a full time coordinator for Literacy and Numeracy appointed by GwE. Training has been well received and raising standards and has contributed to schools being removed from Estyn's 'follow up' categories.



✓ Improved performance of educational achievement for Looked after Children including a significant improvement in the average qualifications points score, rising to 358 points from 225 points achieved in the previous year.

✓ Increased sharing of best teaching practice and resources through various forums, led by schools in the region or from within the Council and supported by GwE. Coverage includes both primary and secondary schools across various subjects and qualifications.

✓ The 14-19 Network support for projects designed to reduce the number of learners not engaging with education or training achieved a reduction from 3.6% in 2013 to 1.3% in 2014. 99.6% of 16 year olds were in education, employment or training (the highest ever achieved) as a result of good partnership working and effective use of the Personal Support team.

! Under the 21<sup>st</sup> Century Schools programme the full business case for the Band A programme was approved by Welsh Government, January 2015 for the development of the Holywell Learning Campus and the Post 16 centre at Coleg Cambria. Both construction projects have commenced and are on time and within budget, the new facilities are expected to open in September 2017. The Queenferry Campus project was paused and reviewed and was subsequently halted. The post 16 School Organisation Change proposals for St Davids, Saltney (linked to the Post 16 centre at Coleg Cambria) have been restarted due to new advice from WG following a judicial review in South Wales.

! Officers are currently working to deliver the implementation plan for schools modernisation which includes primary school reviews. The process around potential school organisational change was assessed as 'amber' in recognition of the complexity and amount of work still to do. However, the new Welsh medium primary satellite centre of Ysgol Croes Atti in Shotton opened on time and foundation pupil numbers have doubled after just one year.



*Ysgol Croes Atti - Shotton*

! The Collaborative Steering group has been focusing on engagement and reducing the number of learners who do not complete their statutory education in mainstream provision. As a result of work undertaken, schools can see their developing role in improving engagement and trying to keep potentially vulnerable learners in mainstream education by earlier identification. However, increasing numbers of children who receive their education other than at school (EOTAS) may have a significant impact on outcomes.

! The relationship between Head teachers and their GwE Challenge Advisers is becoming more productive and has contributed to school improvement and schools being removed from Estyn monitoring categories. However, the target setting process at Key Stage 2 and Foundation Phase were perceived to be collectively less ambitious than would be required to achieve future outcomes at those levels; a strong focus on future target setting remains a priority.

Link to detailed year end [Modernised and High Performing Education](#) sub-priority report.

The rating for satisfaction in the Welsh Government's National Public Survey, with the education system in each local authority area is based on a scale of 1 (extremely bad) to 10 (extremely good). Flintshire was rated 2<sup>nd</sup> at 7.1 (Conwy was rated top at 7.2). The Wales average is 6.6. In last year's survey (2013/14) Flintshire was rated top at 6.7 against a Wales average of 6.3 (Source: [National Survey for Wales](#)).

<b>Apprenticeships and Training</b>	<b>Progress</b>	<b>Satisfactory</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would meet the skills and employment needs of local employers by:

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



2. Making an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Marketing and communicating broadly the range of apprenticeship and training programmes available.
4. Identifying sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Supporting the Young Entrepreneur Programme within the Flintshire Business Entrepreneurship Network (BEN).
6. Continuing to develop and increase the number and range of Communities First job clubs.
7. Commissioning and delivering skills development programmes with local employers.

What we did:

✓ 1 – Undertook a formal review of the Employment, Skills and Jobs Board and reorganised the partnership structure to deliver particular work streams and in turn improve opportunities for Flintshire residents.

! 1 - Allocation of resources to the new strategic framework are still under consideration.

✓ 2 – Launched the Employers' Promise at the beginning of the year; it was signed up to by all partners.

! 2 – Whilst the numbers of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months had decreased to 0.5%, the numbers claiming for six months had increased to 2.4%.

✓ 3 – Collaborated with partners to develop information to input into the Common Area Prospectus – an online tool developed by Welsh Government providing a directory of support for education and training programmes available locally.

! 3 – Whilst collaboration has been excellent, the process is taking longer than we would like locally.

✓ 4 - The review of the Employment Skills and Jobs Board has strengthened the need to ensure that programmes of work redress the balance between labour supply and demand that exists.

! 4 – Resources are needed to strengthen the delivery of this work.



✓ 5 – Achieved good progress with the BEN which is now notable best practice and is being promoted by Welsh Government for its excellence. The Artisan's workshop in Holywell is trading and 4 enterprises have emerged from it. In addition, membership of the Enterprise Club has increased to more than 60 and over 20 enterprises have started as a result of the work it does.

✓ 6 – Provided support and motivation to residents regardless of their duration of unemployment and specific issues through the six job clubs operating in the two

Communities Firsts (CF) clusters. In addition, over 43 people have registered on the CF programme to assist workless households to become working households

! 6 – The target of getting 30 people into employment has not yet been achieved.

✓ 7 – Completed the Wales Advanced Manufacturing Skills & Technology Centre (NWAMSTC) Strategic Business Plan which focuses on developing the advanced manufacturing sector in Flintshire and North Wales in partnership with Welsh Government, Higher Education, Further Education and private industry.

Link to detailed year end [Apprenticeships and Training](#) sub-priority report.

<b>Safe Communities</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
<b>Community Safety</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>

During 2014/15 we said we would keep people and communities safe by:

1. Contributing to the delivery of the North Wales Community Safety Plan priorities.
2. Reducing fear of crime by making best use of CCTV, effective street lighting and removal of graffiti.
3. Developing further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

What we did:

✓ 1 – Contributed to the delivery of the North Wales Community Safety Plan priorities:

- The work of the North Wales Safer Communities Board was progressed at a local level through the 'People are Safe' Board.



*White Ribbon Campaign 2014*

- There were fewer high risk repeat victims of domestic abuse (23%) which exceeded the national target.

- There is an increased awareness of sexual violence amongst young people due to the work undertaken with schools.

- Procedures for the use of Public Space Protection Orders were established.

- The 80% target for completed substance misuse treatments was met and the target of achieving waiting times of less than 20 days from referral to treatment was exceeded at 89%.

- Youth Justice Service figures also show that targets were exceeded for young people receiving offers of treatment for substance misuse.

✓ 2 – Continued to reduce fear of crime by:

- Delivering CCTV services in all areas despite ageing equipment and cameras. The Authority also worked



closely with technical consultants to carry out an in-depth feasibility study of the existing CCTV camera stock and engaged with all Town and Community Councils on proposed future service delivery models.

- Replacing over 750 street lights with new lanterns and upgrading a large number of signs and bollards to LED thereby improving illumination. However, the average time taken to repair street lamps increased when compared with the previous year.
- Removing graffiti from Council buildings and property met the standard set by the Council (2 working days).

- ✓ 3 – Developed further awareness of the Council’s approach to safeguarding through:
- Agreeing a new protocol for multi-agency working to reduce child trafficking.
  - Providing training to employees on child trafficking and age assessment.
  - Co-located the Children’s Safeguarding Managers, the Independent Reviewing Officers for Looked after Children and the Adult Safeguarding Team to provide opportunities for sharing and adopting good practice in approaches to safeguarding children, young people and adults.
  - During the year 147 adult safeguarding referrals were completed and in 146 cases the risk was reduced or removed.
  - The Children’s Safeguarding Unit conducted 136 initial child protection conferences and 21 pre-birth conferences, and continue to perform well against the national performance indicators.

Link to detailed year end [Community Safety](#) sub-priority report.

<b>Traffic and Road Management</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would improve road safety by:

1. Completing the implementation of the final phase of our 20mph zones outside schools.
2. Maintaining the Council’s road infrastructure to improve road safety.
3. Implementing the Regional Transport Plan road safety schemes.



What we did:

- ✓ 1 - Completed the final phase of 20mph zones outside schools and exceeded the target by completing schemes at 70 schools. In total 89 schools now have 20mph advisory zones.
- ✓ 2 - Improved road safety by replacing over 750 street lights with new lanterns and upgrading a large number of signs and bollards to LED. The illumination levels now met expectations for highlighting the target area / carriageway. In addition, 100% of collisions in ‘collision cluster sites’ were investigated and actioned.
- ✓ 3 - Completed four road safety schemes:
  - A5151 Trelawnyd – junction improvement works;
  - B5441 Queensferry to Garden City – pedestrian and cycleway improvements;
  - B5125 Ewloe to Hawarden – pedestrian and cycleway improvements; and
  - High Street, Bagillt – implementation of traffic calming measures.

Link to detailed year end [Traffic and Road Management](#) sub-priority report.

<b>Poverty</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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<b>Welfare Reform</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would protect people from poverty by:

1. Placing a greater emphasis on preventing homelessness.
2. Providing advice and support services to help people protect their income.
3. Supporting the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area.

What we did:

✓ 1 - Delivered a pilot which identified the resources and processes required to ensure we deliver an effective homeless prevention service which meets the newly introduced homeless prevention duties. The introduction of the Housing Access Team to 'triage' an individual's housing need(s) ensuring the most appropriate housing solution(s) are identified. In addition, effective work with internal and external partners helped to ensure homelessness prevention levels were maintained despite the increase in the number of applicants approaching the authority as homeless. In total 83 tenants were helped to move to more affordable accommodation where the removal of the spare room subsidy had resulted in their no longer being able to afford their rent.

! 1 – Reduced the average amount of time homeless households spent in bed and breakfast (B&B) accommodation. Insufficient levels of suitable accommodation have resulted in the Council needing to temporarily house increased numbers of homeless households in B&B accommodation.

✓ 2 – Provided specialist money and benefit advice to 1,622 Flintshire residents through our Welfare Rights Team. The successful interventions generated welfare benefit and tax credit payments totalling £3.1 million, enabling households to meet their housing costs whilst also boosting spending power within the local economy. In addition, Discretionary Housing Payment (DHP's) totalling £259,000 were paid to households impacted by welfare reforms.



✓ 3 – Worked with the Department of Work and Pensions (DWP) to progress implementation of Universal Credit (UC) within Flintshire, ensuring appropriate support services were in place to assist claimants. In addition, the authority implemented an effective communication strategy to dispel myths and mitigate some of the concerns around UC, particularly amongst landlords and encouraging constructive debate about how



UC is being implemented. This was fed back to the DWP and resulted in the introduction of positive changes to national UC policy.

Link to detailed year end [Welfare Reform](#) sub-priority report.

<b>Fuel Poverty</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would protect people from fuel poverty by:

1. Improving the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.
2. Helping residents in the private sector access funding support to improve the energy efficiency of their homes.
3. Delivering energy efficiency measures to Council homes.

What we did:

✓ 1- Exceeded our target with a total of 204 homes receiving energy efficiency measures such as solid wall insulation and solar panels, through the Vibrant and Viable Places programme. This work has delivered anticipated annual heating bill savings of £67,580 for the tenants and residents. The low maintenance aspect of the measures will ensure the tenants and residents enjoy the benefits of this work for a period of at least 20 years without the worry of running costs and complex/costly maintenance schedules.



✓ 2 – Exceeded expectations by helping residents in the private sector to access funding support and to improve the energy efficiency of their homes. A total of 839 homes were assisted exceeding the target of 650 homes and achieving expected annual heating bill savings of £244,360. Measures include loft and cavity wall insulation, boiler replacements and air source

heat pumps. Due to the success of the service the Council's Energy Conservation Unit were asked to speak about the Council's energy efficiency delivery model at a national presentation hosted by Welsh Government. They have also met with European Funding Co-ordinators to develop a future vision for domestic energy efficiency funding in Wales.

✓ 3 – Exceeded target by delivering energy efficiency measures to 417 council homes.

! 3 – Delivered gas systems to 187 of the targeted 233 council homes in the Aston and Mostyn areas. 26 (11%) of homes refused the work. These properties have had gas services brought to a meter point at the front of each property and will be connected when the properties become empty. The delays to the programme were due to progress slowing over the winter as Wales and West Utilities had to respond to emergency call outs across the region due to increased demand on the network.

Link to detailed year end [Fuel Poverty](#) sub-priority report.

<b>Environment</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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<b>Transport Infrastructure and Services</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would ensure people could access employment, local services and facilities by:

1. Using available funding to support Council priorities for accessing employment, health, leisure and education.
2. Prioritising the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.
3. Improving facilities and routes for pedestrians and cyclists.
4. Seeking approval from Welsh Government for the Deeside Infrastructure Business Plan and implementing its proposals.
5. Developing proposals for coordinated transport across the region.
6. Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.

What we did:

✓ 1 – Completed three projects using funding from the Welsh Government's Local Transport Fund and the Rural Development Fund:

- Deeside Corridor Synchronisation – improving traffic flow along the B5129 Deeside Corridor.
- Broughton by Saltney Cycle Way – providing an off road cycling facility linking Broughton to Saltney.
- Talacre to Ffynnongroew shared use cycle scheme - providing a continuous cycling link from the north of Mostyn through into Ffynnongroew, onto Talacre and then continuing along the National Cycle Network into Prestatyn.



*Official Opening - Talacre to Ffynnongroew Cyclepath*

✓ 2 - Set targets in line with Welsh Government guidelines for the condition of principal roads which allowed resources to be prioritised for non-classified roads. We remained top in Wales for the percentage of roads that were in overall good condition.

✓ 2 - Increased the percentage of street work inspections from 10% to 12% enabling the authority to identify potential defects during the initial works and encouraging works to be undertaken to the required standards. This reduced the number of site revisits and in turn delays for road users.

✓ 3 – Focused on improving facilities and routes for pedestrians and cyclists by undertaking mapping for the Active Travel Bill. Sustrans were commissioned by Welsh Government to undertake the 1<sup>st</sup> phase of the mapping exercise for each settlement within Flintshire. Whilst progress against the targeted timescales slipped slightly, the mapping was completed in May 2015. In addition, the number of users on the cycle networks during 2014/15 increased significantly on the previous year.

❗ 4 – Secured adoption of the Council’s Masterplan for the whole Northern Gateway site and the Deeside Infrastructure Business Plan from Welsh Government. All schemes, conditions and details were approved within the prescribed timescales but there were some delays in the implementation of the bank strengthening works. Negotiations between Welsh Government and both land owners regarding spine road design and development is progressing.



✔ 5 – Contributed to the Joint North Wales Local Transport Plan which sets out the vision of 'removing barriers to economic growth, prosperity and well-being, by delivering safe, sustainable, affordable and effective transport networks'. Following consultation the final Plan was published on 30th January 2015.

✔ 6 – Completed the first review of the subsidised bus services; achieving effective engagement of stakeholder. Subsequently a non-subsidised commercial bus service now operates in the Deeside area.

subsidised commercial bus service now operates in the Deeside area.

Link to detailed year end [Transport Infrastructure and Services](#) sub-priority report.

<b>Carbon Control and Reduction</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we reduce our carbon impact on the natural environment by:

- 1) Marketing and promoting carbon reduction measures within the Council, with our partners and with the public to manage and reduce emission levels.
- 2) Challenging the Council’s carbon emissions, through our assets, vehicles and people behaviour.
- 3) Encouraging public utilisation of recycling facilities and services.
- 4) Encouraging residents and employees to use more sustainable forms of transport.
- 5) Complete the review and rationalise the Council’s assets. (Reported through the sub-priority Asset Strategy, see pages 35 and 36)

What we did:

✔ 1 – Undertook focused work through a number of projects to promote and market carbon reduction measures, including:

- The Carbon Trust schools energy savings initiative demonstrated that educating staff and budget holders on the efficient use of energy in their respective premises has financial and environmental benefits. Early indications were that participating schools would save on average 3.75% on their electricity and 3.3% on gas use.
- Our publicity campaign for the Cyd Cymru Collective Energy Switching project ensured Flintshire had the highest numbers of registrations in Wales.
- As part of the Domestic Energy Efficiency Project, we secured Green Deal Home Improvement Funding of over £130k which has been used to improve the energy efficiency of homes in the county.

✓ 2 – Achieved a 0.43% reduction in the Council’s carbon footprint for the year across its non-domestic properties, taking the cumulative reduction to 18.96% since monitoring began in 2007/08. Other key achievements include:

- Installation of three Photo Voltaic projects.
- Installation of an increased range of energy efficiency measures within 839 homes which will reduce carbon emissions and help to reduce fuel poverty.
- Implementing the fleet review findings has rejuvenated the fleet across our small and large vans and this contributed to reducing CO2 emissions.
- Reducing carbon emissions from the Council’s street lighting by 3.8% per annum by installing improved and energy efficient street lighting, signs and bollards.
- Increasing the amount of municipal waste prepared for reuse and/or recycled to 58%, exceeding the target set for the year.



✓ 3 – Encouraged greater public utilisation of recycling facilities and services through:

- Opening a new recycling centre (HRC) at Sandycroft and improved the meet and greet system at the HRC to improve understanding of the recycling streams at the site.



- Delivering recycling awareness roadshows to 18 primary schools, receiving positive feedback from teachers and pupils.

- Undertaking a campaign to improve recycling rates of food waste across low participation areas, taking in 6,000 households. This resulted in a sustained increase of 18% for food waste tonnages collected, 3 months after the campaign ended. An indirect benefit was that kerbside recycling participation rates also increased by 6%.

✓ 4 – Encouraged employees and residents to use more sustainable forms of transport through a number of key areas of work including the opening of two new cycling routes, running two cycle to work schemes within the Council, various promotional activities and the delivery of cycling road safety training to 648 children. The numbers of users of the cycleway networks increased significantly on the previous year.

Link to detailed year end [Carbon Control and Reduction](#) sub-priority report.

The Welsh Government’s National Public Survey indicates that 81% of people are satisfied with the recycling services offered by the Council. This is just below the Wales average at 82% and ranks us 12<sup>th</sup> compared with the other Authorities in Wales, (Sources: [National Survey for Wales](#)).

<b>Modern and Efficient Council</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>Medium</b>
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<b>Organisational Change</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>Medium</b>
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During 2014/15 we said we would manage services well to achieve our priorities by agreeing an organisational change model that would:

1. Implement the proposed future operating model for the Council.
2. Integrate business units and considering alternative models.

What we did:

✓ 1 - Implemented a new corporate operating model, establishing the new portfolios and appointing Chief Officers for each. All risks associated with the transition were effectively managed with no discernable direct impacts on service performance because of the operating model itself, Council governance or organisational change plans. The benefits of the new model were tested by the Wales Audit Office corporate assessment with positive feedback; subjective feedback within the Council and from external partners has also been positive.

✓ 2 – As part of the new operating model business units have been integrated to simplify and align service delivery points to facilitate streamlining of the business and delivery of efficiencies. The Council also developed a new approach to business planning for the longer term that proposes alternative service delivery models where appropriate, with the aims of protecting services and being cost efficient.



⚠ 2 – Despite the pace of change there is concern that the options may not deliver the required efficiencies in the time available due to the scale of budget challenge and that limited organisational capacity and capability will mean the programme will need to be staged so as to balance pace with a manageable scale of change.

Link to detailed year end [Organisational Change](#) sub-priority report.

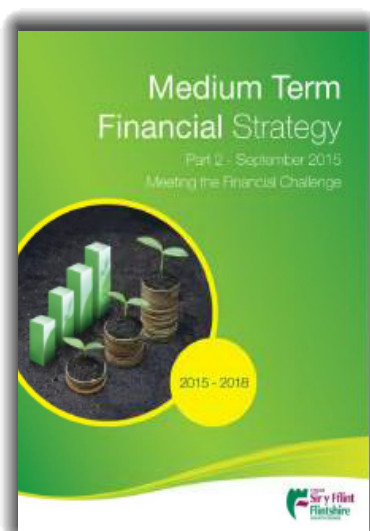
<b>Financial Strategy</b>	<b>Progress</b>	<b>Satisfactory</b>	<b>Outcome</b>	<b>Medium</b>
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During 2014/15 we said we would protect local frontline public services and deliver Council priorities through the best use of our resources by:


1. Developing a longer term financial plan.
2. Agreeing the capital and revenue resources to deliver the priorities within the Improvement Plan (2014/15).
3. Delivering on the four programmes of the organisational change and efficiency programme.


What we did:

✓ 1 – Thoroughly reviewed the Medium Term Financial Plan to (1) forecast the financial resources available to the Council for the period 2015/16 – 2017/18, and the budget



pressures, based on the best available intelligence (2) project the collective efficiency targets to be able to set to enable corporate and portfolio targets to be re-set.

1 – Uncertainty around the  level of revenue support grant to be received from Welsh Government (in 2015/16 and beyond) made financial planning arrangements very difficult. Whilst a balanced budget has been achieved for 2015/16, there is further work to do to reach a longer term balanced and sustainable plan.

 2 - Considered and identified available resource to deliver the priorities of the 2014/15 Improvement Plan as part of the 2014/15 budget process; 100% of the resources required were included in the budget.

 3 – Achieved 87% (£7.675m) of the Corporate and Functional Efficiencies included in the budget.


Link to detailed year end [Financial Strategy](#) sub-priority report.


<b>People Change and Development</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would ensure the Council has sufficient capability and capacity to operate effectively as a reduced sized organisation. This was to be achieved by implement the People Strategy and focusing on:

1. Employee performance and productivity
2. Employee Development and Talent Management
3. Health and Wellbeing
4. Implement the new pay model as part of Single Status

What we did:

 1 - Revised the approach to job design and job evaluation. The pilot revealed it to be effective and few minor variations were made to the process helping to streamline it further. In addition, the revised Flexible Working Hours policy was implemented in April 2015. It is expected that utilising the increased flexibility will in turn enable the organisation to embrace agile working and extend the opening hours of the Council so services can be delivered at times when they are most needed.

 2 – Implemented a new Employee Development and Talent Management scheme which has been used by Chief Officers with the senior management teams. The new scheme includes an assessment against the competencies as well as talent assessment. HR Business partners are working with Chief Officers on the next stage of the process which is to assess the criticality of roles. Once completed, the role and employee assessment outcomes can be mapped into a single plan and used to develop a robust succession plan.

 3 – Developed interventions for employees requiring support with mental health and other psychological issues. Following a successful pilot we have rolled out access to on-line support where it is appropriate. Courses aimed at reducing stress and increasing resilience have been well received and achieved good results. In addition, an occupational

health nurse has been recruited, on a fixed term basis, who will be dedicated to developing our approach to mental health in the workplace including the development of initiatives and training aimed at raising awareness mental health issues in the workplace.

✓ 4 – Completed the residual work relating to appeals on maintenance for the new pay model.

Link to detailed year end [People Change and Development](#) sub-priority report.

<b>Asset Strategy</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would have the right buildings in the right places for the right users by:

1. Refreshing the Asset strategy along-side capital planning.
2. Reducing the number and reviewing the usage of Council property assets.
3. Further extending the use of agile working and so freeing up the amount of space needed to deliver services.

What we did:

✓ 1 - Refreshed the Council’s Asset Strategy giving it a more fundamental positioning. This document forms part of the joint document, ‘The Capital Strategy and Asset Management Plan’ which is due to be finalised in October 2015. This document will feed into and support the Medium Term Financial Plan.

✓ 1 & 2 – Progressed the work of the overall strategy to reduce the level of corporate accommodation. The Connah’s Quay Office has been closed and demolition is in progress. The main library facility on the Mold Campus site was also closed and activity relating to clearance of the library now complete. Plans for the consolidation of Phase 4 of County Hall with the intent that this will be mothballed will be implemented during 2015/16. The reduction in square meters of occupied office accommodation for 2014/15 was 22%; significantly exceeding the 10% target.



*County Hall - Mold*

✓ 2 – Re-launched our Community Asset Transfer approach in November 2014, engaging with a number of Town and Community Councils in order to explore how to best to support transfers. The Flintshire Local Voluntary Council are assisting and supporting organisations in developing business models. By the end of 2014/15, 65 expressions of interest had been received covering a range of asset; six of which had been progressed to the business modelling stage.

✓ 3 – Continued to work with managers and their teams to increase levels of agile working through an enhanced flexible working policy, improved remote accessibility to systems and documents and where possible the provision of new hardware (primarily

laptops). This has enabled a reduction in the amount of office space required; delivering efficiencies in running costs whilst maintaining service delivery.

Link to detailed year end [Asset Strategy](#) sub-priority report.

<b>Procurement Strategy</b>	<b>Progress</b>	<b>Good</b>	<b>Outcome</b>	<b>High</b>
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During 2014/15 we said we would make our money go further through smart procurement by:

1. Optimising procurement efficiencies through the use of regional and national procurement collaborations.
2. Implementing proposals for a joint Flintshire and Denbighshire corporate procurement unit.
3. Developing an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

What we did:

✓ 1 - Achieved £530,263 of efficiency savings surpassing the target of £250,000.

✓ 1 – Collaborated with the National Procurement Service, this included participating in procurement category forums to help determine individual strategies.



✓ 1 & 2 – Successfully merged Flintshire and Denbighshire County Councils' strategic procurement services forming the Joint Collaborative Procurement Service (JCPS) to achieve greater service resilience and take advantage of potential efficiencies through economies of scale as well as process efficiencies. The JCPS has been able to undertake joint tendering exercises on a number of projects and has also been proactive in identifying new UK national procurement collaborations. As a result cashable procurement and process efficiencies have been obtained.

✓ 3 – Delivered Community Benefit training workshops to targeted officers who undertake procurement activities within service areas. Contract procedure rules have been amended to make it mandatory for all projects above £2m to deliver community benefits. As a result, community benefit stipulations have been included in various high value capital projects such as SHARP (Social Housing and Regeneration Project).

✓ 3 – Simplified our procurement processes through the Proactis e-sourcing system which in turn has reduced administrative burden for small and medium sized enterprises (SME's) bidding for Council contracts. In addition, contracts above £25,000 in value are being more widely advertised presenting more opportunities for SME's to compete for our business.

Link to detailed year end [Procurement Strategy](#) sub-priority report.

<b>Access to Council Services</b>	<b>Progress</b>	<b>Satisfactory</b>	<b>Outcome</b>	<b>Medium</b>
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During 2014/15 we said we would achieve customer focused, modern and efficient access to council services by:

1. Implementing Phase 2 of our Flintshire Connects programme with extended range of services and locations.
2. Reviewing and improving our Customer Service Standards.
3. Extending and improving:
  - o Customer access to Council information and services using technology.
  - o Opportunities for participation in consultation exchanges.

What we did:

- ✓ 1 - Opened a wider range of services in more locations, including:
  - o Three new Flintshire Connect Centres.
  - o A housing triage service.
  - o Full blue badge service.
  - o Self-Service facilities.



- ✓ 1 – Achieved significantly greater numbers of residents using the Connects Centres. Through a customer service survey it was reported that 64% of customers were seen immediately and 25% within a minute; 60% reported being very satisfied with the service they received and 38% were satisfied.

- ✓ 2 - Revised the Customer Services Policy and updated the Compliments, Concerns and Complaints Policy leading to improvements in process which will support improved performance for complaints handling.

- ! 2 - Complaints handling during the first two quarters of 2014/15 significantly missed target leading to an overall position at year end whereby 76.23% of complaints were responded to within 10 working days; falling short of the 84% target.

- ✓ 3 - Improved our online facilities and achieved a '2\* Better Connected' rating for the Council Website by:



- o Introducing a revised website to respond to customer feedback.
- o Developing e-forms for on line services which link directly into back office services.
- o Introduced on-line nursery admissions with no negative feedback.
- o Making greater use of Twitter for publicising council services, promoting events, dealing with enquiries, consultations, etc. Numbers of followers have increased substantially.



- Making revisions to the website in line with customer feedback.

**X** 3 - Despite all of this, the target for the number of visitors to the website was not met and the comparatively low numbers of visitors who completed the on line survey indicated lower than targeted satisfaction levels for visits to the website and being able to successfully find what they were looking for.

Link to detailed year end [Access to Council Services](#) sub-priority report.

## Section 3

### Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During 2014/15 the Council continued to implement its Strategic Equality Plan (SEP) 2012/16. The SEP Annual Monitoring Report for 2014/15 was published September 2015 and detailing areas of positive progress as well as those requiring further attention:

✓ The work the Youth Service and Traveller Education Service have undertaken with young travellers who contributed to a DVD about hate crime. This achieved recognition nationally and further afield being shown in Westminster and several European Parliaments.

✓ The Active Flintshire (Sports Development Team) won 'Local Authority Contribution of the Year' at the Tennis Wales Awards for the second successive year. The award recognises Active Flintshire's success in setting up new junior clubs in the county increasing access to tennis for young people.

⚠ Although we are largely on track completing the actions we have set ourselves, we know that we still have a long way to go on this journey. Baseline data is still being collated which will help measure progress over the four year period of the Plan. Progress is inconsistent across portfolios and we appreciate that further work is needed to fully integrate the Strategic Equality Plan within the Council's new business planning process.


Link to detailed year end [SEP Annual Monitoring Report](#).

### Welsh Language Scheme (WLS)

The Welsh Language Scheme (WLS) Annual Monitoring Report covers the period April 2014 to March 2015; it shows progress being made to achieve targets as set out in the Implementation Plan. This is the final annual monitoring report for the current Welsh Language Scheme and Implementation Plan. The requirement for local authorities to produce Welsh Language Schemes will be replaced with the Welsh Language Standards. In future, the Council will provide reports as required by the Standards, progress will also be reported within the Council's annual report to the Wales Audit Office.

The annual report also provides additional information as requested by the Welsh Language Commissioner and examples of initiatives to promote Welsh language in service delivery and raise employee awareness:


✓ The new Welsh medium foundation phase school, Ysgol Croes Atti - Glannau Dyfrdwy, opened in September in Deeside. This is an exciting opportunity for families in the Deeside area, providing local Welsh medium education for Welsh speaking families and encouraging English speaking families to consider educating their children through the medium of Welsh. Ysgol Croes Atti - Glannau Dyfrdwy was achieved by working in partnership with Menter Iaith and Mudiad Meithrin.

 Whilst progress is being made it is recognised that further improvements are still to be made. We will strengthen the links between Welsh language, the Single Integrated Plan and the Council's Improvement Plan to contribute towards mainstreaming Welsh language throughout the Council's functions. The implementation of a new performance management system will contribute to effective monitoring of implementation of the new Welsh Language Standards.


Link to detailed year end [WLS Annual Monitoring Report](#).

## Sustainable Development

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. The bill recognises that Wales faces a number of challenges now and in the future, such as climate change, poverty, health inequalities, jobs and growth. It also recognises the need to work together and think about the long term impacts of decisions in order to tackle these issues.

 Within Flintshire County Council a considerable amount of work has been undertaken during 2014/15 which has focused on securing vital services for the future. This has been evidenced earlier in the report though, for example:

- Our own change in operational model and integration of business units.
- Increased collaborative and partnership working.
- Greater levels of consultation with local people e.g. Big Budget Conversation
- Re-launching our Community Asset Transfer approach.
- Consideration of and working toward alternative service delivery models.

 Our work to sustain services continues into 2015/16 and is evident throughout our Improvement Plan for 2015/16, particularly in sections such as 'Developing Communities' which aims to support communities to become more resilient and self-sufficient.

## Partnership and Collaboration Activity

The [Flintshire Local Service Board](#) (LSB) is made up of senior leaders from a number of public and voluntary organisations. Together these organisations are known as "Flintshire in Partnership" and are responsible for developing and driving forward delivery of the [Single Integrated Plan](#) (SIP) for Flintshire.

The SIP focusses on four priorities and is supported by the work of LSB related strategic partnerships.

All four priorities have detailed programme plans, governance and reporting arrangements, and have been monitored through the year using the same RAG Progress and Outcome assessment criteria as shown on page 6.

Priorities 1 to 3 are making good overall progress but with less confidence in the achievement of desired outcomes as shown in the table 4 overleaf. For Priority 4 (organisational environmental practices), the LSB have agreed that an annual report on carbon reduction would be presented only. With much work focusing on reviewing assets and joint teams, it was agreed that physical asset sharing could be included in this priority.




This would provide the focus required as previously climate change was too broad as a priority.


**Table 4: Assessment of progress against the SIP Priorities**

Single Integrated Plan Priorities	Progress	Outcome
1. Lead by example as employers and community leaders	G	A
2. People are safe	G	G
3. People enjoy good health, wellbeing and independence	G	A


### **Priority 1**


 Mapping of training provision across Flintshire was undertaken, confirming what is available and where it can be accessed.

 Self-Employment for young people is an area of continuing development. At a Dragons' Den Event in May more than 20 businesses successfully received support from the Dragons. Celebratory events were held in June and November to mark their achievement.


 Whilst the Common Area Prospectus (CAP) has been piloted in all Flintshire schools, the length of time that the CAP to reach 'go live' is preventing our promotion of awareness of programmes. This is something that Welsh Government (as lead) is addressing. This will improve access to Labour market intelligence greatly.


### **Priority 2**


 Flintshire County Council became the first local authority in North Wales to receive 'White Ribbon' accreditation for the work undertaken to tackle domestic abuse.

 There has been a significant improvement in waiting times and cases closed for substance misuse services during 2014/15. The targets set by the Welsh Government for both areas have been achieved.

### **Priority 3**

 The Living Well service has been shortlisted for a Social Care Accolade.

 Flintshire's Single Point of Access (SPOA) became operational in April 2014. Based in Preswylfa (Mold), the team currently comprises Flintshire County Council's First Access Team and a part time Third Sector Coordinator.


 Betsi Cadwaladr University Health Board (BCUHB) is in the process of confirming which staff resources will be part of the new SPOA. BCUHB did not have an existing team as a starting point. The BCUHB staff who currently process and screen referrals also undertake other duties, making it difficult to release them to the new SPOA.

Link to detailed year end [Single Integrated Plan Progress Report](#).


## 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 the Annual Improvement Report (AIR), including the findings and recommendations from the Corporate Assessment, in March 2015.


Overall the Auditor General has concluded that:


 *“The Council’s track record suggests that it is likely to respond positively to the internal and external challenges it faces and make arrangements to secure continuous improvement for 2015-16.”*

The judgement reflects the conclusions of the corporate assessment, that:

 *“The Council has made significant progress in a number of difficult areas during the last year; although it needs to strengthen aspects of its arrangements, the Council is reasonably well placed to continue to deliver its priorities in the face of further financial challenges”*

 *“Despite some strengths and areas of progress, aspects of the Council’s arrangements are not fully supporting decision-making and the delivery of the Council’s agreed priorities”*

 *“The Council has taken significant strides forward in its use of resources and now needs to co-ordinate the elements more systematically in the face of future financial challenges”*


 *“The Council made good progress against the improvement priorities we looked at but its performance against the national indicators declined slightly.”*

The Auditor General has not made any statutory recommendations with which the Council must comply. Instead seven advisory proposals for improvement have been made. In response an action plan was drawn up for which progress is regularly monitored.

Link to the Wales Audit Office [Annual Improvement Report](#).

## Corporate Health and Safety

Flintshire County Council recognises and is committed to delivering its duties and responsibilities as an employer with regard to health and safety. It strives to fully meet the requirements of the Health and Safety at Work 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.

 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 Corporate Health and Safety and provided to the relevant portfolios/services for detailed trend analysis.

✓ The Corporate Health and Safety Steering Group continue to meet on a quarterly playing a major part in identifying risk management priorities and demonstrating health and safety leadership. The new Portfolios have presented the group with annual health and safety reports, reviewed health and safety action plans, detailed accident/investigation statistics and claims data for 2014/15.

✓ Corporate Health and Safety continue to raise the awareness of the Agile Health and Safety Standard, supporting e-learning and checklists.

✓ A comprehensive programme of health and safety training continues to be made available. Relevant health and safety training needs are identified through learning and development appraisals and delivered both internally and externally.

⚠ The Corporate Health and Safety team will continue to support and assist Portfolio's with service change and the reduction of employees. It is important that services ensure health and safety management arrangements are reviewed and/or maintained and monitored through periods of change. The Corporate Health and Safety Steering Group will continue to seek assurances from each of the Portfolios of these arrangements and the Corporate Health and Safety Team will monitor to ensure the effectiveness of health and safety arrangements through inspection/accident investigations and audits.

## Appendices

Appendix A – Improvement Plan 2014/15 Risk Summary

Appendix B – Improvement Plan Measures data table

Appendix C – 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 through the following links:

- [Single Integrated Plan](#)
- [Single Integrated Plan Monitoring Report 2014/15](#)
- [Flintshire County Council Improvement Plan 2014/15](#)
- [Annual Improvement Report](#) including Corporate Assessment from the Auditor General for Wales
- [National Performance Bulletin 2014/15](#)
- [National Survey for Wales 2014/15](#)
- [Flintshire Social Services Annual Performance Report 2014/15](#)
- [Annual Strategic Equality Plan Report 2014/15](#)
- [Welsh Language Scheme Monitoring Report 2014/15](#)

## Thank you for reading our Annual Performance Report for 2014/15.

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

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for 2015/16 please read our [Improvement Plan 2015/16](#). Again, your views regarding future priorities, plan content and layout are welcome.

### **Please contact us on:**

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IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015									
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014		Year end 2014/15		Target Score
Housing	Extra Care Housing	Switching revenue resources from more traditional to new housing and care service models	A	↔	A	↓	G	↓	G Apr '15
		Demand and aspirations for alternative housing models for independent living			A	↓	G	↓	G Apr '15
		Specialist demand e.g.dementia and physical and learning disabilities	A	↔	R	↓	A	↓	G Oct '15
	Modern, Efficient and Adapted Homes	Maximising joint resources with partners	G	↔	G	↓	A	↔	G Dec '14
		Availability of private finance	G	↓	A	↓	G	↓	G May '15
		Developers building affordable housing	A	↓	A	↓	G	↓	G May '15
		Unclear about change implications proposed through planning bill.			G	↓	G	↓	G TBC
	Achieve the Welsh Housing Quality Standard	Ensuring Contractors perform effectively & costs contained within budget	G	↔	G	↔	G	↔	G Mar '15
		Agree approach to dismantle HRA subsidy system.			A	↔	G	↔	G Apr '15
		Identification of plans and resources to meet the WHQS by 2020	G	↔	G	↔	G	↔	G Mar '15
Living Well	Independent Living	Ensuring we have enough capital funding for disabled facilities grants	A	↔	A	↔	A	↓	G Mar '16
		Keeping up with specialist demand e.g.dementia	A	↑	A	↔	A	↓	G Apr '16
		How we encourage greater independence	G	↓	A	↓	A	↓	G Jun '15
		Service user / family resistance to new technologies eg telecare			A	↔	G	↓	G Jun '15
		Managing demand and expectations with limited resources			A	↔	A	↓	G 2017
	Integrated Community Social and Health Services	Ensuring effective joint working with BCUHB	A	↔	A	↔	A	↑	G 2016
		Ensuring new model doesn't result in increased costs	A	↓	A	↔	A	↔	A Jun '15
		Spending Intermediate Care Fund on sustainable services after funding ends.			G	↔	G	↔	G Mar '15
Economy and Enterprise	Business Sector Growth in Deeside	Ensure the DEZ can be continued with pace.			A	↓	A	↓	G Mar '16
		Ensure the DEZ has proportionate financial support from WG.			A	↓	A	↑	G 2016
		Work with local employers and learning providers to meet skills based needs	A	↔	A	↓	A	↓	G Apr '16
	Town and Rural Regeneration	Maximising funding opportunities through external programmes	R	↑	R	↔	A	↓	G Jun '15
		Ensuring sufficient project management capacity to successfully complete programmes	A	↑	R	↔	A	↓	A Jun '15
	Social Enterprise	How we maintain capacity and investment to support development of social enterprises	G	↔	G	↓	A	↑	G Aug '15
		Building skills in the community for development of social enterprises	A	↔	A	↓	A	↔	G Aug '15
Local Social enterprises need to compete effectively in the market		A	↓	A	↔	A	↑	G May '16	

IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015									
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014		Year end 2014/15		Target Score
Skills and Learning	Modernised and High Performing Education	Ensure schools receive the support they need to provide school improvement services	A	↑	A	↔	G	↓	G Jul '16
		Ensuring schools work together to share and develop best practice	A	↔	A	↔	A	↔	G Jul '16
		Changing demographics and impact on supply of school places			A	↔	A	↔	A Sep '16
		Limited funding to address backlog of known repair and maintenance works			A	↔	A	↔	A Mar '16
		Programme delivery capacity for the 21st Century Schools Programme			A	↔	R	↓	A 2018
	Apprenticeships and Training	Ensuring employer places match current and future aspirations and needs	G	↔	G	↔	G	↔	G Sept '15
		Ensuring capacity to support paid work placements and other programmes	G	↔	G	↔	G	↔	G Sept '14
		Strengthen links between schools, colleges and employers	G	↔	G	↔	G	↔	G Aug '15
		Ensuring education providers participate fully	G	↔	G	↔	G	↔	G Aug '15
		Work with local employers and learning providers to meet skills based needs			G	↔	G	↔	G Sept '15
Safe Communities	Community Safety	How we can improve public's perception of safety in the community	A	↑	A	↔	G	↔	G Jan '15
		Ensuring new Community Safety Partnership arrangements work effectively	A	↓	A	↔	G	↔	G Jan '15
		How we can fund the provision of CCTV with local partners	A	↔	A	↔	A	↓	G TBC
	Traffic and Road Management	Gaining public and local support for road safety schemes	A	↑	A	↔	G	↓	G Sep '14
		Being able to obtain timely decisions of statutory approval for schemes from WG.			A	↔	A	↔	A Jun '15
Poverty	Welfare Reform	Meeting growing costs of homelessness prevention	A	↔	A	↓	A	↓	A Mar '16
		Advice and support services sufficient to meet demand	A	↔	A	↓	A	↓	A Mar '16
		Eviction levels rising if tenants are unable to pay their rent			A	↓	A	↓	A Jan '15
		Local economy may suffer as residents have less income to spend	A	↔	A	↔	A	↔	A Mar '16
		Resources to meet Universal Credit roll-out requirements			G	↔	G	↔	G Mar '16
	Fuel Poverty	Residents may not take up the energy efficiency measures as we hope	G	↔	G	↓	A	↔	G Apr '15
		Available funding might fall short of public demand	G	↔	G	↓	A	↔	G Dec '15



IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015									
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014		Year end 2014/15		Target Score
Environment	Transport Infrastructure and Services	Ensuring county's infrastructure is adequate to support economic growth	G	↓	G	↔	A	↔	A Sep '14
		Securing funding for highways infrastructure to remain safe and capable of supporting economic growth	G	↓	G	↔	A	↔	A Sep '14
		Ensuring sustainable transport options remain attractive to users	G	↓	G	↓	G	↔	G Jan '15
		Transition of TAITH to new model for regional transport			A	↔	A	↔	A Jan '15
		Reductions in WG grants for subsidising services.			G	↔	A	↑	A Jan '15
	Carbon Control and Reduction	Ensuring recycling/energy efficiency programmes are supported	G	↓	G	↓	G	↔	G Jan '15
		Securing sufficient funding for renewable energy schemes	A	↑	A	↑	G	↑	A Sep '15
		Securing sufficient funding to maintain recycling service.			R	↑	A	↔	G 2018/19
		Securing sufficient funding for further street lighting improvement programmes.			G	↑	G	↔	G Apr '15
		Modern and Efficient Council	Organisational Change	Gaining workforce/union agreement and acceptance of the transition to new operating model	A	↔	G	↔	G
Transitional risks of the operating model.					G	↔	G	↔	G Jul '14
People Change and Development	Keep up workforce motivation and morale		A	↔	A	↔	A	↔	G Jun '15
	Ensuring organisational capability to make changes and sustain new operating model		A	↔	A	↔	A	↔	G Jun '15
	Control terms of employment post implementation to prevent new equal pay claims				A	↔	G	↓	G Apr '15
Procurement Strategy	Ensure internal adoption of revised procurement practice and process		G	↔	G	↔	A	↔	G Ongoing
	Keep up pace of collaboration to maximise procurement efficiencies		G	↓	A	↑	G	↓	G Apr '15
	Applying community benefit clauses within contracts		A	↓	A	↓	G	↓	G Apr '15
Assets	Gaining public acceptance		G	↓	G	↓	G	↔	G Jun '14
	How we can invest and ensure we have capacity to implement the strategy		G	↓	G	↓	G	↔	G Apr '16
	Buildings used effectively to match our priorities		G	↓	G	↓	G	↔	G Apr '16
	Gain workforce agreement and acceptance of agile working practices		G	↓	G	↓	G	↔	G Jun '14
Access to Council Services	How we can ensure investment to further improve access to our services		G	↔	G	↓	G	↓	G Jan '15
	Adjust processes and practices to support Flintshire Connects and the increased use of self-service		A	↔	A	↓	G	↓	G Jan '15
	Ensuring a positive public response to the changing ways services can be accessed		G	↔	G	↓	G	↓	G Jan '15
	Ensuring our customers can access our digital services		G	↔	G	↓	G	↓	G Jan '15

IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015									
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014	Year end 2014/15		Target Score	
	<b>Financial Strategy</b>	Ensuring capital and revenue resources are sufficient to operate effectively.			R	↑	A	↓	R Jun '15
		Uncertainty of Welsh Government Funding (80% of the funding of council services).			R	↑	A	↓	R Jun '15
		Gaining Agreement to the financial strategy.			A	↔	A	↓	R Oct '15
		Delivery of the 2014/15 efficiency savings in full.			A	↔	A	↔	A Jun '14
		Gaining agreement to further efficiency measures from 2015/16 onwards.			A	↔	A	↓	R Oct '15
		Gaining agreement to a new corporate approach for fees and charges.			R	↔	A	↓	A Oct '14
<b>Key</b>		Risk not identified in 2013/14							

## Appendix B - Improvement Plan Measure Data Table

<b>Sub-Priority: Modern, Efficient and Adapted Homes</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
Provision of a management service for 26 private rented sector properties	Not Applicable New Measure	26 properties	15	<b>R</b>	Not Applicable
Entering into a lease agreement for 10 over 55's properties	Not Applicable New Measure	10 properties	1	<b>R</b>	Not Applicable
Receive the freehold for and manage 19 units of gifted accommodation	Not Applicable New Measure	19 units	15	<b>A</b>	Not Applicable
IPH2M1 - Number of empty homes brought back into use	32 homes	30 homes	30 homes	<b>G</b>	Downturned

<b>Sub-Priority: Achieve the Welsh Housing Quality Standard</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
Capital Works Target – Heating Upgrades	977	600	966	<b>G</b>	Downturned
Capital Works Target – Kitchen Replacements	1118	922	1023	<b>G</b>	Downturned
Capital Works Target – Smoke Detectors	804	475	439	<b>A</b>	Downturned
Capital Works Target – Bathroom Replacements	200	120	127	<b>G</b>	Downturned
Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.	Not Applicable New Measure	Establish baseline	Not Available	Not Applicable	Not Applicable
IPH3M1 - Capital Programme expenditure on improvement work streams ( <i>Managing expenditure within or below budget to maximise available financial resources - Capital works budget</i> )	£12m	£9.76m has now increased to £9.93m	£9.93m	<b>G</b>	Not Applicable

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<b>Sub-Priority: Independent Living</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	257 days	257 days	619 days	<b>R</b>	Downturned
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	247 days	247 days	322 days	<b>A</b>	Downturned
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	77%	71 – 75%	77.81%	<b>G</b>	Improved
Number of minor adaptations (under £1000) completed for service users with a disability. (Year to date) <i>*Note: Baseline data for measure 1 is based on minor adaptations (under £500) in private dwellings</i>	377 *	TBC	608	Not Applicable	Improved
Number of people receiving Direct Payments / Citizen Directed Support on last day of period.	302	320	378	<b>G</b>	Improved
Maintain the percentage of clients who are supported in the community in the top quartile for Wales. (SCA/020)	86%	90%	86%	<b>A</b>	Maintained
Number of families referred to IFSS (Flintshire County Council only)	13	Maintain 13	19 families	<b>G</b>	Improved
Average “distance travelled” score at 12 month review	1.4	Maintain 1.4	Not Available	Not Applicable	Not Applicable
SCC/010a – The percentage of referrals that are re-referrals within 12 months	13%	Below 15%	26.2%	<b>A</b>	Downturned
SCC/016 - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	53%	82%	73.9%	<b>A</b>	Improved

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	84.89%	90%	85.2%	<b>A</b>	Improved
Homeless prevention for at least 6 months for people who are victims of domestic abuse.	Not Applicable New Measure	Baseline to be established	Not Available	Not Applicable	Not Applicable
Homeless prevention for at least 6 months for people who are ex-offenders.	Not Applicable New Measure	Baseline to be established	Not Available	Not Applicable	Not Applicable
Homeless prevention for at least 6 months for people who are young people including care leavers.	Not Applicable New Measure	Baseline to be established	Not Available	Not Applicable	Not Applicable

**Sub-Priority: Integrated Community Social and Health Services**

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
SC0018c - 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.	85%	75% - 80%	82.4%	<b>G</b>	Downturned

Sub-Priority: Business Sector Growth					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Percentage of enquiries converted to investment in Flintshire	Not Applicable New Measure	Baseline Year	Annual average 60%	Not Applicable	Not Applicable
Number of jobs created and sustained in Flintshire	Not Applicable New Measure	Baseline Year	Annual total 1,130 new jobs	Not Applicable	Not Applicable
Percentage of enquiries converted to investment in the DEZ	54%	60%	Annual average 63%	<b>G</b>	Improved
Number of jobs created and sustained in the DEZ	1234 jobs	1300 jobs	1,012 new jobs and 250 safeguarded <b>Combined total 1,262</b>	<b>A</b>	Improved

Sub-Priority: Town and Rural Regeneration					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPEE2M1 - Scale and take up of the Business Grant Scheme in Town Centres	10 grants	25 grants	15 grants	<b>A</b>	Improved
Creation of 40 jobs through the delivery and completion of the in-year rural development schemes	11.26 jobs	40 jobs	57.19 jobs	<b>G</b>	Improved
40 micro enterprises created through the delivery and completion of the in-year rural development schemes	16 micro enterprises	40 micro enterprises	58 micro enterprises	<b>G</b>	Improved
35 village renewal projects supported through the delivery and completion of the in-year rural development schemes	10 renewal projects	35 renewal projects	39 renewal projects	<b>G</b>	Improved
21 community facilities sustained through the delivery and completion of the in-year rural development schemes	12 community facilities	21 community facilities	28 community facilities	<b>G</b>	Improved

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<b>Sub-Priority: Social Enterprise</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
Establish or assist 5 social enterprises	Not Applicable New Measure	5 social enterprises	7 social enterprises	<b>G</b>	Not Applicable
The number of Social Enterprises which survive and prosper	Not Applicable New Measure	Not Applicable Management	Not Available	Not Applicable	Not Applicable
Establishment of further social enterprises from within the Council	1 social enterprise	1 social enterprise	1 social enterprise	<b>G</b>	Maintained

<b>Sub-Priority: Modernised and High Performing Education</b>					
<b>Achievement Measures</b>	<b>Baseline Data (Summer 2013)</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
<b>Outcomes in Mathematics, English/Welsh 1<sup>st</sup> Language and Core Subject Indicator at all Key Stages</b>					
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	68.50%	72.40%	68.40%	<b>A</b>	Downturned
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	86.50%	87.30%	88.70%	<b>G</b>	Improved
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	88.20%	90%	88.40%	<b>A</b>	Improved
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English	72.70%	75%	73.30%	<b>A</b>	Improved
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	85.80%	86.80%	89.40%	<b>G</b>	Improved
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	88.10%	89%	89.00%	<b>G</b>	Improved

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Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2	85.50%	86.20%	86.10%	G	Improved
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3	80%	82%	84.30%	G	Improved
<b>Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent</b>					
IPSL1M10 - The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	79.60%	81.40%	82.70%	G	Improved
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 <sup>st</sup> Language	62.20%	66.20%	61.90%	A	Downturned
<b>Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable</b>					
IPSK1M7 - 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	91.20%	94.60%	93.20%	G	Improved
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 <sup>st</sup> Language)	35.70%	51.50%	37.30%	A	Improved
IPSK1M9 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes) <i>** Improved by over 14 points on the previous year and we were 12 points ahead of the Welsh average.</i>	293	323.9	307.6	A**	Improved



Appendix B - Improvement Plan Measure Data Table

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn (Summer)	Performance RAG	Performance Trend
EDU/002ii - Reduce the percentage of learners (in local authority care) leaving education without a recognised qualification	0.70%	0.30%	0.30%	<b>G</b>	Improved
<b>Surplus Places</b>					
EDULM12a - Reduce the percentage of surplus places (primary)	16.30%	15.40%	15.45%	<b>G</b>	Improved
EDULM12b - Reduce the percentage of surplus places (secondary)	17.30%	17.40%	17.98%	<b>A</b>	Downturned

### Sub-Priority: Apprenticeships and Training

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.70%	5.10%	3.30%	<b>G</b>	Improved
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months	1%	0.95%	2.40%	<b>A</b>	Downturned
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months	0.80%	0.75%	0.50%	<b>G</b>	Improved
Securing high levels of 16 years olds in education, employment and training	96.40%	97.90%	99.6%	<b>G</b>	Improved
Proportion of resident population of area aged 16-64 qualified to NVQ level 2 and above.	71.50%	72%	70.2%	<b>A</b>	Downturned
Proportion of resident population of area aged 16-64 qualified to NVQ level 3 and above.	52.50%	53%	51%	<b>A</b>	Downturned
Proportion of resident population of area aged 16-64 qualified to NVQ level 4 and above.	29.70%	30%	28%	<b>A</b>	Downturned

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<b>Sub-Priority: Community Safety</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
IPSC1M1 - Fewer high risk repeat victims of domestic abuse	28%	28%	23%	<b>G</b>	Improved
IPSC1M2 - Numbers of schools accessing Cats Paw Theatre Productions	12 schools (100%)	6 schools	10 schools	<b>G</b>	Downturned
IPSC1M3 - Percentage of young people reporting increased awareness following Performances of Cats Paw	90%	87%	90%	<b>G</b>	Maintained
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	67.08%	80%	89%	<b>G</b>	Improved
IPSC1M5 - Substance Misuse Treatment Completes (KPI 2)	69.53%	80%	80%	<b>G</b>	Improved
SCY/003a - All young people on a statutory order with a substance misuse issue are offered an appointment with a substance misuse worker within 5 working days	88.60%	85% - 100%	93%	<b>G</b>	Improved
SCY/003b - All young people on a statutory order with a substance misuse issue are offered an intervention within 10 working days	100%	85% - 100%	100%	<b>G</b>	Maintained
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	3 days	3 days	4.5 days	<b>A</b>	Downturned
IPSC2M5 - Installation and replacement of structurally failed street lighting columns	5%	5%	4.80%	<b>A</b>	Downturned
Remove graffiti from Council buildings and property within the agreed Streetscene timescales	2 working days	3 working days	2 working days	<b>G</b>	Maintained
Percentage of wards who have agreed a protocol for EVAs and identified priority areas.	100%	90% - 100%	Not Available	Not Applicable	Not Applicable

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<b>Sub-Priority: Traffic and Road Management</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
IPSC2M1 - Implement 20 mph advisory zones	0 schools	65 schools	89 schools	<b>G</b>	Improved
The percentage of collisions in 'collision cluster sites' investigated and actioned	Not Applicable New Measure	100%	100%	<b>G</b>	Not Applicable
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	3 days	3 days	4.5 days	<b>A</b>	Downturned
Time taken to respond to service requests for highway defects	Not Applicable New Measure	1 day	1 day	<b>G</b>	Not Applicable
IPSC2M7 - Implement road safety schemes	100%	100%	100%	<b>G</b>	Maintained

<b>Sub-Priority: Welfare Reform</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
HH/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	84.89%	90%	85.2%	<b>A</b>	Improved
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy	50	65	83	<b>G</b>	Improved
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	£2.3 million	£2 million	£3.1 million	<b>G</b>	Improved
<b>The following indicators are provided for information and monitoring only and are not suitable for setting targets against</b>					
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	1,680	Not Applicable	1,622	Not Applicable	Downturned
Number of residents supported to successfully challenge adverse benefit decisions	180	Not Applicable	189	Not Applicable	Improved

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Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Amount of monthly debt managed as a result of advice provided by the Money Advice Service <i>It has been decided this year to exclude the housing costs (i.e., total amount of outstanding mortgage) from the debt managed</i>	Not Applicable New Measure	Not Applicable	£1.2 million	Not Applicable	Not Applicable
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	Not Applicable New Measure	Not Applicable	£259,000	Not Applicable	Not Applicable
<b>The following indicators are provided for information and monitoring only and are not suitable for setting targets against</b>					
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Not Applicable New Measure	Not Applicable	55	Not Applicable	Not Applicable
Number of Universal Credit claimants assisted with on-line access	Not Applicable New Measure	Not Applicable	2	Not Applicable	Not Applicable
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service	Not Applicable New Measure	Not Applicable	88	Not Applicable	Not Applicable

**Sub-Priority: Fuel Poverty**

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Number of homes receiving energy efficiency measures	Not Applicable New Measure	177	204	<b>G</b>	Not Applicable
Average SAP score of <b>Council</b> homes receiving measures	65	70	79	<b>G</b>	Improved
Overall annual fuel bill reduction for residents	£142,430	£175,000	£244,360	<b>G</b>	Improved
Annual reduction in carbon emissions	11,661 tonnes	25,000 tonnes	24,949 tonnes	<b>A</b>	Improved

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Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPE2M5 – Number of homes benefiting from improved domestic energy performance measures	466 homes	650 homes	839 homes	G	Improved
IPP2M4 - Number of Council homes receiving energy efficiency measures	161 council homes	400 council homes	417 council homes	G	Improved
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (this is a sub-measure of IPP2M4 above)	Not Applicable New Measure	233 council homes	187 council homes	R	Not Applicable

### Sub-Priority: Transport Infrastructure and Services

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPE1M1 - Completion of funded projects within the Regional Transport Fund	3 projects	3 projects	3 projects	G	Maintained
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition*	4.30%	6%	4.50%	G	Downturned
Inspections to identify overrunning streetworks	Not Applicable New Measure	Baseline Year	Not Available	Not Applicable	Not Applicable
Inspections of street works while works are being undertaken	10%	12%	12%	G	Improved
IPE1M7 - Number of users on the cycleway networks evidenced through counter data	82,500 users	120,000 users	353,000 users	G	Improved
THS/007 - The percentage of adults aged 60 or over who hold a concessionary travel pass	76.01%	78%	79.5%	G	Improved
Number of passengers on Deeside Shuttle	63,500 passengers	64,000 passengers	79,488 passengers	G	Improved

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<b>Sub-Priority: Carbon Control and Reduction</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	1.51% (increase) 18.53% (cumulative reduction weather corrected)	21% cumulative reduction	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	<b>A</b>	Improved
Investment in renewable energy schemes	£300k	£100k	£100k	<b>G</b>	Downturned
Monitoring the fuel consumption of our fleet (litres)	Not Applicable New Measure	Baseline Year	Unleaded 20,966.06 litres  Diesel 1,201,705.93	Not Applicable	Not Applicable
Reduction in carbon emissions from Council street lighting through installing improved and energy efficient street lighting, signs and bollards.	1.8% per annum	1.75% per annum	3.8% per annum	<b>G</b>	Improved
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.	55.13%	59%	55%	<b>A</b>	Downturned
WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way.	54.47%	67%	62%	<b>A</b>	Improved
IPE1M7 - Number of users on the cycleway networks evidenced through counter data	82,500 users	120,000 users	353,000 users	<b>G</b>	Improved

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<b>Sub-Priority: Organisational Change</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	65% Improvement plan targets met	75%	67%	<b>A</b>	Improved
Overall annual efficiency savings from the implementation of the senior management structure (phase 1) of the operating model.	Not Applicable New Measure	£0.460m	£0.392m	<b>A</b>	Not Applicable
Number of mergers/re-alignments achieved in functional areas	Not Applicable New Measure	Between 5 and 8	11	<b>G</b>	Not Applicable
Number of sustainable models agreed for transformation (alternative delivery models)	Not Applicable New Measure	Between 5 and 9	12 in development	<b>A</b>	Not Applicable
Overall annual efficiency savings from senior management phase 2 proposals (employees)	Not Applicable New Measure	N/A	£1.123m	Not Applicable	Not Applicable
<b>Sub-Priority: Financial Strategy</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
IPME2M1 - Resources in place to fund 2014/15 priorities	100%	100% for 2015/16 budget	100%	<b>G</b>	Maintained
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Not Applicable New Measure	85%	87%	<b>G</b>	Not Applicable
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.	Not Applicable New Measure	80%	100%	<b>G</b>	Not Applicable



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Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.	Not Applicable New Measure	80%	100%	<b>G</b>	Not Applicable
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.	Not Applicable New Measure	85%	87%	<b>G</b>	Not Applicable
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to bring the outturn within budget.	Not Applicable New Measure	15%	Not Available	Not Applicable	Not Applicable
Seek alternative efficiencies for the remaining 20% (or more) for the Organisational Design efficiency included within the 2014/15 budget to bring the outturn within budget.	Not Applicable New Measure	20%	Not Available	Not Applicable	Not Applicable
Seek alternative efficiencies for the remaining 20% (or more) for the Workforce Scaling efficiencies included within the 2014/15 budget to bring the outturn within budget.	Not Applicable New Measure	20%	Not Available	Not Applicable	Not Applicable
Seek alternative efficiencies for the remaining 15% (or more) for the Functional Efficiency efficiencies included within 2014/15 budget to bring the outturn within budget.	Not Applicable New Measure	15%	Not Available	Not Applicable	Not Applicable



Appendix B - Improvement Plan Measure Data Table

<b>Sub-Priority: People Change &amp; Development</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.38 days/shifts	9.6 days/shifts	10.66 days/shifts	<b>R</b>	Downturned
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below).	51%	90%	30.65%	<b>R</b>	Downturned
Reduced expenditure for agency / interim workers and consultants.	£2.7m	10% reduction	£3.2m (includes 700k off contract spend)	<b>R</b>	Downturned
Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria.	92 employees	115-120 employees	79 employees	<b>A</b>	Downturned
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria.	98%	90% - 95%	98%	<b>G</b>	Maintained

Appendix B - Improvement Plan Measure Data Table

<b>Sub-Priority: Asset Strategy</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works <i>(The lower the outturn figure the better the performance)</i>	1.40%	1.60%	1.30%	<b>G</b>	Improved
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works <i>(The lower the outturn figure the better the performance)</i>	39.50%	42%	39%	<b>G</b>	Improved
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works	59.10%	56.40%	59.70%	<b>G</b>	Improved
Page 10 EELM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	1.51% (increase in year) 18.53% (cumulative reduction weather corrected)	21% cumulative reduction	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	<b>A</b>	Improved
Reduction in square meters of occupied office accommodation	Not Applicable New Measure	10%	22%	<b>G</b>	Not Applicable
Reduction in other operational assets (square meters) excluding schools	Not Applicable New Measure	2%	5.40%	<b>G</b>	Not Applicable
Number of assets transferred to the community through Community Asset Transfer or other mechanism	2	Between 2 & 4	3	<b>G</b>	Improved

Appendix B - Improvement Plan Measure Data Table

<b>Sub-Priority: Procurement Strategy</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	£303,000	£250,000	£530,263	<b>G</b>	Improved
Percentage of applicable contracts which include community benefits clauses	100%	100%	100%	<b>G</b>	Maintained

<b>Sub-Priority: Access to Council Services</b>					
<b>Achievement Measures</b>	<b>2013/14 Baseline Data</b>	<b>2014/15 Target</b>	<b>2014/15 Outturn</b>	<b>Performance RAG</b>	<b>Performance Trend</b>
IPME6M1 - The opening of new Flintshire Connects Centres	2	4 (cumulative)	3 (cumulative)	<b>A</b>	Improved
IPME6M2 - Scale of use of all Flintshire Connects Centres (football)	43,656	70,000	81,195	<b>G</b>	Improved
Range of services provided	Holywell only = 36	36	36	<b>G</b>	Maintained
IPME6M3 - Customer satisfaction rating	Holywell only = 100% (based on verbal feedback)	90%	98%	<b>G</b>	Downturned
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	83.93%	84%	76.23%	<b>A</b>	Downturned
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	2,001,881	2,000,000	1,391,345	<b>R</b>	Downturned
IPME6M5a - Customer feedback: satisfied with visit to website * Desktop version Mobile version	Not Available	80%	54% Desktop 52% Mobile	<b>R</b>	Not Applicable

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPME6M6 - Take-up of Flintshire's Mobile App	293	200	805	<b>G</b>	Improved
IPME6M5b - Customer feedback: successfully found what they were looking for * Desktop version Mobile version	Not Available	80%	54% Desktop 52% Mobile	<b>R</b>	Not Applicable
IPME6M7 - No. of enquiries received via the mobile app	393	150	1,412	<b>G</b>	Improved

Appendix B2 - Red Improvement Plan Measures

Sub-Priority: Modern, Efficient and Adapted Homes					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
Provision of a management service for 26 private rented sector properties	26 properties	15	R	Not Applicable	The business plan projected that NEW Homes would be managing 26 units of accommodation by the end of 2014/15. The company has signed up 15 properties which is below targeted projections. Throughout the year limited time has been available for marketing as capacity was invested on set up. It is expected the numbers will grow in the next 12 months.
Entering into a lease agreement for 10 over 55's properties	10 properties	1	R	Not Applicable	There has been interest in the Over 55's lease option, however progress has been delayed whilst legal complexities regarding allocation or properties were resolved. Now that these have been resolved numbers are fully expected to grow. As at year end one lease agreement had been entered into.
Sub-Priority: Independent Living					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
PSR009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	257 days	619 days	R	Downturned	There were only two adaptations undertaken for children through DFG's during 2014/15. Due to the highly complex nature of both adaptations the total days taken were 1,238 days, giving an annual average of 619 days.

Sub-Priority: Fuel Poverty					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas	233 council homes	187 council homes	R	Not Applicable	Of the targeted 233 council homes due to have gas systems fitted, 187 homes were converted in 2014/15. There were 26 refusals. The main issues were: (1) The ground conditions in Mostyn caused some delay in the delivery programme as did weather conditions over the winter which resulted in Wales and West Utilities having to respond to emergency call outs across the region. (2) Capacity was tested due to the size of the project and in trying to balance the support provided to other large scale projects such as Vibrant and Viable Places.
Sub-Priority: People Change & Development					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	9.6 days / shifts	10.66 days / shifts	R	Downturned	Managing attendance at work remains a priority and continued measures are in place to keep absences to a minimum wherever possible. These include reporting and action planning across each Portfolio. Absences reporting including trigger reports are produced on a monthly basis and issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%.	90%	30.65%	R	Downturned	The year end outturn figure of 30.65% does not accurately reflect the actual percentage of appraisals undertaken. A greater percentage have been undertaken but were not entered into the corporate system (iTrent). HR and service managers are working with services to ensure that the system is used to capture an accurate record of appraisals undertaken.

Sub-Priority: People Change & Development					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
Reduced expenditure for agency / interim workers and consultants.	10% reduction (£270,000)	£3.2m (includes 700k off contract spend)	R	Downturned	HR Business Partners continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers. However, as the organisation progresses through structural changes it has been necessary in some areas to continue using agency workers. For example, a large proportion of the expenditure within Streetscene and Transportation is attributable to the increased number of vacancies at operative level. These posts were not filled pending the roll out of the various business planning proposals. Similarly Social Services are currently holding vacant front line service posts and will use these as opportunities for redeployment when the service changes linked to the Business Plans are implemented. As they are front line posts, the work must be carried out and therefore agency workers are engaged to provide cover on a temporary basis. Once the service changes have been implemented, permanent employees will be placed into these vacancies and agency worker placements will then be brought to an end.
Sub-Priority: Customer Access					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
Scale and take-up of the new digital services (no. of visitors) per annum	2,000,000	1,391,345	R		In total 1,391,345 visitors took up the digital services. The new look website was launched in October 2014. The target set for 2014/15 was based on visitor numbers to the old website. The new website also has better analytics to measure website usage which will inform future target setting.

Sub-Priority: Customer Access					
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend	Commentary
Customer feedback: satisfied with visit to website: Desktop & Mobile	80%	54% Desktop 52% Mobile	R		Due to the work being undertaken to redesign the website for its launch in October 2014, SOCTIM surveys for customer feedback were not undertaken until the beginning of quarter 3. The number of visitors who complete the on line survey is low compared to the total number of visitors however their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.
Customer feedback: successfully found what they were looking for: Desktop & Mobile	80%	61% Desktop 60% Mobile	R		



Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
<b>Organisational Change</b>						
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population - <b>Annual PI</b>	NSI	5314.73 Visits	5,500 Visits per 1,000	4,991 Visits per 1,000	<b>A</b>	Downturned
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	NSI	10056.59 Visits per 1,000	9700 Visits per 1,000	9,739 Visits per 1,000	<b>A</b>	Downturned
<b>Social Services</b>						
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	246.43 days	Not Set Mgt Info	328 days	<b>G</b>	Downturned
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	2.59 rate per 1,000	2 rate per 1,000	2.30 per 1,000	<b>A</b>	Improved
SCA/002(a): The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	65.15 Rate per 1,000	Not Set Mgt Info	51.36 per 1,000	<b>N/A</b>	Downturned
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	15.9 Rate per 1,000	21 Rate per 1,001	16.02 per 1,000	<b>G</b>	Improved
SCA/007: The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	PAM	98.48%	90%	98.2%	<b>A</b>	Downturned
SCA/018(a): The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	90.72%	90%	92.3%	<b>G</b>	Improved
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	NSI / PAM	98.90%	95%	99.33%	<b>G</b>	Improved
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	85.10%	90%	86.03%	<b>A</b>	Improved
SCC/004: The percentage of children looked after on 31st March who have had three or more placements during the year.	NSI / PAM	6.54%	10%	8.6%	<b>G</b>	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
SCC/011(a): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	90.14%	80%	77.0%	A	Downturned
SCC/011(b): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	52.54%	54%	57.0%	G	Improved
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	PAM	76.57%	93%	90.7%	A	Improved
SCC/033(d): The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	75%	90%	88.9%	A	Improved
SCC/033(e): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	NSI	91.67%	95%	87.5%	A	Downturned
SCC/033(f): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	58.33%	75%	87.5%	G	Improved
SCC/041(a): The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	100%	98%	100%	G	Maintained
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	82.14%	Not Set Mgt Info	89.3%	N/A	Improved
<b>Planning &amp; Environment</b>						
PLA/006b: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	NSI	33 homes	Not Set Mgt Info	39 homes	N/A	Improved
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	PAM	85.70%	80%	95.61%	G	Improved
<b>Community &amp; Enterprise</b>						

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months - <b>Annual PI</b>	NSI / PAM	84.89%	90%	85.2%	A	Improved
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority - <b>Annual PI</b>	NSI	6.73%	8.71%	3.88%	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
<b>Streetscene &amp; Transportation</b>						
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI / PAM	41.67%	40%	42.28%	G	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including sources segregated biowastes that are composted or treated biologically in another way	NSI / PAM	55.13%	59%	55%	A	Downturned
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	95.81%	95%	97.70%	G	Improved
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness - <b>Annual PI</b>	PAM	92.90%	95%	95%	A	Improved
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	75.50%	78%	79.5%	G	Improved
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition - <b>Annual PI</b>	PAM	4.30%	6%	4.5%	G	Downturned
THS/012a: The percentage of principal (A) roads that are in overall poor condition - <b>Annual PI</b>		1.5%	Not Set Mgt Info	1.2%	N/A	Improved
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition - <b>Annual PI</b>		1.2%	Not Set Mgt Info	1.3%	N/A	Downturned
THS/012c: The percentage of non-principal (C) roads that are in overall poor condition - <b>Annual PI</b>		6.9%	Not Set Mgt Info	7.3%	N/A	Downturned
<b>People &amp; Resources</b>						
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	10.38 days / shifts	9.6 days / shifts	<b>10.6 days / shifts</b>	R	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
<b>Education &amp; Youth</b>						
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - <b>Annual PI</b>	NSI / PAM	0.72%	0.30%	0.1%	<b>G</b>	Improved
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - <b>Annual PI</b>	NSI	72%	3%	0.0%	<b>G</b>	Improved
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - <b>Annual PI</b>	NSI / PAM	85%	86.20%	86.1%	<b>A</b>	Improved
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - <b>Annual PI</b>	PAM	79.99%	82%	84.3%	<b>G</b>	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 - <b>Annual PI</b>	NSI	6%	TBC	4.6%	<b>N/A</b>	Downturned
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority - <b>Annual PI</b>	NSI / PAM	526.73 Points	542.2 Points	547.5 points	<b>G</b>	Improved
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions - <b>Annual PI</b>	NSI	92.3%	90%+	87.7%	<b>A</b>	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions - <b>Annual PI</b>	NSI	100%	100%	100%	G	Maintained
EDU/016(a): The percentage of pupil attendance in primary schools - <b>Annual PI</b>	PAM	94.2%	94% - 95%	94.80%	G	Improved
EDU/016(b): The percentage of pupil attendance in secondary schools - <b>Annual PI</b>	PAM	93.3%	93% - 94%	93.9%	G	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics - <b>Annual PI</b>	NSI / PAM	62.2%	66.20%	61.9%	A	Downturned
SCC/002: The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months - <b>Annual PI</b>	NSI	14.8%	10%	18.2%	A	Downturned
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting - <b>Annual PI</b>	NSI	225 Points	192 Points	358 points	G	Improved

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
<b>IMPLEMENTED COLLABORATION PROJECTS</b>							
<b>SOCIAL CARE</b>							
1	<b>North Wales Commissioning Hub</b> <i>A joint service across North Wales that negotiates complex care placements for adults and children</i>	Denbighshire	All 6 NW Local Authorities BCUHB	4	October 2012	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> <li>Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Management Board</li> <li>NWSSIC</li> <li>Social Services and Health Programme Board</li> <li>RLB</li> </ul>
2	<b>North East Wales Community Equipment Stores (NEWCES)</b> <i>A joint service providing community equipment for health patients and local authority service users</i>	Flintshire	Flintshire Wrexham BCUHB	4	Existing (confirm date of implementation)	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Management Board</li> <li>Reports to Individual Agency / LA Political Processes as required</li> </ul>
3	<b>North Wales Adoption Service</b> <i>A joint service across North Wales providing Adoption Services</i>	Wrexham	All 6 NW Local Authorities	4	April 2010	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Management Board meetings</li> <li>Reports to North Wales Social Services Improvement Collaborative (NWSSIC)</li> <li>Reports to individual LA's political processes as required</li> <li>Social Services and Health Programme Board</li> </ul>
4	<b>Regional Safeguarding Children's Board</b> <i>North Wales Safeguarding Childrens Board required by Welsh Government Guidance</i>	Conwy	All 6 NW Local Authorities	4	2014	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Reports to NWSSIC</li> <li>Reports to LAs political processes as required</li> </ul>
5	<b>Emergency Duty Team</b> <i>A joint service for providing emergency out of hours social work support</i>	Wrexham	Wrexham Flintshire Denbighshire	4	April 2008	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> </ul>	<ul style="list-style-type: none"> <li>Local Performance reporting</li> </ul>
6	<b>Enhanced Unpaid Work</b> <i>Utilisation of a Third Sector agency to provide support to young people; collaborate regionally and deliver locally</i>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> <li>Quality</li> <li>Efficiencies</li> <li>Direction</li> </ul>	<ul style="list-style-type: none"> <li>Local performance reporting in year</li> </ul>
7	<b>Sub Regional Safeguarding Children's Board</b>	Flintshire	Flintshire Wrexham	4	2011	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> </ul>	<ul style="list-style-type: none"> <li>Reports to NWSSIC</li> <li>Reports to LA pilot process as</li> </ul>

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Sub-Regional Governance overseeing Children's Safeguarding</i>					<ul style="list-style-type: none"> <li>• Efficiencies</li> </ul>	required
8	<b>Substance Misuse and Health</b> <i>Multi-agency partnership overseeing substance misuse services in the region</i>	Health Authority	All 6 NW Local Authorities and Health Authority	4	2009	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Efficiencies</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• YOT Management Board</li> <li>• Community Safety Partnerships</li> <li>• Area Planning Boards</li> </ul>
9	<b>Telecare</b> <i>Multi-agency partnership overseeing telecare services in the region</i>	Conwy	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	4	2011	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local performance reporting in year</li> </ul>
10	<b>Integrated Family Support Service (IFSS)</b> <i>Joint operational service providing specialist services to families with complex needs</i>	Flintshire	Wrexham Flintshire	4	April 2013	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local performance reporting</li> </ul>
11	<b>North Wales Mental Health Partnership Board</b> <i>Partnership approach to the development and delivery of mental health services across North Wales</i>	BCUHB	All 6 North Wales Local Authorities	4	2012	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Programme Board</li> </ul>
<b>PLANNING &amp; ENVIRONMENT</b>							
12	<b>Flood Risk Management Strategy</b> <i>Joint development of strategy utilising model developed by Conwy</i>	Conwy	Flintshire Ynys Mon	4	2013	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Local performance reporting</li> </ul>
13	<b>Public Protection – Trading Standards</b> <i>Operational delivery through shared officers</i>	Flintshire	All 6 NW Local Authorities	4	April 2014 <i>(to be reviewed annually)</i>	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local Performance Reporting</li> </ul>
14	<b>Specialist Planning (Minerals and Waste)</b> <i>Provision of a resilient staffing resource to deal with all relevant planning applications, policy development and site monitoring</i>	Flintshire	All 6 NW Local Authorities	4	April 2011	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> </ul>	<ul style="list-style-type: none"> <li>• Local Performance Reporting</li> </ul>



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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
<b>TRANSPORT &amp; STREETSCENE</b>							
15	<b>TAITH</b> <i>Joint project board delivering substantial and significant improvements to public transport across the region</i>	Flintshire	All 6 NW Local Authorities	The operations of Taith have ended following the loss of grant funding from WG. Individual partnering Councils have taken on specific workstreams	2003	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Programme Board</li> <li>• North Wales Strategic Directors Meeting</li> </ul>
16	<b>Food Waste</b> <i>Provide a sub-regional food waste treatment facility to enable WG waste management targets to be met</i>	Denbighshire	Conwy Denbighshire Flintshire	4	2014	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Direction</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Project Board</li> <li>• Ad-hoc reporting</li> <li>• Local performance reporting</li> </ul>
<b>LIFELONG LEARNING</b>							
17	<b>21<sup>st</sup> Century Schools</b> <i>Procurement Framework for 21<sup>st</sup> Century Schools projects in North Wales</i>	Flintshire & Denbighshire	All 6 NW Local Authorities	4	January 2013	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> <li>• Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Formal project management arrangements in place</li> <li>• Programme Board</li> </ul>
18	<b>Regional School Improvement &amp; Effectiveness Service</b> <i>Development of a combined School Improvement Service for resilience across the region</i>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Committee &amp; User groups</li> </ul>
19	<b>Joint Educational Psychology</b> <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham	4	2014	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> <li>• Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Education Psychologist working across Wrexham and Flintshire</li> <li>• Two teams to be merged into one hosted by FCC</li> </ul>

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
20	<b>ICT – Education Management Information Service (MIS)</b> <i>Procurement &amp; Hosting – procurement of common education management information system for all North Wales Councils with full hosting provided by Flintshire</i>	Flintshire	All 6 NW Local Authorities	4	September 2012	<ul style="list-style-type: none"> <li>Resilience</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Formal project management arrangements in place</li> <li>North Wales Heads of ICT Forum – Monthly Meetings</li> <li>NW Education Consortium</li> </ul>
21	<b>Inclusion Collaborations</b> <i>Aim to develop collaborative working in specialist services (see Joint Sensory Service (item 43)) for additional resilience and efficiency</i>	Flintshire	All 6 NW Local Authorities	4	September 2012	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> <li>Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>NW Education Consortium</li> <li>Formal project management arrangements in place</li> <li>Formal project management arrangements in place</li> </ul>
22	<b>Joint Sensory Impairment</b> <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham Denbighshire	4	2014	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> <li>Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>NW Education Consortium</li> <li>Formal project management arrangements in place</li> <li>Formal project management arrangement in place</li> </ul>
23	<b>Procurement</b> <i>The establishment of the Welsh Public Sector National Procurement Service</i>	Welsh Government	Welsh Public Sector	4	November 2013	<ul style="list-style-type: none"> <li>Efficiencies</li> <li>Direction</li> </ul>	<ul style="list-style-type: none"> <li>WG Public Sector Leadership Group</li> <li>NPS Board</li> </ul>
<b>PEOPLE AND RESOURCES</b>							
24	<b>Corporate Training</b> <i>Provision of an enhanced training programme and shared resources</i>	Flintshire	Flintshire Deeside College	4	March 2012	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Local performance reporting in year</li> <li>Partnership Board</li> </ul>
25	<b>Managed Agency Staff Solution Project (MATRIX)</b> <i>Provision of a cost effective service whilst providing visibility of the temporary workforce.</i>	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> <li>Cost</li> </ul>	<ul style="list-style-type: none"> <li>Local performance reporting in year</li> <li>Partnership Board</li> </ul>
26	<b>Occupational Health</b> <i>Combined service provision across both authorities</i>	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	<ul style="list-style-type: none"> <li>Resilience</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Local performance reporting in year</li> </ul>

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
						<ul style="list-style-type: none"> <li>Quality</li> <li>Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Project Board</li> </ul>
<b>COMMUNITY &amp; ENTERPRISE</b>							
27	<b>Houses to Homes – empty homes scheme</b> <i>North Wales partnership which oversees the Welsh Government “Houses for Homes” private sector housing renewal scheme</i>	Flintshire	All 6 NW Local Authorities	4	June 2012	<ul style="list-style-type: none"> <li>Efficiencies</li> <li>Cost avoidance</li> <li>Resilience</li> </ul>	<ul style="list-style-type: none"> <li>No formal governance</li> </ul>
28	<b>Supporting People Regional Collaborative Committee</b> <i>Regional commissioning and programme management oversight group</i>	Conwy	All 6 NW Local Authorities/ Providers/WG	4	August 2012	<ul style="list-style-type: none"> <li>Quality</li> <li>Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Regional Board</li> <li>Reports to National Advisory Board</li> </ul>
29	<b>Economic Development</b> <i>Series of work streams to promote economy and regeneration across north wales including developing and prioritising EU projects and encouraging inward investment, tourism and skills</i>	Gwynedd	All 6 NW Local Authorities	4	On-going	<ul style="list-style-type: none"> <li>Resilience</li> <li>Efficiencies</li> <li>Quality</li> </ul>	<ul style="list-style-type: none"> <li>Report to EAB</li> </ul>
30	<b>Mersey Dee Alliance (City Region Bid)</b> <i>Deliver the first cross border City Region</i>	Cheshire West	Flintshire Denbighshire Wrexham Wirral Cheshire West	4	2013/14	<ul style="list-style-type: none"> <li>Resilience</li> <li>Efficiencies</li> <li>Quality</li> <li>Direction</li> </ul>	<ul style="list-style-type: none"> <li>Project Board</li> <li>Ad-hoc reporting</li> <li>Local performance reporting</li> </ul>
<b>GOVERNANCE</b>							
31	<b>ICT – Joint Procurement Web Content Management System</b>	Denbighshire	Flintshire Denbighshire Gwynedd	4	Procurement complete Implementation complete across Flintshire and website operational	<ul style="list-style-type: none"> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Operational local performance reporting arrangements</li> </ul>
32	<b>ICT – Joint Procurement Hardware</b>	Wrexham	All 6 NW Local Authorities	4	December 2012	<ul style="list-style-type: none"> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>North Wales Heads of ICT Forum – monthly contract monitoring meetings</li> </ul>
33	<b>ICT - Joint Procurement</b>	Flintshire	Flintshire	4	Procurement	<ul style="list-style-type: none"> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Operational local performance</li> </ul>

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Service Desk Software</i>		Gwynedd Wrexham		complete Implementation complete within Flintshire; new IT Helpdesk operational	<ul style="list-style-type: none"> <li>Resilience</li> </ul>	reporting arrangements
34	<b>ICT – Disaster Recovery</b> <i>Shared ICT business continuity arrangements</i>	Flintshire	All 6 NW Local Authorities	4	March 2013  Disaster recovery plans shared and adopted in Flintshire	<ul style="list-style-type: none"> <li>Efficiencies</li> <li>Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Operational local performance reporting arrangements</li> </ul>
35	<b>ICT – Regional Directory Design</b> <i>Shared ICT user directory across the North Wales public sector to allow agile working and remote access to local systems e.g. a health employee can securely log on to their own systems from a local authority site</i>	Flintshire	All 6 NW Local Authorities	4	September 2013	<ul style="list-style-type: none"> <li>Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Formal project management</li> <li>North Wales Heads of ICT monthly meetings</li> </ul>
36	<b>Procurement</b> <i>Regional collaboration on procurement category management</i>	Gwynedd	Flintshire Denbighshire	4	July 2014	<ul style="list-style-type: none"> <li>Efficiencies</li> <li>Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Formal project managements arrangements</li> <li>North Wales Chief Executives Group agreed business case</li> <li>All 3 cabinets agreed business case</li> <li>Market dialogue underway to commission category management consultants</li> <li>Flintshire and Denbighshire procurement teams merger implemented 1<sup>st</sup> July, 2014</li> </ul>
37	<b>Procurement</b> <i>The establishment of the Welsh Public Sector National Procurement Service</i>	Welsh Government	Welsh Public Sector	4	November 2014	<ul style="list-style-type: none"> <li>Efficiencies</li> <li>Direction</li> </ul>	<ul style="list-style-type: none"> <li>WG Public Sector Leadership Group</li> <li>NPS Board</li> </ul>

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model	
<b>CHIEF EXECUTIVE</b>								
38	<b>Emergency Planning</b> <i>An integrated service for planning, preventing and responding to emergencies</i>	Flintshire	All 6 NW Local Authorities	4	December 2013 Implemented July 2014	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Direction</li> </ul>	<ul style="list-style-type: none"> <li>Annual regional report on performance of regional service</li> <li>Local performance reporting in year</li> <li>Ad hoc reporting as required e.g. major risk mitigation, post event de-briefings</li> </ul>	
<b>ORGANISATIONAL CHANGE</b>								
39	<b>North East Wales (NEW) Play</b> <i>Regional scheme to encourage play in local communities and leave a legacy of play across the region</i>	Flintshire	Flintshire Wrexham Denbighshire	4	May 2010	<ul style="list-style-type: none"> <li>Quality</li> </ul>	<ul style="list-style-type: none"> <li>NEW Play Management Board</li> </ul>	
<b>CURRENT COLLABORATION PROJECTS</b>								
<b>GOVERNANCE</b>								
Page 121	40	<b>ICT – National ICT Strategy</b> <i>The implementation of the Welsh Public Sector National ICT Strategy to share, standardise and streamline public sector ICT infrastructure</i>	Welsh Government	Welsh Public Sector	1	On-going. CIO Council now disbanded by WG. Awaiting publication of national Digital First Strategy	<ul style="list-style-type: none"> <li>Compact</li> <li>Efficiencies</li> <li>Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Governance arrangements for new Digital First Strategy not yet published</li> </ul>
	41	<b>North Wales Legal Services Collaboration</b> <i>Sharing work and resources across Councils in order to maximise capacity and resilience, and to take greater advantage of specialist knowledge</i>	Wrexham	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>There is a Management Board</li> </ul>
<b>ORGANISATIONAL CHANGE</b>								
42	<b>Consultancy Services</b> <i>Make most efficient use of the skills base and capacity of the service</i>	Gwynedd/ Denbighshire	All 6 NW Local Authorities	1	2016	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Local Performance reporting</li> </ul>	
43	<b>CyMal</b> <i>Provision of shared archive and building services across North Wales</i>	CyMal	All 6 NW Authorities	1	Potential Service Implementation April 2016	<ul style="list-style-type: none"> <li>Efficiencies</li> <li>Retention of some provision</li> </ul>	<ul style="list-style-type: none"> <li>Preferred Model shared with North Wales Chief Executives, January 2014</li> <li>Reporting to Governance Group</li> </ul>	

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/ Progress	Implementation or target date	Purpose	Governance Model
					Potential Building Implementation April 2016		
<b>COMMUNITY AND ENTERPRISE</b>							
44	<b>Single Access Route to Housing (SARTH)</b> <i>Regional housing register and allocations policy</i> <i>*Regional Policy County wide delivery and management</i>	Denbighshire	Flintshire Conwy Registered Social Landlord's	3	Pilot April 2014 Live April 2015	<ul style="list-style-type: none"> <li>Quality</li> <li>Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Steering group with all partners represented plus number of operational sub groups</li> </ul>
45	<b>Joint Procurement of Capital Work Programmes</b> <i>FCC and WCBC will jointly procure and manage a roofing contract along the border of the two authorities.</i>	Flintshire	Flintshire Wrexham	3	April 2016	<ul style="list-style-type: none"> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Local Performance Reporting</li> </ul>
46	<b>Community Benefits</b> <i>FCC and WCBC have agreed a joint resource to collect and report on information supplied through their respective WHQS investment programmes. The intention is to collate all information into the Community Benefits toolkit and formulate a consistent response for both Authorities.</i>	Flintshire	Flintshire Wrexham	2	July 2015	<ul style="list-style-type: none"> <li>Quality</li> <li>Efficiencies</li> <li>Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Local Performance Reporting</li> </ul>
47	<b>Economic Development</b> <i>Explore collaborative possibilities across the region to deliver a more cost effective, resilient and strategic approach to Economic Development</i>	Gwynedd Flintshire Ynys Mon	All 6 NW Local Authorities	1	2016	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Direction</li> <li>Efficiencies</li> <li>Cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Economic Ambition Board</li> </ul>
<b>PLANNING AND ENVIRONMENT</b>							
48	<b>Built and Nature Conservation</b> <i>Provide a collaborative service based on the Minerals and Waste</i>	Flintshire	All 6 NW Local Authorities	1	2015	<ul style="list-style-type: none"> <li>Resilience</li> <li>Quality</li> <li>Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Local performance reporting</li> </ul>

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Planning Service model</i>						
49	<b>Public Protection</b> <i>Various joint projects including: Joint warranting arrangements; joint training delivery in Health and Safety; Enforcement on door step crime; joint Health and Safety Estates Excellence; project support to businesses and Trading Standards</i>	Flintshire	Flintshire Wrexham	2	On hold; Awaiting Senior Officer and Member approval to progress from Wrexham	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local performance reporting</li> </ul>
50	<b>Public Protection</b> <i>Various joint projects in Environmental Health and Licensing</i>	North Wales Strategic Directors Group	All 6 NW Local Authorities	2	Commence 2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Report to Strategic Directors Group</li> </ul>
51	<b>Building Control</b> <i>Explore the potential for joint working</i>	Flintshire	Flintshire Wrexham	1	April 2016	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• tbc</li> </ul>
<b>TRANSPORT AND STREETSCENE</b>							
52	<b>Civil Parking Enforcement</b> <i>Provision of back office support</i>	Denbighshire	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local performance reporting</li> </ul>
53	<b>Residual Waste</b> <i>Seeking a solution to manage residual waste on behalf of the five partner authorities to allow individual authorities to meet WG waste management targets</i>	Flintshire	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	3	2018/19	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> <li>• Cost avoidance</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Project Board</li> <li>• Local performance reporting</li> </ul>
54	<b>Trunk Road Maintenance</b> <i>Sub-regional service delivery hub</i>	Flintshire	Conwy Denbighshire Wrexham	1	2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local Performance reporting</li> </ul>
55	<b>Public and Community Transport across the region</b> <i>Flintshire is currently the host authority for the Bus Service Support Grant and the Community Transport Regional Grant, which is administered to all six North Wales Local Authorities and to</i>	Flintshire	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Taith Joint Committee</li> </ul>



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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>commercial bus operators and community transport operators.</i>						
56	<b>Joint Local Transport Plan</b> <i>The Joint Local Transport Plan is a statutory document for transport in the region with a vision to “remove barriers by delivering safe, sustainable, affordable and effective transport networks</i>	Gwynedd	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> <li>• Quality</li> </ul>	<ul style="list-style-type: none"> <li>• Taith Joint Committee</li> </ul>
57	<b>Transforming Transport Project</b> <i>Work streams taken forward for transforming transport;</i>  <i>Passenger Information</i> <i>Community Transport</i> <i>DBS checks for bus drivers</i> <i>Concessionary Travel Scheme</i> <i>Road Safety</i>	Anglesey	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Taith Joint Committee</li> </ul>
<b>SOCIAL CARE</b>							
58	<b>Regional and Sub Regional Safe Guarding (adults and children)</b> <i>Regional and sub-regional infrastructure to co-ordinate and ensure the effectiveness of Adult Safeguarding across the Region</i>	Conwy (interim)	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Management Board</li> <li>• Reports to NWSSIC</li> </ul>
59	<b>Single Point of Access (SPOA)</b> <i>Transforming access to community based Health &amp; Social Care Services through the development of a community Single Point of Access</i>	Ynys Mon	All 6 NW Local Authorities/ BCUHB/FLVC	3	June 2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Programme Board</li> <li>• Project Board</li> </ul>
60	<b>Integrated Services Board</b> <i>Strategic planning for integrated service delivery across Health and social care including:</i> <i>Intermediate Care Fund;</i> <i>Strengthening the Connections;</i>	Flintshire	All 6 NW Local Authorities/ BCUHB/FLVC/ Independent Sector	3/4	March 2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Efficiencies</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Governance Model</li> <li>• Quarterly meetings</li> <li>• Reports to NWSSIC</li> </ul>



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No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Integrated Assessment, Statement of Intent</i>						
61	<b>North Wales Partnership Forum and North Wales Leadership Forum</b> <i>Provides cross-sector leadership to support transformation change in Social Services and the delivery of “Sustainable Social Services for Wales” and the Social Services and Well-being Act</i>	Wrexham	Social Services/ Health/Third Sector/ Independent Sector/Care Council	3/4	March 2015	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Governance Model</li> </ul>
<b>PEOPLE AND RESOURCES</b>							
62	<b>Local Government Pension Fund</b> <i>Explore the collaborative opportunities across the eight Funds in Wales.</i>	Society of Welsh Pension Fund Treasurers	All 8 Welsh Pension Fund Authorities	2	2016 * pending results of outline business case	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Quality</li> <li>• Cost avoidance</li> <li>• Direction</li> </ul>	<ul style="list-style-type: none"> <li>• Local performance reporting in year</li> </ul>
<b>NEW/”ASPIRATIONAL” COLLABORATION PROJECTS UNDER DISCUSSION</b>							

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**KEY**

**Status:**

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

**Purpose:**

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

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## Appendix E: Glossary

<b>Term</b>	<b>Definition</b>
Extra Care	Providing self-contained homes for people with varying levels of care and support needs on site.
Affordable and Flexible Housing	Covers a range of tenure options for renting and purpose.
Local Development Plan	The Council's land use planning document that will guide development until 2030.
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing.
Telecare / Telehealth	Providing support through telecommunication devices in the home.
Commissioning plans	Ensure purchased and commissioned care meets demand and service user need.
Transition Service	Dedicated service for children and young people with Disabilities who are supported to become young adults.
Integrated Family Support Service	Specific time limited and well researched support for families with parents who abuse substances.
Reablement	an intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible
Adaptations	Changes to a person's home to enable her/him to live as independently as possible.
Disabled Facility Grant	A grant available for larger adaptations to a person's home.
Enhanced Care Service	Short term intensive community based care as an alternative to hospital
Crisis Intervention Team	Team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community.
Enterprise Zones	A Welsh Government initiative to stimulate growth and support business in designated areas.
Masterplan	The plan that sets out the intentions and actions for the Northern Gateway site.
Learning providers	Schools and further and higher education establishments.
Business Grant Scheme	Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages.
Social Enterprises	Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Flintshire Social Enterprise Fund	Financial assistance for start-up or development of social enterprises.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.
Core Subject Indicator	Learners achieve the expected level in

	Mathematics, English or Welsh 1st language and Science.
21st Century Schools	A national programme of funding to improve school buildings and environments.
Surplus places -	The difference between the number of learners a school can accommodate and the number on roll.
Employers' Promise	Employers committed to working together to create additional training, apprenticeships and work opportunities.
Communities First Job Club Programmes	Work to support adults into employment.
Young Entrepreneur Programme -	An opportunity for young people to work with mentors on their business ideas.
Flintshire Business Entrepreneurship Network -	Employers working together to support Entrepreneurship Programmes.
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community.
Human Trafficking	'Trade' in people, most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues.
Sexual Exploitation	The use of another person in non-consensual sex for profit
Anti-social Behaviour	Behaviour that lacks consideration for others and that may cause damage to society, whether intentionally or through negligence.
CCTV	To prevent and respond to crime and disorder.
Environmental Visual Audits	Detailed "community intelligence" to support both crime reduction and deliver other improvements to quality of life issues via partnership working.
Collision Cluster Site	A site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius.
Welfare reform	A range of measures being introduced by Central Government to reform the Welfare Benefits system.
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants.
Homeless Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days.
Vibrant and Viable Places	Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.
Deeside Infrastructure Business Plan	A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone.
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow.
Infrastructure	Facilities, systems, sites and networks that are

	necessary for the County to function.
Sustainable transport	Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking.
Carbon 'footprint'	The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel used.
Renewable energy schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight.
Carbon reduction commitment	A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations.
Operating Model -	How an organisation is structured, functions and performs, according to its objectives and values.
Working practices	The Council's internal processes and procedures.
Social business model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.
Revenue funding	Spending on day to day running costs for the Council e.g. salaries and wages, supplies and services, energy.
Capital funding	Spending on assets (e.g. buildings, equipment and land).
Fees and Charges	The amount service users pay for services which are not provided for free
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions.
Values for Money	Being efficient and effective in using our resources to achieve our service objectives and standards.
Equal pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.
Medium-term Financial Plan	The Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.
Asset Strategy	Long term plan to make best use of our buildings.
Council Property Assets	Buildings owned and maintained by the Council.
Agile Working	Working across locations in a flexible way with the use of technology.
Capital	Money spent on assets (e.g. buildings, equipment and land).
Community Asset Transfers	Transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider issues in to account other than price.

Procurement collaborations	Ways of procuring goods and services within agreed terms and conditions.
Flintshire Connects Centres	Simpler and more “joined up” access to Council and other public sector services in County towns in a modern and welcoming environment.
Customer Service Standards	What customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc.



## CABINET MEETING

<b>Date of Meeting</b>	Tuesday, 13 October 2015
<b>Report Subject</b>	Outcome Agreement 2014/15
<b>Portfolio Holder</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Outcome Agreement was a three year agreement (2013/14 to 2015/16) between the Council and Welsh Government. It was based on five strategic themes, drawn from the Welsh Government's 'Programme for Government'.

This report presents the end of year self-assessment of progress against the Outcome Agreement for the second year (2014/15).

The assessment is based on two components; (1) outcomes and (2) corporate governance. The self-assessment reveals full compliance with both parts and subject to Welsh Government concurring with the self-assessment, it is expected that Flintshire will receive 100% of the grant; approximately £1.458M.

Welsh Government have written to all Local Authorities to advise that as part of simplifying funding arrangements, the grant which currently supports Outcome Agreements will be rolled into the Revenue Support Grant for 2016/17 onward; formally bringing this initiative to an end in March 2016.

### RECOMMENDATION

1	Cabinet to note the progress made against the Outcome Agreement for 2014/15.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE OUTCOME AGREEMENT</b>										
1.01	Outcome Agreements were initially introduced by Welsh Government to identify how we work toward improving outcomes for local people against the Government's National priorities.										
1.02	<p>The current Outcome Agreement was 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:</p> <ul style="list-style-type: none"> <li>• Growth and Sustainable Jobs (Supporting the economy and business)</li> <li>• Education (Improving school attainment)</li> <li>• 21st Century Health Care (Ensuring people receive the help they need to live fulfilled lives)</li> <li>• Welsh Homes/Supporting People (Welsh Homes, Improving Quality)</li> <li>• Tackling Poverty (Improving the skills of young people and families)</li> </ul> <p>The themes and outcomes are reflective of some of the Council's Improvement Plan sub-priorities.</p>										
1.03	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 is also split in two parts; 70% for the delivery of better outcomes and 30% based on standards of corporate governance arrangements within the Authority.										
1.04	<p>For assessment of achievement of Part 1 the authority is required to provide a self-assessment of the extent to which it has delivered against agreed outcomes. Scoring each outcome as fully successful (two 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:</p> <table border="1" data-bbox="592 1711 1086 1899"> <thead> <tr> <th><b>Score</b></th> <th><b>Grant</b></th> </tr> </thead> <tbody> <tr> <td>8 - 10</td> <td>Full payment</td> </tr> <tr> <td>6 or 7</td> <td>75% payment</td> </tr> <tr> <td>4 or 5</td> <td>50% payment</td> </tr> <tr> <td>Less than 4</td> <td>No payment</td> </tr> </tbody> </table>	<b>Score</b>	<b>Grant</b>	8 - 10	Full payment	6 or 7	75% payment	4 or 5	50% payment	Less than 4	No payment
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4 or 5	50% payment										
Less than 4	No payment										
1.05	<p>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:</p> <p>a) The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers to provide assistance to</p>										



	<p>the Authority through improvement assessment letters or reports following any special inspections; or</p> <p>b) 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</p> <p>c) 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.</p>																														
1.06	The total possible grant for the Authority is approximately £1.458M.																														
1.07	<p>The second year's performance (2014/15) is complete and taking into consideration performance against the actions and measures for each outcome theme, all 5 themes were fully successful.</p> <p style="text-align: center;"><b>Flintshire County Council Outcome Agreement Self-Assessment 2014/15</b></p> <table border="1"> <thead> <tr> <th></th> <th colspan="2"><b>Basis</b></th> <th><b>Evaluation</b></th> <th><b>Max Grant</b></th> </tr> </thead> <tbody> <tr> <td rowspan="5" style="text-align: center;"><b>Outcomes</b></td> <td>Growth and Sustainable Jobs</td> <td>Supporting the economy and business</td> <td style="background-color: #008000; color: white; text-align: center;"><b>Fully successful: 2 points</b></td> <td rowspan="5" style="text-align: center; vertical-align: middle;">70%</td> </tr> <tr> <td>Education</td> <td>Improving school attainment</td> <td style="background-color: #008000; color: white; text-align: center;"><b>Fully successful: 2 points</b></td> </tr> <tr> <td>21st Century Health Care</td> <td>Ensuring people receive the help they need to live fulfilled lives</td> <td style="background-color: #008000; color: white; text-align: center;"><b>Fully successful: 2 points</b></td> </tr> <tr> <td>Welsh Homes / Supporting People</td> <td>Welsh Homes, Improving Quality</td> <td style="background-color: #008000; color: white; text-align: center;"><b>Fully successful: 2 points</b></td> </tr> <tr> <td>Tackling Poverty</td> <td>Improving the skills of young people and families</td> <td style="background-color: #008000; color: white; text-align: center;"><b>Fully successful: 2 points</b></td> </tr> <tr> <td rowspan="2" style="text-align: center;"><b>External Review</b></td> <td colspan="2">Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?</td> <td style="background-color: #008000; color: white; text-align: center;"><b>No</b></td> <td rowspan="2" style="text-align: center; vertical-align: middle;">30%</td> </tr> <tr> <td colspan="2">Existing intervention or formal tailored support programme?</td> <td style="background-color: #008000; color: white; text-align: center;"><b>No</b></td> </tr> </tbody> </table>		<b>Basis</b>		<b>Evaluation</b>	<b>Max Grant</b>	<b>Outcomes</b>	Growth and Sustainable Jobs	Supporting the economy and business	<b>Fully successful: 2 points</b>	70%	Education	Improving school attainment	<b>Fully successful: 2 points</b>	21st Century Health Care	Ensuring people receive the help they need to live fulfilled lives	<b>Fully successful: 2 points</b>	Welsh Homes / Supporting People	Welsh Homes, Improving Quality	<b>Fully successful: 2 points</b>	Tackling Poverty	Improving the skills of young people and families	<b>Fully successful: 2 points</b>	<b>External Review</b>	Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?		<b>No</b>	30%	Existing intervention or formal tailored support programme?		<b>No</b>
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1.08	<p>Welsh Government have recently written to the Chief Executives of each local authority to advise that as part of simplifying funding arrangements <i>“the Minister for Public Services decided that the £30m grant which currently supports Outcome Agreements will be rolled into the Revenue Support Grant for 2016-17 onwards, thus formally bringing this initiative to an end in March 2016”</i>.</p>																														

1.09	Flintshire's completed self-assessment and associated documentation has been forwarded to Welsh Government for review. As in previous years, the level of grant paid is dependent on their assessment and the extent to which they assess individual agreements have been delivered.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Should Welsh Government's assessment not concur with Flintshire's self-assessment, the level of the grant paid against part 1 may reduce.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Local Service Board will be informed of any collaborative or joint arrangements for achievement.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	See paragraph 2.01 above.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Detailed self-assessment report – Theme 1
5.02	Detailed self-assessment report – Theme 2
5.03	Detailed self-assessment report – Theme 3
5.04	Detailed self-assessment report – Theme 4
5.05	Detailed self-assessment report – Theme 5
5.06	Welsh Government letter to Local Authority Chief Executives

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><a href="#">Outcome Agreement 2013-2016 Guidance</a></p> <p><b>Contact Officer:</b> Vicki Robarts Performance Team Leader</p> <p><b>Telephone:</b> 01352 701457</p> <p><b>E-mail:</b> vicki.c.robarts@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Outcome Agreements:</b> exist between each individual local authority and the Welsh Government. They aimed to:</p> <ul style="list-style-type: none"> <li>• Provide an outcome focused approach to local and national performance; aligned to Welsh Government's 'Programme for Government', whilst retaining a local focus.</li> </ul>

	<ul style="list-style-type: none"> <li>• Set a more effective accountability framework by incentivising improvement and the delivery of quality local outcomes.</li> <li>• Streamline and strengthen relationships between the Welsh Government and local government, reducing the administrative overhead and facilitating the delivery of efficiency savings.</li> </ul>
7.02	<b><u>Programme for Government:</u></b> Welsh Government's plan of action, representing its commitment to delivery, measured by the impact government is actually having on people's lives.
7.03	<b>Corporate Governance:</b> the system by which local authorities direct and control their functions and relate to their communities. It is founded on the basic principles of openness and inclusivity, integrity and accountability together with the overarching concept of leadership. It is an inter-related system that brings together the underlying set of legislative requirements, governance principles and management processes.
7.04	<b>Auditor General for Wales:</b> Appointed by the Queen and independent of government the <a href="#">Auditor General for Wales</a> is the statutory external auditor of most of the Welsh public sector.
7.05	<b>Revenue Support Grant (RSG):</b> is paid to each Council to cover the cost of providing standard services less the Council Tax income at the standard level.

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**Key**

Measure from the Improvement Plan

Additional measure

WG Tracking Indicator (There are no tracking indicators for this theme)

<b>Strategic theme:</b> Growth and Sustainable Jobs	<b>Flintshire County Council</b>
<b>Broad Outcome:</b> Supporting the Economy and Business	Outcome 1
<b>Why are we focusing on this outcome?</b> In Flintshire we will: - <ul style="list-style-type: none"><li>• Meet the employment needs of local people.</li><li>• Attract businesses to support local economic growth.</li><li>• Develop the energy and advance manufacturing sectors in line with regional and national priorities.</li><li>• Grow the local economy creating opportunities for all sectors of our community.</li></ul> By developing Social Enterprise we will: - <ul style="list-style-type: none"><li>• Develop alternative economic models to strengthen and expand the local economy.</li><li>• Develop a stronger Social Enterprise community in Flintshire which can provide opportunities including employment.</li><li>• Maximise social benefits in the community e.g. increasing training opportunities for young people; keeping local money in the community.</li></ul>	<b>What will success look like?</b> Creating jobs and growing the local economy  Supporting and creating new forms of local business

	2013-14 Outturn	2014-15 Targets	2015-16 Targets
<b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>			
<ul style="list-style-type: none"> <li>Number of enquiries leading to inward investment in Deeside Enterprise Zone (DEZ), including the Deeside Industrial Park (DIP).</li> </ul>	37	40 - 50	45 - 55
<ul style="list-style-type: none"> <li>Number of people attending Flintshire Business Week (FBW)</li> </ul>	2514	2515 - 2550	2550 - 2575
<ul style="list-style-type: none"> <li>Number of sponsors for FBW maintained</li> </ul>	30	30-32	32-35
<ul style="list-style-type: none"> <li>Establishing a social enterprise from within the Council (targets are not applicable but actual figures will be reported annually)</li> </ul>	0.75% *1	Not Applicable	Not Applicable
<ul style="list-style-type: none"> <li>Hold a Social Enterprise Workshop Event to raise awareness, share good practice and motivate Council staff and local entrepreneurs to start a social enterprise</li> </ul>	N/A	Oct / Nov 2014	N/A
<ul style="list-style-type: none"> <li>Appointment of a new Chief Officer with a specific interest in and experience of promoting social enterprise.</li> </ul>	N/A	August 2014	N/A
<ul style="list-style-type: none"> <li>The number of Social Enterprise developed and supported</li> </ul>	N/A	3-6	4-8
<b>How well did we do it?</b> Qualitative assessment of effectiveness/ evidence from surveys/ output data etc			
<ul style="list-style-type: none"> <li>FBW Evaluation – Percentage of attendees who were happy that the content was relevant.</li> </ul>	91%	85-95%	85-95%
<ul style="list-style-type: none"> <li>FBW Evaluation – Percentage of attendees who would be happy to attend future programmes.</li> </ul>	78%	75%-85%	78%-88%
<ul style="list-style-type: none"> <li>Social Enterprise Event Evaluation - the percentage of attendees whose overall perception of the event was good</li> </ul>	N/A	75%-80%	N/A
<b>Is anyone better off?</b> 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"> <li>Percentage of enquiries converted to investment in the DEZ</li> </ul>	54%	55 - 60%	55 - 60%
<ul style="list-style-type: none"> <li>Number of jobs created in the DEZ</li> </ul>	N/A	900-950	950-1000
<ul style="list-style-type: none"> <li>Number of jobs safeguarded in the DEZ</li> </ul>	N/A	600-650	550-600

<ul style="list-style-type: none"> <li>Raise awareness of the Social Enterprise Fund to assist existing or help establish new social enterprises.</li> </ul>	New Measure	<b>3 – 6 social enterprises</b>	4 – 8 social enterprises
<ul style="list-style-type: none"> <li>Relevant contracts that community benefit clauses have been applied to</li> </ul>	100%	<b>100%</b>	100%

**Notes**

\*1 – Double Click was at the point of becoming an operating social enterprise independent from Flintshire County Council at the end of 2013/14. The 0.75% reflects the fact that it is operating but not yet as its own independent legal entity.

\*2 – Current rural development schemes come to an end during 2014/15 so targets can not be set for 2015/16 until future years grant funding is known.

**Story behind the data?** Brief analysis of the context, updated each year. What are the factors that are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?

There is a clear correlation between attracting business investment into an area and increasing the local employment rates, wealth and quality of life. Persuading companies that Flintshire is the right location for them to set up or grow their business is essential to creating jobs, improving people’s wealth and in turn increasing their quality of life.

Flintshire County Council have two key Improvement priorities that will significantly contribute to this Strategic Theme: -

- Business Sector Growth in Deeside
- Social Enterprise

**Business Sector Growth in Deeside**

Key activities for 2014/15 include: -

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

Key Risks/Challenges being faced: -

- Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones
- Ensure the DEZ has proportionate financial support from Welsh Government.

- Work with local employers and learning providers to meet the skills based needs of the future.

### **Social Enterprise**

Key activities for 2014/15 include: -

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

Key Risks/Challenges being faced: -

- How we maintain the necessary capacity and investment to support the development of Social Enterprises.
- Building the skills in the community to develop a social enterprise.
- Local Social Enterprises need to compete effectively in the market.



**Key**

Measure from the Improvement Plan

Additional measure

WG Tracking Indicator

<b>Strategic theme:</b> Education	<b>Flintshire County Council</b>
<b>Broad Outcome:</b> Improving School Attainment	Outcome 2
<b>Why are we focusing on this outcome?</b> <ul style="list-style-type: none"><li>• Continue to achieve better learning opportunities, outcomes and wellbeing for all children and young people.</li><li>• Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.</li><li>• Make better use of education resources through reducing surplus places and improving learning environments.</li><li>• Maintain effective and challenging governance arrangements in schools for the benefit of local learners and communities.</li></ul>	<b>What will success look like?</b> Improving standards in schools to get the best learner outcomes

	<b>2013-14 Outturn</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>
<b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>			
<b>Improving educational achievements of children in a position of disadvantage including our Looked after Children:</b>			

<ul style="list-style-type: none"> <li>Hold a Pupil Deprivation Grant (PDG) Conference with significant contributions from Flintshire schools, designed to ensure best practice is shared and schools are best placed to make effective use of grant in reducing the impact of poverty on learner outcomes.</li> </ul>	N/A	<b>June 2014</b>	N/A
<ul style="list-style-type: none"> <li>Establishment of a multi agency steering group to oversee and direct the use of identified funding for LAC.</li> </ul>	N/A	<b>August 2014</b>	N/A
<ul style="list-style-type: none"> <li>Development of a training directory to provide advice and support on effective mechanisms to reduce the impact of poverty and deprivation.</li> </ul>	N/A	<b>December 2014</b>	N/A
<b>21<sup>st</sup> Century Schools Programme:</b>			
<ul style="list-style-type: none"> <li>Appointment of Programme Coordinator.</li> </ul>	N/A	<b>July 2014</b>	N/A
<ul style="list-style-type: none"> <li>Completing consultation (Saltney and Flint)</li> </ul>	Completed consultation for Holywell, Connaught Quay and Queensferry (July 2013)	<b>Complete Consultation for Saltney and Flint (April 2014)</b>	N/A
<ul style="list-style-type: none"> <li>Ministerial Approval for 21<sup>st</sup> Century Schools Programme</li> </ul>	WG approved outline business case	<b>Submission (October 2014) and approval (Dec 2014) of full business case by WG for 21<sup>st</sup> Century Schools programme</b>	N/A
<ul style="list-style-type: none"> <li>Update and implement the School Modernisation Strategy to ensure a more efficient use of school places (reduction of surplus places).</li> </ul>	N/A	<b>Ratification of Strategy by December 2014</b>	Development of Implementation/Action Plan
<ul style="list-style-type: none"> <li>Setting up of local advisory board for the Post 16 Hub</li> </ul>	Submission of planning application for the Post 16 Hub	<b>Gain approval for governance arrangements by</b>	Setting up of the local advisory board for the Post 16 Hub (Oct

	(March 2014)	October 2014	2015)
<b>Sharing best teaching practice and resources across schools and the region:</b>			
<ul style="list-style-type: none"> <li>Establishment of cross phase (Pedagogy) learning consortium groups to enhance curriculum provision and continuity, and hence improve learner engagement</li> </ul>	N/A	December 2014	N/A
<ul style="list-style-type: none"> <li>GwE Associate Partners to be tasked with leading Forums in Literacy and Numeracy.</li> </ul>	N/A	December 2014	N/A
<ul style="list-style-type: none"> <li>Foundation Phase Partnership website to be launched to share best practice across the Local Authority.</li> </ul>	N/A	October 2014	N/A
<b>Preparing young people for the workplace:</b>			
<ul style="list-style-type: none"> <li>Implement a programme of skills development for 14-16 year old learners who have dis-engaged from mainstream schools, delivered at Coleg Cambria.</li> </ul>	N/A	September 2014	N/A
<ul style="list-style-type: none"> <li>Implement 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.</li> </ul>	N/A	September 2014	N/A
<ul style="list-style-type: none"> <li>Develop a Personal Support Programme in Inclusion Service to re-introduce those already dis-engaged and in danger of becoming NEET</li> </ul>	N/A	September 2014	N/A
<ul style="list-style-type: none"> <li>Define and agree a sustainable curriculum plan for Work Focused Education (WFE), which integrates activities into the curriculum. Identify range of learning activities for use in schools. Share outcomes of work with Headteachers, Curriculum Leaders and Subject Forums</li> </ul>	N/A	March 2015	N/A
<b>Raising standards through effective use of new technologies:</b>			
<ul style="list-style-type: none"> <li>Complete the implementation of networking solutions in learning centres ensuring a wide range of devices can be used.</li> </ul>	N/A	November 2014	N/A

<b>How well did we do it?</b> Qualitative assessment of effectiveness/ evidence from surveys/ output data etc.			
<ul style="list-style-type: none"> <li>Maintain or improve attendance at Primary Schools (EDU/016a)</li> </ul>	94.16%	<b>94% - 95%</b>	94% - 95%
<ul style="list-style-type: none"> <li>Maintain or improve attendance at Secondary Schools (EDU/016b)</li> </ul>	93.33%	<b>93% - 94%</b>	93% - 94%
<ul style="list-style-type: none"> <li>Percentage of schools inspected during academic year graded as good or excellent by Estyn for Current Performance or Prospects For Improvement (maintain at least 60%)</li> </ul>	64%	<b>60% or better</b>	60% or better
<b>Is anyone better off?</b> 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"> <li>The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)</li> </ul>	79.6%	<b>78.4% -80.4%</b>	79.5% – 81.5%
<ul style="list-style-type: none"> <li>The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1<sup>st</sup> Language (EDU/017)</li> </ul>	62.15%	<b>62.15% - 64%</b>	62.5% - 64.5%
<ul style="list-style-type: none"> <li>The percentage of learners achieving the Core Subject Indicator at Key Stage 4</li> </ul>	59%	<b>59% -61.5%</b>	60.0% - 62.5%
<ul style="list-style-type: none"> <li>The percentage of learners achieving GCSE grade C or above in Mathematics</li> </ul>	68.5%	<b>68.3% -70.4%</b>	69.0% - 71.5%
<ul style="list-style-type: none"> <li>The percentage of learners achieving GCSE grade C or above in English</li> </ul>	72.7%	<b>72% -74.5%</b>	73% - 75%

**Story behind the data?** Brief analysis of the context, updated each year. What are the factors that are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?

Flintshire County Council continues to make progress in education; the Authority is no longer being monitored by Estyn. Inspection outcomes for schools indicate that over 80% achieve a rating of either Good or Excellent in one of the core judgements.

Flintshire County Council has one key Improvement priority that will significantly contribute to this Strategic Theme: -

- Modernised and High Performing Education

### **Modernised and High Performing Education**

Key activities for 2014/15 include: -

- 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 21<sup>st</sup> 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.

Key Risks/Challenges being faced: -

- Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide support services
- Ensuring that schools work together effectively to share and develop best practice
- Changing demographics and impact on supply of school places
- Limited funding to address the backlog of known repair and maintenance works in educational and community assets
- Programme delivery capacity for the 21<sup>st</sup> Century Schools Programme

**Please Note** - Target setting is used to express aspirations for improvements and challenge all schools to improve. A target range will

therefore appropriately express progress and whilst recognising the aspirational targets. Following completion of target setting meetings with schools during the autumn and early spring term, revised targets for 2016 will be confirmed by 31<sup>st</sup> January 2015.

**Key**

Measure from the Improvement Plan

Additional measure

WG Tracking Indicator

<b>Strategic theme:</b> 21 <sup>st</sup> Century Health Care	<b>Flintshire County Council</b>
<b>Broad Outcome:</b> Ensuring people receive the help they need to live fulfilled lives	Outcome 3
<b>Why are we focusing on this outcome?</b> <ul style="list-style-type: none"><li>• To support more people to live in an ageing population.</li><li>• To meet the growing demand for specialist care for people with dementia.</li><li>• To support whole families to live independently.</li><li>• To develop a model of support for persons with a disability which encourages independent living.</li><li>• To prevent homelessness.</li><li>• To avoid unnecessary admissions to hospital and support early and successful hospital discharges.</li><li>• To work with Betsi Cadwaldr University Health Board (BCUHB) to develop the Enhanced Care Model in all localities in Flintshire as a result of the <i>Health Review Health Care in North Wales is Changing</i>.</li><li>• To co-ordinate the provision of support for service users more effectively with BCUHB and others.</li><li>• Make effective use of Intermediate Care Funds to support unscheduled care pressures, transformation of services and improvements in people's wellbeing.</li></ul>	<b>What will success look like?</b> <p>Improving people's quality of life and helping more people to live independently and well at home.</p>

	2013-14 Outturns	2014-15 Targets	2015-16 Targets
<b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>			
<ul style="list-style-type: none"> <li>Purchase and pilot the use of multi-room sensors for people with learning disabilities to assist in increasing their independence (Telecare/Telehealth).</li> </ul>	N/A	4	N/A
<ul style="list-style-type: none"> <li>Agree an action plan for the use of Intermediate Care Funds to support individuals to remain in their own homes.</li> </ul>	N/A	Summer 2014	N/A
<ul style="list-style-type: none"> <li>Recruitment of 1.5 Occupational Therapists and 1 Social Worker to the Reablement Team.</li> </ul>	N/A	Summer 2014	N/A
<ul style="list-style-type: none"> <li>Development of co-located community based health and social care teams</li> </ul>	North West (Holywell) established March 2014	North East (Quay Health Centre) March 2015	South Locality Team Established December 2015
<ul style="list-style-type: none"> <li>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)</li> </ul>	583 homes	Not Applicable	Not Applicable
<ul style="list-style-type: none"> <li>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)</li> </ul>	215 people	Not Applicable	Not Applicable
<b>How well did we do it?</b> Qualitative assessment of effectiveness/ evidence from surveys/ output data etc			
<ul style="list-style-type: none"> <li>The average number of calendar days taken to deliver a Disabled Facilities Grant for adults (PSR/009b)</li> </ul>	247 Days	300 – 350 days *1	280 – 320 days
<ul style="list-style-type: none"> <li>The average number of calendar days taken to deliver a major adaptation for adults in Local Authority dwellings, which do not go through the DFG process</li> </ul>	120 Days	120 Days	120 Days
<ul style="list-style-type: none"> <li>The average number of calendar days taken to deliver a Disabled Facilities Grant (PSR/002)</li> </ul>	246 days	300 – 350 days *2	280 – 320 days
<ul style="list-style-type: none"> <li>Rate of delayed transfers of care for social care reasons (SCA/001) (Also an Improvement Plan measure)</li> </ul>	2.59 per 1,000	2.39 – 2.58 per 1,000 * 3	2.19 – 2.38 per 1,000



<ul style="list-style-type: none"> <li>The percentage of referral that are re-referrals within 12 months (SCC/010a). We are seeking to reduce re-referrals using a whole family approach through the Integrated Family Support Service.</li> </ul>	13%	Below 15%	Below 15%
<ul style="list-style-type: none"> <li>Percentage of adult protection referrals where the risk has been managed (SCA/019)</li> </ul>	98%	95 - 98% *4	95 – 98%
<b>Is anyone better off?</b> 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"> <li>Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement (SCAM2L)</li> </ul>	76.6%	71-75%	75-80%
<ul style="list-style-type: none"> <li>Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support (IA1.1L4)</li> </ul>	302 people	302-315 people	315-325 people
<ul style="list-style-type: none"> <li>Homeless prevention for at least 6 months for households and individuals (including care leavers) (HHA/013)</li> </ul>	84.89%	85-90%	85-90%
<ul style="list-style-type: none"> <li>Gather further patient stories where the patient has had positive experiences of Enhanced Care Service</li> </ul>	3	3	Not Applicable
<ul style="list-style-type: none"> <li>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)</li> </ul>	85%	75-80% *5	80-85%

### Notes

\*1 - As an increasing number of adaptations are progressed through the minor adaptation route the remaining adaptations going through the DFG route are of a far more complex nature. This means that we are no longer measuring like with like. If only the complex adaptations had been measured in the past performance would not appear to be deteriorating through setting a higher and wider target range. A absolute baseline can not be provided as there are no specific parameters set for what a constitutes a 'complex' adaptation.

\*2 – In addition to the note made for \*1, the performance indicator PSR/002 includes adaptations for children as well as adults. Whilst there are significantly fewer adaptations required for children they are far more complex works and as a result a small number of cases can have a substantial impact on the overall 'average days'. For this reason a higher and wider target range has been set. The target will be challenging to achieve.

\*3 – A small number of delays can arise that are outside our control; for example service users whose properties are unsuitable but choose not to go into residential care, or service users who stay in hospital waiting for a mental health placement. We are seeing an increase in complexity of cases coming through and for this reason believe the target set will be challenging.

\*4 – This PI has seen an increase in performance on previous years (approx 92%) to that achieved for 2013/14. Work is undertaken to encourage clients to accept interventions but some clients will decline. For this reason the target range has been set at a realistic but challenging level.

\*5 – It is now known that there is a larger population of carers than was known at the end of last year. For this reason the target is lower than the outturn for 2012/13 year end.

**Story behind the data?** Brief analysis of the context, updated each year. What are the factors that are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?

Flintshire County Council continues to make progress and has been able to evidence a range of positive outcomes which have been delivered through our strategic transformation of services. It is our intention to put people in control of the services they receive and to support more people to live independent lives. We seek to reduce dependency on services by strengthening support in communities and through the use of new technology.

Flintshire County Council have two key Improvement priorities that will significantly contribute to this Strategic Theme: -

- Independent Living
- Integrated Community Social and Health Services

### **Independent Living**

Key activities for 2014/15 include: -

- Maintain the success of the reablement/recover 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 high support service.
- Use a 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.
- Prevent homelessness for people who are:-

- Alcohol and drug dependent; and/or
- Ex-offenders; and/or
- Victims of domestic violence; and/or
- Young people including care leavers
- Carry out a major review of the Transition Service and implement findings.

Key Risks/Challenges being faced: -

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

### **Integrated Community Social and Health Services**

Key activities for 2014/15 include: -

- Continue the integration of community based health and social care teams within three localities.
- Support the introduction of Enhanced Care Service (ECS) in North East and South Localities by March 2015.
- 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.

Key Risks/Challenges being faced: -

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

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**Key**

Measure from the Improvement Plan

Additional measure

WG Tracking Indicator

<b>Strategic theme:</b> Welsh Homes / Supporting People	<b>Flintshire County Council</b>
<b>Broad Outcome:</b> Welsh Homes – Improving Quality	<b>Outcome 4</b>
<b>Why are we focusing on this outcome?</b> <ul style="list-style-type: none"><li>• Provide a range of affordable and flexible rented housing to meet the need for additional homes.</li><li>• Reduce the number of empty private sector properties in Flintshire and bring them back into use to increase the housing supply.</li><li>• Give applicants wider access to social housing through working together as landlords with other sectors.</li><li>• Make available more sites for housing development through the Local Development Plan.</li><li>• Meet the target of Welsh Government for all social housing being brought up to the Wales Housing Quality Standard.</li><li>• Provide good quality housing for our tenants.</li><li>• Meet commitments given to tenants to improve their homes.</li><li>• Maximise resources available to improve homes owned by the Council.</li></ul>	<b>What will success look like?</b> <p>Improving the choice and quality of local housing and improving the quality of life for our tenants.</p>

	<b>2013-14 Outturns</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>
<b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>			

<ul style="list-style-type: none"> <li>Undertake consultation to develop a revised delivery programme to meet WHQS.</li> </ul>	Not Applicable	March 2015	Not Applicable
<ul style="list-style-type: none"> <li>Develop a revised programme to meet WHQS.</li> </ul>	Not Applicable	End March 2015	Not Applicable
<ul style="list-style-type: none"> <li>Prepare a draft self-financing business plan for submission to Welsh Government (exit from the HRAS system).</li> </ul>	Not Applicable	Sept / Oct 2014	Not Applicable
<ul style="list-style-type: none"> <li>Introduction of a voluntary agreement with Welsh Government to introduce self-financing.</li> </ul>	Not Applicable	Not Applicable	1st April 2015
<ul style="list-style-type: none"> <li>Agreement of a 6 year stock investment programme to meet the objectives of the Assets Management Strategy in conjunction with Tenants and Members.</li> </ul>	Not Applicable	March 2015	Not Applicable
<ul style="list-style-type: none"> <li>Number of new affordable homes funded through Social Housing Grant that meet the Code for Sustainable Homes Level 3+ (or better)</li> </ul>	45 homes	85 homes	75 homes
<ul style="list-style-type: none"> <li>Number of homes benefiting from improved domestic energy performance measures (also a measure in the Improvement Plan)</li> </ul>	466 homes	650 homes	400 homes
<ul style="list-style-type: none"> <li>Number of additional affordable housing units delivered</li> </ul>	45 homes	85 homes	75 homes
<b>How well did we do it?</b> Qualitative assessment of effectiveness/ evidence from surveys/ output data etc			
<ul style="list-style-type: none"> <li>Percentage of new affordable homes funded through Social Housing Grant that meet the Code for Sustainable Homes Level 3+ (or better)</li> </ul>	100%	100%	100%
<ul style="list-style-type: none"> <li>Number of empty homes brought back into use via action by local Authorities (also a measure in the Improvement Plan)</li> </ul>	32	30	30
<ul style="list-style-type: none"> <li>Deliver the capital programme for improvement work streams in accordance with the programme.</li> </ul>	£12m	£9.76m	TBC
<ul style="list-style-type: none"> <li>Develop a regional housing register and common allocations policy with partners and implement</li> </ul>	Agreed February 2014	Implementation Jan 2015	Not Applicable
<ul style="list-style-type: none"> <li>Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.</li> </ul>	Not Applicable	Baseline to be established during 2014/15	TBC once baseline established
<b>Is anyone better off?</b> 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"> <li>Percentage of tenants satisfied with the overall quality of their council house (* actual STAR survey result – biannual survey)</li> </ul>	83%	Not Applicable	86%
<ul style="list-style-type: none"> <li>Overall annual fuel bill reduction for residents</li> </ul>	£138,330	£75,000 *1	£75,000 *1
<ul style="list-style-type: none"> <li>Capital Works Targets: -</li> </ul>			
<ul style="list-style-type: none"> <li>o Heating upgrades</li> </ul>	977	600	TBC – targets will be dependent on the revised delivery plan for WHQS
<ul style="list-style-type: none"> <li>o Kitchen replacements</li> </ul>	1118	922	
<ul style="list-style-type: none"> <li>o Smoke detectors</li> </ul>	804	500	
<ul style="list-style-type: none"> <li>o Bathroom replacements</li> </ul>	200	120	

### **Notes**

\*1 – These are the targets are those that were originally set within the SOA and reflect the targets in the revised Improvement Plan for 2014/15.

## **Story behind the data**

### **Improving the choice and quality of local housing**

Flintshire is exploring a variety of financial models available to the Council to facilitate housing development in Flintshire without the requirement for public grant subsidy. The Council needs to ensure that the right types of housing offered in the right locations are delivered to meet the needs of new and existing households, and therefore a range of models need to be both evaluated and made available to satisfy individual schemes and locations. Of particular interest and focus at present is in finding the best model for Flint Town Regeneration Plan. It is hoped that one or more options for this can be proposed to Council for consideration in September 2014.

Key activities for 2014/15 include:

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

Key risks/challenges being faced:

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

### **Improving quality of life for our tenants through improved housing**

- A revised Asset Management strategy has been developed and agreed at the Scrutiny and Cabinet committees
- A revised Stock Condition Survey has been commissioned and completed, including verification of previous Stock Condition Survey reports
- Detailed work undertaken to maximise efficiencies and reduce costs in the HRA Business Plan
- Initial discussions with Tenants and Members on the development of a revised delivery programme
- Detailed analysis of Stock Condition Survey information to ensure accuracy and alignment of HRA Business Plan

### **In Progress**

- Consultation on development of a revised delivery programme to meet WHQS
- Development of proposals and costings for a revised programme
- Existing programme continues to be delivered

### **Next Steps**

- Collate feedback from consultation and develop a revised programme
- Revised programme and report to be presented at Scrutiny committee in October
- Procure contracts in preparation for revised programme to commence in April 15
- Further consultation, in particular on Environmental work schemes

Key activities for 2014/15 include:

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



Key risks to manage

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

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**Key**

Measure from the Improvement Plan

Additional measure

WG Tracking Indicator

<b>Strategic theme:</b> Tackling Poverty	<b>Flintshire County Council</b>
<b>Broad Outcome:</b> Improving the skills of young people and families	<b>Outcome 5</b>
<b>Why are we focusing on this outcome?</b> <ul style="list-style-type: none"><li>• Extend and improve the education, employment and training opportunities available for people.</li><li>• Improve the employment prospects of local people.</li><li>• Meet the needs of local employers.</li><li>• Help young people take the step from education to employment.</li><li>• Place and retain young people in work.</li></ul>	<b>What will success look like?</b>  Meeting the skills and employment needs of local employers

	<b>2013-14 Outturns</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>
<b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>			
<ul style="list-style-type: none"><li>• The number of apprenticeships in Flintshire (management information – targets not set for future years)</li></ul>	2135 *1	Not Applicable	Not Applicable
<ul style="list-style-type: none"><li>• No's attending the Enterprise Club.</li></ul>	48 people	60 people	TBC
<ul style="list-style-type: none"><li>• Delivery of a jobs fair event.</li></ul>	Not Applicable	September 2014	TBC
<ul style="list-style-type: none"><li>• Launch an Employability Club with Careers Wales for 16 – 24 year olds (running on a fortnightly basis)</li></ul>	Not Applicable	May 2014	Not Applicable

<b>How well did we do it?</b> Qualitative assessment of effectiveness/ evidence from surveys/ output data etc			
<ul style="list-style-type: none"> <li>Undertake a governance review of the Employment, Skills and Jobs Board</li> </ul>	Not Applicable	October 2015	Not Applicable
<ul style="list-style-type: none"> <li>Employers Promise – launched March 2014 follow on milestones:           <ul style="list-style-type: none"> <li>Put in place a plan to deliver the Employers Promise</li> <li>Create guidance to inform partner’s business planning</li> <li>Monitor and report the impact to the Employment, Skills and Jobs Board</li> </ul> </li> </ul>	Not Applicable	February 2015	Not Applicable
	Not Applicable	February 2015	Not Applicable
	Not Applicable	Not Applicable	End March 2016
<ul style="list-style-type: none"> <li>Provide systems to provide the best labour market information to young people e.g. apprenticeship and training opportunities. Careers Wales portal being developed - Common Area Prospectus (CAP)</li> </ul>	Not Applicable	July 2014 ‘go-live’	August 2015 Portal fully operational with all information available as initially envisaged
<ul style="list-style-type: none"> <li>Increase the number and range of Communities First Job Club programmes</li> </ul>	3 <sup>rd</sup> Club opened October 2013	4 <sup>th</sup> Club by end March 2015	Not Applicable
<ul style="list-style-type: none"> <li>Increase the number of apprenticeship disciplines to help reduce the skills gap (FCC)</li> </ul>	12	Baseline or better	Baseline or better
<b>Is anyone better off?</b> 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"> <li>Key stage 4 free Schools Meals achieving level 2+ threshold including English/Welsh &amp; Maths</li> </ul>	35.7% *2	30% - 36% *3	34% - 40%
<ul style="list-style-type: none"> <li>Securing high levels of 16 year olds in education, employment and training (EET)</li> </ul>	96.4%	Baseline or better	Baseline or better
<ul style="list-style-type: none"> <li>Reducing the percentage of 18 – 24 year olds claiming Jobseekers allowance.</li> </ul>	5.7%	Baseline or better	Baseline or better
<ul style="list-style-type: none"> <li>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)</li> </ul>	91.2% *4	90% - 93% *5	91% – 94%
<ul style="list-style-type: none"> <li>Number of Flintshire County Council employees undertaking the</li> </ul>	146	90 -110	Unable to

supervisory and management training programmes developed with Coleg Cambria	employees	Employees *6	determine at present
<ul style="list-style-type: none"> <li>Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria</li> </ul>	91%	90 – 95%	Unable to determine at present
<ul style="list-style-type: none"> <li>Numbers of Flintshire County Council employees attending specialist and or vocational courses</li> </ul>	NVQ's = 122 Specialist Training = 886	NVQ's = 70 - 80 *7 Specialist Training = 800 – 850 *7	Unable to determine at present
<ul style="list-style-type: none"> <li>Number of residents from Communities First areas completing accredited community based courses</li> </ul>	249 (161 West and 88 East)	140 West 88 – 95 East	Unable to determine at present
<ul style="list-style-type: none"> <li>No's of businesses started as a result of the support provided by the Enterprise Club.</li> </ul>	8 businesses	14 businesses	TBC

### Notes

\*1 – Only the 2012/13 outturn is currently available for Flintshire, data for 2013/14 is expected to be available shortly. Source of the data is Welsh Government.

\*2 – Flintshire's outturn of 35.7% compares very favourably with the 25.8% across Wales as a whole especially considering that Flintshire's FSM learners share the same issues as those in other counties.

\*3 – Given our previous year's outturn and knowledge of the cohort (14% of total cohort) and volatile nature of outcomes (percentage can vary widely between years) a realistic but challenging target has been for 2014/15 set at 30% - 36%.

\*4 – Improvement was achieved again in 2013/14; performance of 91.2% when compared with 89.5% in the previous year and better than the all Wales figure of 85.8% (2013/14).

\*5 – Maintenance of the previous years performance will be very difficult to achieve given the cohort in 2013/14, therefore a realistic but challenging target has been set for 2014/15 at 90% - 93%.

\*6 – The 2014/15 target has been set in recognition of workforce reduction (e.g. staff leaving through ER/VR) and the numbers of staff who have already completed NVQ's, which was significantly over the target set for 2013/14 (60 – 70). In addition, there has been a change to funding of apprenticeship frameworks, whereby over 25's will no longer be funded. Alongside this is a planned change in direction to encourage staff to take professional qualifications e.g. AAT for Accounts staff.

\*7 – As in note 6 above, the target has been set in recognition of workforce reduction and the numbers of staff who have already completed qualifications / specialist training.

### **Story behind the data**

There is a clear correlation between improving the skills of young people and families and tackling poverty.

Key activities for 2014/15 under the Improvement Plan Priority for Apprenticeships and Training include:-

- 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 e.g. developing further apprenticeship opportunities and employees' skills.
- Market and communicate broadly the range of apprenticeship 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.

Key Risks/Challenges being faced:-

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



Chief Executives – Local Authorities in Wales

## **OUTCOME AGREEMENTS 2013-16**

You will be aware the Minister for Public Services made an announcement about the future of Outcome Agreements at the WLGA conference in June. It was set in the context of finding a better balance of the powers and duties placed on Local Authorities and whether this needs to change to enable you to deliver the outcomes your citizens want. It was also, about looking at ways of giving Local Authorities greater flexibility and Welsh Government moving away from setting out what must be done and requiring detailed reports on progress.

Outcome Agreements have been a positive tool to improve accountability over the last five years, it is appropriate now to consider their future. It is an opportunity to begin to put into practice what the White Paper says about Welsh Government setting the strategic direction and Local Authorities determining how to deliver those expectations in the light of local circumstances. Therefore, to help move towards this approach and simplify funding arrangements, the Minister for Public Services decided that the £30m grant which currently supports Outcome Agreements will be rolled into the Revenue Support Grant for 2016-17 onwards, thus formally bringing this initiative to an end in March 2016.

To enable the timely payment of grant awards for 2015-16, it would be helpful if your Corporate Performance Teams could submit their completed Self Assessments of Performance against Outcomes for 2014-15, with all relevant associated data and information, to me by 30 September 2015. This will enable assessments to be undertaken and payments to be made by 31 March 2016. As in previous years, the level of grant paid will depend on our assessment of the extent to which individual agreements have been delivered.

We would not, however, want to see the focus on performance and improvement that the Outcome Agreements have provided to be diminished and would hope that Local Authorities would continue to work with us in the future to develop and implement the new performance and improvement System.

Yours sincerely,

**Sarah King**  
**Reforming Local Government Programme/  
Raglen Diwygio Llywodraeth Leol**  
**Welsh Government - Llywodraeth Cymru**

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## CABINET MEETING

<b>Date of Meeting</b>	Tuesday, 13 <sup>th</sup> October 2015
<b>Report Subject</b>	NEW Homes Business Plan 2015/20
<b>Portfolio Holder</b>	Cabinet Member for Housing
<b>Report Author</b>	Chief Officer Community and Enterprise
<b>Type of Report</b>	Strategic Planning

### EXECUTIVE SUMMARY

This report seeks Cabinet approval of the NEW Homes Business Plan 2015/20. The plan sets out key elements of the company's proposed growth plan to increase the number of properties managed and owned as affordable housing over the next five years.

The business plan has been approved by NEW Homes Board as a strategic planning document; subject to ongoing scheme by scheme final approval and validation of financial appraisals by the company's board and the council's cabinet. This includes any new homes to be developed via the SHARP programme, and any property acquired through borrowing against existing assets.

Twice yearly monitoring of NEW Homes progress against its business plan is undertaken by the Community and Enterprise scrutiny Committee.

### RECOMMENDATION

1. Cabinet is asked to approve the NEW Homes Business Plan 2015/20; noting that any proposed developments requiring capital funding will be brought to cabinet for specific scheme by scheme approval following approval by NEW Homes board

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE NEW HOMES BUSINESS PLAN</b>
1.01	<b><u>BACKGROUND</u></b>
1.02	North East Wales Homes, (NEW Homes) is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available across the county; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access. In addition NEW Homes provides a professional service to landlords as a managing agent as a means to increase the supply of quality affordable housing.
1.03	In its first year of operation the company has generated a surplus of £18k. The draft business plan identifies ongoing annual surpluses and these will be held and returned to the council at agreed intervals for reinvestment in council priorities. The next two years expect similar surpluses to year 1 rising to £0.180m in year three following the growth of the SHARP development.
1.04	The Board of NEW Homes met in January 2015 to review the development of the company to date and progress against the original business plan objectives and targets. A range of ideas and plans emerged from this session and after further analysis and development work over a six month period this was developed into a revised business plan for NEW Homes.
1.05	This work has been supported by independent expertise and challenge; and after detailed consideration and risk analysis has been approved by NEW Homes board as an achievable, moderate plan for growth over the next five years.
1.06	As part of this process, the Board reviewed progress of the three main portfolio areas against the projections made in the original Business Plan.
1.07	<b>New build units transferred to NEW Homes under Section 106 Planning Agreement</b>
1.08	NEW Homes received 15 new build properties in 2014/15 from developers meeting their affordable housing provision obligations through Section 106 Agreements. These units were transferred into the company as unencumbered assets to be let as affordable housing and form a profitable element of the company's stock portfolio.

<p>1.09</p> <p>1.10</p> <p>1.11</p>	<p><b>Management Offer</b></p> <p>NEW Homes manages and lets property on behalf of landlords who own property, through a management agreement. The product enables the company to take on all the functions of the landlord in return for a one off £195 sign-up fee and a 10% of rental income monthly management fee which is subject to annual review. NEW Homes currently has 26 properties within its management portfolio.</p> <p>The relative costs of running this service, as compared to the company's other business activities and the level of competition that is being faced have raised questions about continued investment in this service. The company's experience of operating in this area is relatively short however and therefore it has been agreed that further analysis should be undertaken so that an informed decision on the future of this service can be made.</p> <p><b>Over 55 Lease Scheme</b></p> <p>The Over 55 Lease Scheme is the third portfolio area which enables an elderly home owner to lease their property to NEW Homes and access more suitable council accommodation. The development of this package has developed more slowly due to legal complexities initially and agreeing processes relating to the allocation of Flintshire Council properties. These are now resolved and there is an expectation that home owners will want to take advantage of this opportunity.</p>
<p>1.12</p> <p>1.13</p>	<p><b><u>CONSIDERATIONS</u></b></p> <p>Proposals for the growth of the company has also considered the findings of the recent Flintshire and Wrexham Local Housing Market Assessment (LHMA) which has identified:</p> <ul style="list-style-type: none"> <li>• An <b>annual</b> shortfall of 246 affordable dwellings across Flintshire;</li> <li>• The suggested affordable housing tenure split for Flintshire identified by the assessment is for 56% social/affordable rent and 44% intermediate tenure.</li> <li>• The LHMA identifies a clear need for smaller two bedroom properties for under and over 65s;</li> <li>• Around one third of all households in Flintshire can afford an intermediate affordable house priced at £100,000 or less (or the equivalent total housing costs).</li> </ul> <p>Based on the key findings of the LHMA, it is clear that NEW Homes has an important play to play alongside the Council (through the SHARP programme) local housing associations and the private rented sector to address the identified housing need in Flintshire during future years. Through its strategic housing role, the Council will develop a robust delivery framework for different housing providers to work together across Flintshire which offer a number of different housing products and tenures which meet the housing needs and aspirations of local communities.</p>

1.14 There are three key elements of the company's proposed growth plan in terms of increasing the number of new, affordable units within NEW Homes housing portfolio. These are as follows:

1.15 **Strategic Housing And Regeneration Programme (SHARP)**

1.16 For the period February 2016 – December 2019 it is projected that 300 homes will be delivered to NEW Homes through Phase 1 of the SHARP.

1.17 The NEW Homes Board approved in principle (subject to detailed final financial appraisals) the first proposed scheme on The Walks, Flint at its Board meeting on the 10<sup>th</sup> September 2015. This scheme will provide 50 new properties; 50 to be let at affordable rents and 10 available for Low-Cost Home ownership. The property mix will be as follows:

	Rent	Low-Cost Home Ownership
Property Type	No.	
1 Bed Apartment	5	
2 Bed Apartment	16	
2 Bed House	21	5
3 Bed House	8	5
Sub Total	50	10
<b>Total</b>	<b>60</b>	

1.18 These homes are planned to be funded through 30 year leasing arrangements, which will see NEW Homes receive a management and maintenance fee, plus allowances for voids and bad debts, with the remaining income meeting leasing finance costs. A final report will be submitted to Cabinet in November (following NEW Homes board approval) seeking approval for the funding arrangements for the first homes to be developed as part of the SHARP programme. Current modelling makes very prudent assumptions about rental income and management and maintenance costs providing comfort that there is minimal risk in meeting leasing finance costs. At the end of the lease homes would revert to NEW Homes for a fee of £1 per property.

1.19 **New build units transferred to NEW Homes under Section 106 Planning Agreement**

1.20 A further 13 new build units are due to be transferred to NEW Homes during 2015/16 from 3 schemes across the county, with 3 final properties in 2016/17, providing a total of 31 homes.

**Borrowing against existing assets**

1.21 NEW Homes aims to borrow against its existing assets to secure new affordable housing units. Initial plans included in the financial modelling will see NEW Homes acquire 8 properties to let at affordable rents. This is a

	<p>prudent level of borrowing against assets owned, and early indications are that private markets would be interested in lending to NEW Homes for this purpose. Prior to commencement of this area of the company's growth plans detailed financial appraisals will be approved by the NEW Homes board and the council's cabinet.</p>
1.22	<p><b>Management Offer</b> The company will continue to grow slowly through the management of homes owned by private landlords.</p>
1.23	<p>The business plan is attached to this report as Appendix A.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
	<b>Private Borrowing</b>
2.01	<p>NEW Homes is exploring the opportunities available to borrow. This could be from the private market directly, either through borrowing secured against its own housing stock or through unsecured borrowing, with the Council potentially acting as a guarantor. Research has commenced and the company has taken advice from Warrington Borough Council which has been funding housing development for some time. It is possible that the Council may be able to follow Warrington's example and lend to NEW Homes, at the same time creating a return for the Council and a boost to the local economy whilst also providing NEW Homes with the capacity to grow and meet local need.</p>
2.02	<p>In terms of the affordable housing delivered through the SHARP, the leaseback model of funding has been identified as the most suitable private financing model available to the Council. As outlined in the Cabinet report of September 2014, within this model the Council provide the land for development; the developer then builds the units and leases these back to the Council. The units then revert back to the Council at the end of the lease period for a nominal sum.</p>
2.03	<p>NEW Homes will seek independent financial and legal advice prior to approval of new developments to be delivered as part of the SHARP programme and prior to undertaking any borrowing against existing assets. The council has already procured independent legal and financial advice to support delivery of the SHARP programme. The council's legal and financial teams will consider each development individually prior to recommendation to cabinet for approval. In addition as a wholly owned subsidiary of the council, the council's treasury team will consider any accounting and/or financial impact and risk for the council for any new developments.</p>
2.04	<p>NEW Homes does not currently directly employ staff to undertake its key business activities, and delivers its services through an agreement with Flintshire County Council or by using external providers. A new proposed management and staffing structure is projected to be in place by 30th November 2015 which will continue to be provided by Flintshire County Council and recharged to NEW Homes.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>On-going community consultation has been undertaken during the inception of the vision for The Walks scheme in Flint, with the latest event being held in St Mary's Church on the 9<sup>th</sup> October 2015.</p> <p>The Community and Enterprise Scrutiny Committee reviewed the NEW Homes Business plan at their meeting on 7<sup>th</sup> October and the outcome of this will be reported to Cabinet ahead of consideration of the recommendations in this paper.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The SHARP is underpinned by a Risk Register which is regularly reviewed at two-weekly SHARP Project Team meetings. These are also reported to the SHARP Project Partnership Board and Housing Revenue Account Programme (HRA Programme Board).
4.02	In respect of funding solutions for affordable homes to rent, the most accessible (and cost effective) options are obtained by a Council provision of a repayment guarantee (in much the same way as if the Council financed through public finance routes i.e. prudential borrowing): repayments would be funded from rental incomes. The funding model for each scheme makes prudent allowances for vacant units and bad debt to ensure that there is sufficient headroom within the funding model to minimise the potential of any shortfall of income over expenditure; therefore providing a high level of assurance that arrangements will be self-financing from rental incomes.
4.03	In order to ensure both the Council and NEW Homes realise value for money for both the scheme build costs and the proposed funding option adopted will be independently verified by a Cost Consultant.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A - NEW Homes Business Plan and Growth Strategy 2015/20.
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Clare Budden Chief Officer (Community &amp; Enterprise)</p> <p><b>Telephone:</b> 01352 703800</p> <p><b>E-mail:</b> clare.budden@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<i><b>NEW Homes-</b> wholly owned company of the council <b>SHARP-</b> The council's Strategic Housing and Regeneration Programme</i>

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# North East Wales Homes

## Business Plan 2015/20



Working in partnership with Flintshire County Council

## **North East Wales Homes Business Plan**

### **Company Summary**

North East Wales Homes, (NEW Homes) is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes will own, lease and manage properties across Flintshire. The aim is to increase the quantity and quality of affordable housing to those in housing need and providing a professional service to landlords as one of the means of supplying additional capacity.

NEW Homes will offer tenants quality affordable homes in the private sector and a sustainable managed tenancy.

NEW Homes will offer a range of services for landlords and the individual package will be dependent on the property and the requirements of the landlord.

Additionally as part of NEW Homes growth strategy the company will be developing and acquiring new homes to let.

### **Company Ownership**

NEW Homes has been set up as a company limited by shares with unlimited powers. The Council is the sole shareholder.

The board is currently made up of 8 directors consisting of 5 councillors, 1 council officer and 2 people who are neither a member (as councillors or co-opted members) nor officers, but who have experience in the housing field. All have equal voting rights.

The board can have up to 9 directors made up of up to 5 councillors, up to 1 council officer and up to 3 other directors who are not councillors or council officers. The board is keen for an appropriate range of skills to be present on the board and in the team of officers which supports the business. As such, it will seek to maintain a balance of skills which meet the range and diversity of the business that is outlined in this business plan.

### **Our Corporate Objectives**

NEW Homes has established the following Corporate Objectives:

- To increase the range of housing options for the “squeezed middle” housing market.
- To provide a competitive offer to landlords to encourage growth of the private rented sector.
- To use the income derived from Company assets and activity to help support the affordable offer to tenants.
- To build an asset base to enable a long term vision of building future affordable homes.
- To stay true to the commitment to increase access to affordable housing.
- To provide a professional service with financial stability for NEW homes.

## Growth Strategy

The board of NEW Homes met in January 2015 to develop forward plans for growth of the company. A range of ideas and plans emerged from this session and after further analysis and development work this was developed into NEW Homes' Growth Strategy.

There are three key elements of the Council's proposed Growth Strategy in terms of increasing the number of new, affordable units within NEW Homes housing portfolio. These are as follows:

### Strategic Housing And Regeneration Programme (SHARP)

For the period January 2016 – December 2019 it is projected that 300 units will be delivered to NEW Homes through Phase 1 of the SHARP. In respect of funding solutions for affordable homes to rent, the most accessible options are long term leasing, obtained by a Council provision of a repayment guarantee. Repayments would be funded from rental incomes with the Council making up any shortfall. Our cost models make robust allowances to make sure that there is sufficient headroom within the funding model to minimise this potential, therefore providing a high level of assurance that arrangements will be self-financing from rental incomes).

### New build units transferred to NEW Homes under Section 106 Planning Agreement

NEW Homes received 15 new build properties in 2014/15 from developers meeting their affordable housing provision obligations through Section 106 Agreements. These units were transferred into the company as unencumbered assets to be let as affordable housing and form a profitable element of the company's stock portfolio. The table below describes the pipeline of future agreed 16 properties.

Location	Developer	Housetype	Original Projected Transfer Date
St Mary's Drive, Northop Hall	Anwyl	2 x 3 Bed Houses	July 2015
St Mary's Drive, Northop Hall	Anwyl	3 x 2 Bed Houses	February 2016
Overleigh Drive, Hawarden	Redrow	2 x 3 Bed Houses	August 2015
Overleigh Drive, Hawarden	Redrow	1 x 3 Bed Houses 1 x 2 Bed House	December 2015
High Street, Saltney	Edwards Homes	4 x 2 Bed Houses	March 2016
Cymau Lane, Abermorddu	Anwyl	3 X 2 Bed Houses	N/A
<b>Total</b>		<b>16</b>	

## **Mortgaged Units**

NEW Homes will borrow against its assets to secure new affordable housing units. Initial plans included in our financial modelling will see NEW Homes acquire 8 affordable housing units.

In the Medium Term, the company will be offering new build affordable rental products, new build shared equity products for particular new build schemes and first time buyer loans. These will be properties delivered as part of the Councils Affordable Housing requirements. NEW homes also plans to enter into leases to manage new homes developed to meet local need and longer term, to develop new homes itself.

## **Private Borrowing**

We are working to explore the opportunities available for NEW Homes to borrow. This could be from the private market directly, either through borrowing secured against its own housing stock or through unsecured borrowing, with the Council potentially acting as a guarantor. We have commenced research into this prospect and have taken advice from Warrington Borough Council which has been funding housing associations for some time. It is possible that the Council may be able to follow Warrington's example and lend to NEW Homes, at the same time creating a return for the Council and a boost to the local economy whilst also providing NEW Homes with the capacity to grow and meet local need.

It is projected that 8 properties will be realised through private borrowing during 2015/16 and 2016/17.

## **Current Product Portfolio**

NEW Homes currently provides the following products:

### **Newbuild properties**

The Council has a small number of properties that have been 'gifted' as part of S106 obligations. These will be transferred into the company as unencumbered assets to be let as affordable housing and will form the company's initial stock portfolio. The company intends to use these assets as collateral for borrowing to acquire new affordable housing units.

### **Landlord products**

The private rented sector is increasingly becoming the tenure of choice for those unable to access mortgage finance. Research suggests there are a number of investors happy to invest in property, but not keen to take on management responsibilities.

Utilising the experience and expertise of the Council as a trusted provider in this regard, NEW Homes manages and lets property on behalf of a landlord who owns property through a management agreement. The product enables the company to take on all the functions of the landlord in return for a one off £195 sign-up fee and a 10% of rental income monthly management fee which is subject to annual review.

The relative costs of running this service, as compared to the company's other business activities and the level of competition that is being faced have raised questions about continued investment in this service. The company's experience of operating in this area is relatively short however and therefore it has been agreed that further analysis should be undertaken so that an informed decision on the future of this service can be made.

Other products being explored include the **Tenant find Service** which will see New Homes will offer a flat fee of £250 to find a tenant for the landlord and do all relevant checks. The 2015/16 plan assumes ten customers per year taking up this service. Additionally, the company will offer a **Tenant find and rent collection service** which will see NEW Homes offering a service which includes a flat fee of £250 as above and also a 3% rent collection charge per month which includes collecting rent and deposits on behalf of the landlord and chasing non-payment. The plan anticipates growth to 21 units by year 5. These products should enable the managed lettings offer to become more self-sustainable as they are low cost to administer.

All of these matters will be reviewed in the early part of 2016, taking full account of actual performance, with a view to assisting the board to make a decision regarding the effectiveness of these services and the future investment in these.

### **Over 55's Housing Choice**

NEW Homes also offers a unique opportunity for home owners over 55 to lease their properties to the company, who will fully manage the property and guarantee the rental income for a fixed 25% of rental income monthly fee and also points to enable access to suitable council accommodation at the same priority as someone who does not own a property.

NEW Homes has developed this particular offer as it recognises the barriers home owners can face accessing suitable council accommodation designated for older people as they receive insufficient priority on the Councils waiting list, as they own an asset. These properties are available within the Council stock and can provide a home which is easier to manage, can meet mobility issues and can combat social isolation.

NEW Homes recognises the demand in the county for homes for let at affordable rents and will be able to add these properties to the leasing portfolio.

As with the services discussed in the previous section the company will continue to review progress with these services, with a view to determining the extent of future investment in the services.

### **Marketing Strategy**

Once the company is confident it has the right product mix and business operations are working effectively, NEW Homes will launch a marketing campaign via a website, local advertising and social media. Other methods will include:

- Van advertising – Negotiation are in place with the Council to design an advert to be put on some of the Councils van stock.
- Pop ups – New pop up displays to draw business in and place at the planning entrance in County Hall.

- Inside Flintshire magazine – A quote has been obtained for a full page A5 advert for 6 months. The magazine reaches approximately 10,000 people a month in the County.

In addition to these activities, NEW Homes will be working closely with Wates Living Space (who have been awarded the SHARP contract) on marketing initiatives.

### Management Arrangements

NEW Homes does not currently directly employ staff to undertake its key business activities, and delivers its services through an agreement with Flintshire County Council or external providers. A new proposed management and staffing structure is projected to be in place by 30th November 2015 which will continue to be provided by Flintshire County Council and recharged to NEW Homes.

- Service Manager - with overall strategic and operational management responsibility will report directly to NEW Homes Board of Directors. The role will involve implementing the agreed Business Plan and developing new business opportunities for NEW Homes.
- Lettings Officer - will provide the customer facing service and will co-ordinate all internal and external affordable housing management activities in line with agreed NEW Homes policies and procedures. These services will be provided for an agreed rate based on staff time.
- Company Secretary - this role is performed by a solicitor from the Council's Legal Team who provides legal advice and support to NEW Homes.
- Administrative Support - this post will provide day to day administrative support to NEW Homes;
- Cyclical and minor repairs - these will be undertaken by the Council's Building Maintenance and Repairs Service for an agreed price under the terms of a Service Level Agreement which is reviewed annually;
- Financial Accounting: The Council's Finance Team will provide these services for an agreed rate based on staff time prior to these services being provided.

### Staffing Resources

Based on the units of stock and the work that is envisaged in the Growth Strategy our business plan projections have assumed the following for staffing resources:

<b>NEW HOMES Proposed Staffing Requirements for Budgetary purposes 2015/16</b>					
Lettings Officer	Housing Administration Support	Financial and Performance Lead	Company Secretary and NEW Homes solicitor	Operational Lead	
FT – but could costs potentially be shared with Private Rented Team	Shared post with FCC / SHARP Housing Strategy	Shared post with FCC Finance Team – 2 days p.w.	Shared post with FCC Legal Team 2 days per month.	Shared Post with FCC Strategic Housing And Regeneration Programme (SHARP)	

50/50% split of employment costs	60/40% split of employment costs	60% FCC / 40% NEW Homes split of employment costs	95% FCC / 5% NEW Homes split of employment costs	80% FCC / 20% NEW Homes split of employment costs
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Any other support provided from within the Council will be recharged at an agreed rate based on staff time prior to these services being provided. QS services will be provided by Flintshire's Design and Consultancy Team on a scheme by scheme basis.

The board is keen for an appropriate range of skills to be present on the board and in the team of officers which supports the business. In securing and maintaining the right balance of skills to meet the range and diversity of the business that is outlined in this business plan the company will utilise skills assessments from time to time.

All of the above proposed charges have all been included in the draft budget.

### Financial Plan

The 30 year business plan sets out the financial growth strategy over the coming years. The first five years are based on detailed assumptions and future years are then inflated based on the first 5 years.

#### Key assumptions

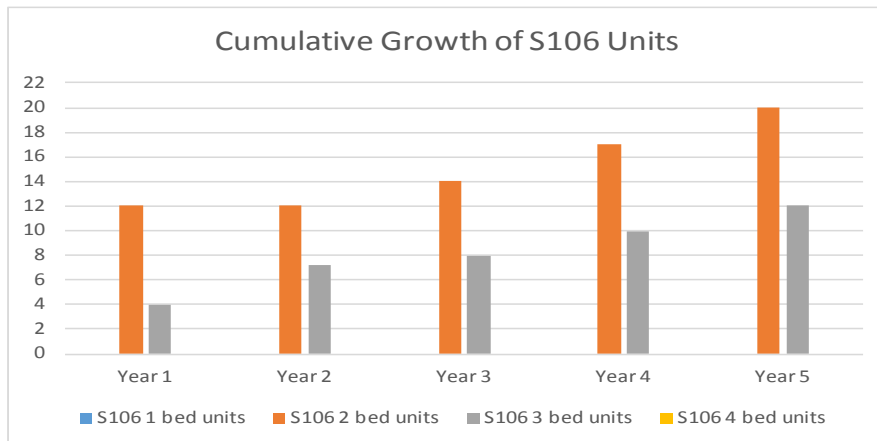
##### Landlord Products

Rent levels have previously been set at slightly higher than LHA but that will increase for this coming year to 90% of market value. The business plan assumes inflation as CPI @ 2%.

##### Section 106 Units

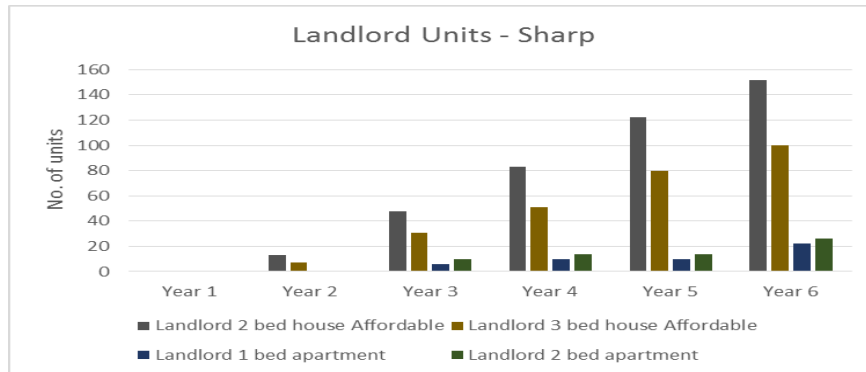
Rent levels will be set at 90% of market value for all future S106 properties. Market value will be set by an independent letting agent when property valuations take place.

The growth assumed in the plan is shown below:



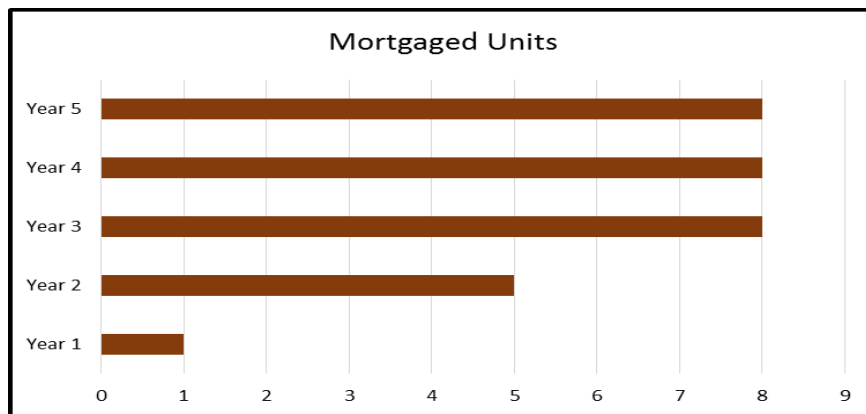
### SHARP Units

The Sharp programme anticipates a range of units as shown below from year 2 of the plan. The plan expects 65 units by the end of year 2 rising to 300 units by year 6.



### Mortgaged Units

The plan includes the purchase of existing build units as investment properties. These units will be financed via a loan which potentially will be secured against the S106 units. The table below shows that the 30 year plan assumes 1 unit in 2015/16, growing to 8 units in year 3:



### Managed Lettings Units

The plan reflects steady growth in the budget and forecasts a further 10 managed lettings by the end of 2015/16, followed by a further 5 in 2016/17. This will take NEW Homes to 25 units year on year in the plan. The plan assumes a range of products for our customers including:-

- Full managed offer
- Tenant Find
- Tenant Find and Rent collection
- Over 55's Housing choice

All of these products are included with in the plan, but these will be reviewed in the early part of 2016, taking full account of actual performance, with a view to assisting the board to make a decision regarding the effectiveness of these services and the future investment in these.

### Over 55's Housing Choice

The over 55's housing choice is an offer which is hard to forecast and due to this and the low growth seen in 2014/15 we are not assuming any new units in 2015/16. If a



home owner decides to go ahead with the scheme, it is dependent on the availability of Council sheltered property in the area they choose, this is sometimes restricted by availability of stock particularly in high demand areas. Whilst this offer is one which NEW Homes would like to remain in their portfolio of products it is also one which is likely to have low take-up.

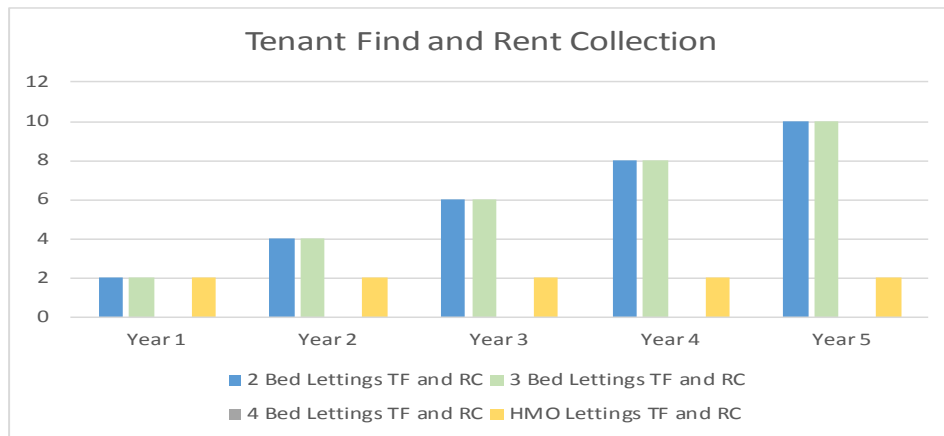
**Tenant find Service**

New Homes will offer a flat fee of £250 to find a tenant for the landlord and do all relevant checks. The 2015/16 plan assumes 10 customers per year taking up this service.

**Tenant find and rent collection service**

This service includes a flat fee of £250 as above and also a 3% rent collection charge per month which includes collecting rent and deposits on behalf of the landlord and chasing non-payment.

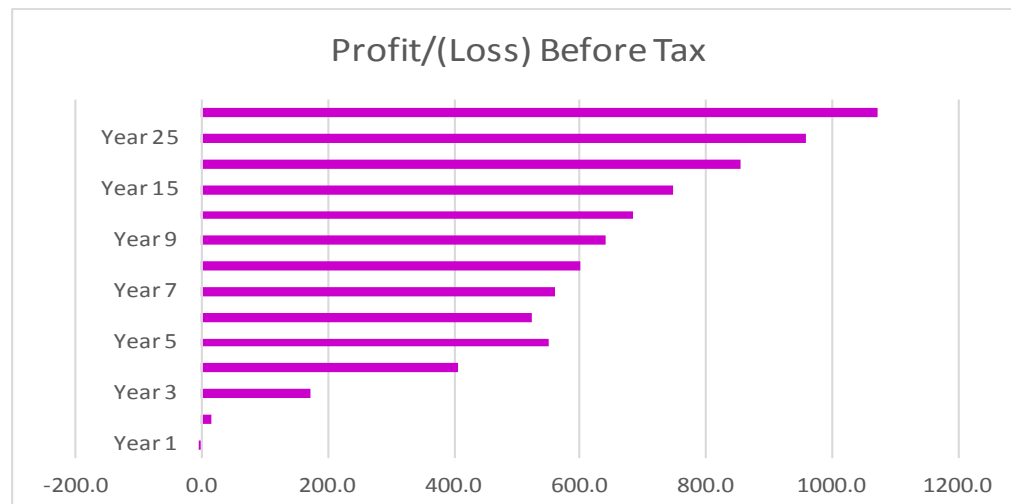
The plan anticipates growth to 21 units by year 5. These products should enable the managed lettings offer to become more self-sustainable as they are low cost to administer.



**30 year financial projections**

The 2015/16 budget projects profits from the start of the plan generating healthy profits year on year.

The chart below illustrates the forward projections for surpluses:



## **Income assumptions**

### **Rental income**

Rental income is assumed at 90% of market and inflated for all landlord units at CPI @ 2%.

### **General income**

General income assumptions are as follows:

- Full managed offer is assumed at 10% plus a £195 fee
- Tenant find assumes a £250 flat fee
- Tenant find and rent collection assumed at £250 plus 3%
- Over 55's housing choice assumes a 25% guaranteed rent.

### **Void rent loss**

Void rent loss is assumed as follows:

- 1.5% of rental income for S106 units
- 1.84% of rental income for sharp units

## **Direct cost Assumptions**

### **Bad Debt Provision**

- 1.0% of rental income for S106 units
- 2.0% of rental income for sharp units

### **Responsive and Void Repairs**

- £200 per unit for S106 and mortgaged units
- £250 per unit for SHARP units

### **Cyclical Repairs**

- £200 per unit for S106 and mortgaged units
- £250 per unit for SHARP units

### **Major Repair Provision**

A provision per unit is made for life cycle replacement costs of capital works in our landlord units. These include boiler replacement, kitchen replacement etc. The assumptions are shown below:

#### **Years 1-5**

- £350 in all landlord units

#### **Years 6 onwards**

- £750 for S106 and mortgaged units
- £980 for SHARP units

### **Indirect Costs (Overheads)**

Indirect costs have been included as follows:

#### **Pay costs**

£54.1k pay costs. Staff recharges from Flintshire County Council based on the time and salary scale in the table above.

#### **I.T costs**

£2.3k I.T costs for Wifi, support for Landlord Manager and hosting of Sage Financials.

**Subscriptions**

£1.3k subscription costs. Membership of UKALA costing £650pa and the RLA costing £125pa and housing Cymru costs.

**Consultancy**

£33.5k - £3.5k general, £5k legal, £25k Design & Consultancy

**Legal and year end finance**

£2.0k on legal and year end finance costs. Sage Accountants in St Asaph will be completing the year end accounts. An audit on client monies is also a legal requirement.

**Bank/Loan charges**

£0.5k Bank and loan charges. The free banking agreement ends in May 2015. NEW homes will be transferred on to an e-payments account at a cost £6.50 per month, but daily internet payments and transactions, which are the majority of our transactions, are then free of charge. The FCC loan repayment is £233 per year for a 3 year period at 1.83% interest rate.

**Marketing**

£2.6k Van advertising costs are estimated at £500 p.m for 3 months which would include adverts on 20% of Flintshires Van stock.

Creation of new pop ups will require further art work and product printing estimated at £600.

Inside Flintshire magazine advert based on a full page A5 advert at a cost of £120 per month for 6 months.

**Cash Flow**

The loan from Flintshire County Council was paid over to NEW Homes in August 2014 in the amount of £25k. There is an agreement in place to repay this over 3 years at half yearly instalments at an interest rate of 1.83%, which amounts to £801 in total.

**Financing Costs**

The SHARP units are financed within the plan via a 30 year leaseback arrangement whereas the units convert to us in year 30 for £1. The rate is based on 4.1% over the term increasing by CPI @ 2%.

**Mortgage Costs**

The mortgage units are proposed to be financed within the plan via a secured or unsecured loan. The rate assumed is based on a purchase price per unit of £125k and a rate of 2% above CPI rising over three years to 4% over CPI. This is based on a 30 year loan.

**Depreciation**

We are still working through the mechanics of depreciation with our accountants however for the purposes of the plan the following assumptions have been made.

S106 units are investment units and are not depreciated but are revalued every couple of years, any revaluation will be required to be taken to the profit and loss in the year of revaluation.

Leaseback units are depreciated as a 'wasting asset' over thirty years (the life of the lease) and then reintroduced on the balance sheet in year 30 as an asset (as per the S106 units). Revaluation applies.

Mortgage Units are depreciated either over the life of the loan or 50 years. For the purposes of the plan they have been depreciated over 50 years. Revaluation applies.

All capital repairs are taken straight to the profit and loss as revenue.

## 5yr Balance Sheet

### NEW Homes Balance Sheet Forecasts

	£'000	£'000	£'000	£'000	£'000
Balance Sheet Forecast	Year 1	Year 2	Year 3	Year 4	Year 5
<b>HOUSING ASSETS</b>					
Housing Properties at cost	250.0	1,000.0	1,000.0	1,000.0	1,000.0
Property Leases	0.0	1,799.8	8,549.0	14,218.3	20,337.5
Social Housing Grants					
Other Capital Grants					
Depreciation Housing Properties cumulative	-5.0	-85.0	-390.0	-789.4	-1,385.3
<b>Net Book Value Of Housing Properties</b>	<b>245.0</b>	<b>2,714.8</b>	<b>9,159.0</b>	<b>14,428.9</b>	<b>19,952.2</b>
Other Fixed Assets Tangible					
Other Fixed Assets Intangible					
Other Fixed Assets Investments					
Homebuy Loan					
Homebuy Grant					
<b>Total Fixed Assets</b>	<b>245.0</b>	<b>2,714.8</b>	<b>9,159.0</b>	<b>14,428.9</b>	<b>19,952.2</b>
<b>Current Assets</b>					
Bank	17.1	112.0	589.0	1,362.2	2,430.9
Bad Debt Write Off	0.0	0.0	0.0	0.0	0.0
<b>Total Current Assets</b>	<b>17.1</b>	<b>112.0</b>	<b>589.0</b>	<b>1,362.2</b>	<b>2,430.9</b>
<b>Current Liabilities</b>					
Corporation Tax	0.0	-1.9	-32.1	-76.8	-103.7
<b>Total Current Liabilities</b>	<b>0.0</b>	<b>-1.9</b>	<b>-32.1</b>	<b>-76.8</b>	<b>-103.7</b>
<b>Net Current Assets Excl Pension</b>	<b>17.1</b>	<b>110.1</b>	<b>556.9</b>	<b>1,285.4</b>	<b>2,327.3</b>
Pension Asset Total					
Net Current Assets Incl Pension					
<b>Total Assets Less Current Liabilities</b>	<b>262.1</b>	<b>2,824.9</b>	<b>9,715.9</b>	<b>15,714.2</b>	<b>22,279.4</b>
<b>DEFERRED LIABILITIES</b>					
Outstanding Loan Balance	-250.0	-1,000.0	-1,000.0	-1,000.0	-1,000.0
Other Long Term Creditors	0.0	-1,799.8	-8,549.0	-14,218.3	-20,337.5
<b>NET ASSETS</b>	<b>12.1</b>	<b>25.1</b>	<b>166.9</b>	<b>495.9</b>	<b>941.9</b>
<b>Share Capital and Reserves</b>					
Retained Surplus	12.1	25.1	166.9	495.9	941.9
<b>Total Reserves</b>	<b>12.1</b>	<b>25.1</b>	<b>166.9</b>	<b>495.9</b>	<b>941.9</b>

## 5yr P&L

### NEW Homes 5 Year Profit and Loss Forecast

All Units	Year 1	Year 2	Year 3	Year 4	Year 5
	£'000	£'000	£'000	£'000	£'000
<b>Income From Lettings</b>					
Rent Receivable	100.2	268.9	774.4	1,207.4	1,707.7
Management fee Income	14.4	19.2	21.5	23.0	24.0
Sign up Income	2.3	1.7	0.3	0.0	0.0
Voids rent loss	1.0	3.7	12.5	20.2	29.1
<b>Net Rental Income</b>	<b>116.0</b>	<b>286.1</b>	<b>783.8</b>	<b>1,210.3</b>	<b>1,702.6</b>
<b>Operating Costs</b>					
Sign up costs	0.2	0.2	0.1	0.1	0.1
Responsive & Void repair costs	3.3	9.7	30.7	48.8	69.3
Cyclical costs	0.8	6.3	26.2	43.6	63.2
General Management Costs	97.2	107.3	117.5	123.6	167.7
Bad Debt Provision	1.0	3.9	13.4	21.8	31.4
Major Repairs costs	0.0	0.0	0.0	11.3	12.6
Depreciation charges	5.0	80.0	305.0	399.5	595.9
<b>Total Operating Costs</b>	<b>107.5</b>	<b>207.3</b>	<b>492.9</b>	<b>648.6</b>	<b>940.2</b>
Lease Interest Payable	0.0	13.8	67.0	95.8	152.8
Mortgage Interest Payable	10.0	50.0	50.0	60.0	60.0
<b>Profit/(Loss) Before Tax</b>	<b>(1.6)</b>	<b>15.0</b>	<b>173.9</b>	<b>405.8</b>	<b>549.6</b>
Corporation Tax	0.0	(1.9)	(32.1)	(76.8)	(103.7)
<b>Profit/(Loss) After Tax</b>	<b>(1.6)</b>	<b>13.0</b>	<b>141.8</b>	<b>329.0</b>	<b>446.0</b>
<b>Cumulative Retained Surplus</b>	<b>12.1</b>	<b>25.1</b>	<b>166.9</b>	<b>495.9</b>	<b>941.9</b>



## CABINET MEETING

<b>Date of Meeting</b>	13 <sup>th</sup> October, 2015
<b>Report Subject</b>	CSSIW Inspection of Children's Services in Flintshire
<b>Portfolio Holder</b>	Cabinet Member for Social Services
<b>Report By</b>	Chief Officer, Social Services
<b>Strategic / Operational</b>	Strategic

### EXECUTIVE SUMMARY

This report presents the findings of the Care and Social Services Inspectorate Wales CSSIW concerning their Inspection of Children's Services In Flintshire and sets out the action plan of the council in response to the report.

The inspection carried out a detailed inspection of services during May and June 2015, concerning 4 main themes:-

- Theme 1 Access Arrangements
- Theme 2 Assessment
- Theme 3 Safeguarding and Care Management
- Theme 4 Leadership and Governance

The report reflects that there are many strengths in the service notably good social work practice, strong political and corporate support for children's services, and, timely, well managed and child focussed child protection conferences and reviews. The service was also found to have a committed, suitably trained and qualified workforce with a strong commitment from senior managers to achieve improvements in the support for children and families.

The report reflects areas that the council needs to secure improvements in the duty and assessment model for children, our process for initial screening and the quality and timeliness of assessment and care plans. Furthermore the council's strategic vision for the service needs to be translated into a strategy that is well understood by staff, users and partners.

The report acknowledges that children's services has undergone a period of transition in the last year and supports the approach of the new senior team in

taking forward positive service change. Flintshire's action plan in direct response to the 12 recommendations for improvement is included as Appendix 2.

## Recommendations

(1)	Cabinet consider and respond to the conclusions of the inspection report.
(2)	Cabinet consider and endorse the action plan.
(3)	Cabinet approve the process for monitoring the action plan as laid out in 1.12

## REPORT DETAILS

<b>1.00</b>	<b><u>REPORT DETAIL</u></b>
1.01	Care and Social Services Inspectorate Wales undertook an inspection of children's services in Flintshire County Council during May and June, 2015, looking closely at the experiences of children and young people who needed to still need help and protection, The scope of the inspection was wide and included investigation of all areas of children's services, Over 70 cases were investigated and a team of 4 Inspectors spent 2 weeks on site meeting with staff, managers, service users and partners
1.02	The report is appended in full in Appendix 1, including an evaluation of the council's own assessment of its own performance and how it was seeking to improve the service. In the main the conclusions of the report coincided with the council's own evaluation of its strengths and areas for improvement, and the suggested Recommendations for change are areas that the council is already taking forward. This report summarises a number of the main findings.
1.03	The report examined 4 key areas of service or themes as follows:  Access Arrangements Assessment Safeguarding and Care Management; Leadership and Governance
1.04	Theme 1 Access to Services  In this theme the report concluded that our early intervention/ prevention arrangements were not yet sufficiently impacting on early help. The report finds that the Councils' initial screening and referral managing process is in need of improvement and also needed to be more clearly understood by partner agencies. The report also concluded that the configuration of small teams or 'pods' within duty and assessment did not sufficiently consider continuity for young people and families
1.05	The council was seen to be rightly responsive to situations of risk, but needed to increase the consistency of response in other situations.



	<p>The service has already started to reconfigure the front door of the service and, as is recognised in the report, our action plan is already well underway in restructuring the service. This includes a complete review of the front door duty and assessment team, moving away from the pod system to a structure that responds supportively to the needs of families and maximises continuity of social worker.</p>
1.06	<p>Theme 2 Assessment</p>
	<p>A clear and important conclusion of the inspection is that they found good sound social work practice in our services. However the inspection team believed that the design and structure of the assessment process needed to improve to support this approach. In particular the report found that any duplication in assessment process needs to be stopped and the overall quality and timeliness of assessments and care plans needs to be improved to a consistent standard.</p>
1.07	<p>Again assessments carried out by Social Workers often truly reflected and articulated children's wishes and feelings but this needed to be further translated into plans which were fully child focussed</p>
1.08	<p>Theme 3 Safeguarding and Care Management</p>
	<p>The inspection found that the councils approach to child protection conferences was timely well managed and child focussed. Furthermore looked after children reviews were well managed with IROS having the skills and experience to provide a good quality service. Social workers' could effectively articulate children's needs and their actions required for reducing risk and achieving desired outcomes. The Public Law Outline approach was a real strength</p>
1.09	<p>There were however areas of improvement needing to be made to risk assessment, reducing changes of social worker and increasing consistency of care plans</p>
1.10	<p>Theme 4 Leadership and Governance</p>
	<p>The findings included that Senior Members and officers saw safeguarding as a priority for the council and were committed to developing and improving the service. Another welcome finding was a real positive reflection on our frontline workers and their managers, with a suitably qualified, experienced and committed workforce found to be in place, Flintshire has a good reputation as a positive place to work, where staff were valued and enjoyed working in an authority that promoted a good work life balance. Social worker recruitment and retention was highlighted as a clear strength.</p>
1.10	<p>However the report found that the strategic direction for children's services needed to be translated into a strategy for the delivery that is effectively communicated to all stakeholders and that performance and quality assurance information need to be further strengthened</p>

1.11	Based on the conclusions of the report, twelve Recommendations for required change in service were made for which the council has prepared a robust action plan appended as Appendix 2. Certainly a number of the recommendations recognise that the council has already identified the area concerned as requiring support and have already responded to the issue.
1.12	It is important that the governance for the oversight of the action plan in response to this report is taken forward at the most senior level in the council, with full political and corporate oversight of the further improvements to be made in children's services. Therefore it is proposed that Modernising Social Services Board (one of the key boards set up by the council to oversee portfolio business plans) provide oversight for the implementation of the Action Plan (as included in Appendix 2), and for the Council's response to additional detailed recommendations made in the inspection report.

<b>2.00</b>	<b><u>RESOURCE IMPLICATIONS</u></b>
2.01	The action plan in response to the report will require considerable capacity from staff and managers at all levels, and there will be a resource implication. However this is already accounted for in the Medium Term Financial Strategy.

<b>3.00</b>	<b><u>CONSULTATIONS REQUIRED / CARRIED OUT</u></b>
3.01	No specific consultations required in this report. There will be extensive consultation with service users, staff, trade unions, partners, as a result of the taking forward of the action plan in response to the report. The report will be considered at the Social and Health Overview and Scrutiny Committee on the 5 <sup>th</sup> November 2015.

<b>4.00</b>	<b><u>RISK MANAGEMENT</u></b>
4.01	The proper exercise of safeguarding functions is one of the most important functions of the council. Therefore it is very important that the effective development of children's services is supported, which is achieved by the action plan in response to this report. As the report says the oversight of this action plan will be taken forward by Modernising Social Services Programme Board, one of the key Programme Boards set up to oversee portfolio business plans in the council, and through Cabinet.

<b>5.00</b>	<b><u>APPENDICES</u></b>
5.01	1. CSSIW Inspection of Children's Services, September 2015
5.02	2. CSSIW Inspection Action Plan Update, October 2015

<b>6.00</b>	<b><u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u></b> <b>List of Accessible Background Documents</b>
6.01	None.  Contact Officer: Neil Ayling Chief Officer, Social Services Telephone: 01352 704523 Email: neil.j.ayling@flintshire.gov.uk

<b>7.00</b>	<b><u>GLOSSARY OF TERMS</u></b>
7.01	CSSIW - Care and Social Services Inspectorate Wales

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**Integrated Risk Manager**

A CAMMS SOLUTION

# **CSSIW Inspection Action Plan Update (Children's Services)**

Flintshire County Council

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*Print Date: 05-Oct-2015*


The Action Plan sets out:

- the Recommendations as described by CSSIW;
- the Outcome that will be achieved in response to the Recommendation;
- the Actions that are being taken in order to achieve the Outcome.


Progress towards the achievement of the Outcome for each Recommendation is measured as a Progress RAG.

<b>PROGRESS RAG KEY:</b>		
 <b>GREEN</b>	 <b>AMBER</b>	 <b>RED</b>
Green = All Actions are on track to meet the Recommendation Outcome	Amber = Some delays but not expected to impact seriously on Recommendation Outcome	Red = Serious delays or expectation that Recommendation Outcome will not be achieved

**Audit No/Title:** EXT1501-00 CSSIW Inspection of Children's Services

<b>Recommendation No/Title:</b> FN01 The council should progress its commitment to develop an early intervention framework that will deliver integrated services and provide early support to children, young people and families.	 <b>GREEN</b>
<b>Outcome:</b> Early intervention services provide support to Fieldwork Services, and are effective in supporting children and families, by December 2015.	

<b>Scheduled Audit Recommendations</b>					
<b>Corrective Action</b>	<b>Responsible Officer</b>	<b>Status</b>	<b>Progress Update</b>	<b>Due Date</b>	<b>Due days</b>
<b>FN01-01</b> Restructure to ensure early intervention services dovetail seamlessly with core services	Vicky Allen - [SS] Safeguarding Services	In Progress	Team Around the Family have moved under the Social Services line management structure and are now located in Flint as part of Children's Services.	31-12-2015	87
<b>FN01-02</b> Early intervention framework agreed and endorsed by council	Neil Ayling	Not started		31-12-2015	87

<b>Recommendation No/Title:</b> FN02 The council should establish effective systems to ensure that thresholds for assessments are consistent across the service and understood by staff and partners.	 <b>GREEN</b>
<b>Outcome:</b> There is an effective and timely referral process in place with thresholds which are understood and supported by partners and effectively screen the needs of vulnerable families, by December 2015.	

<b>Scheduled Audit Recommendations</b>					
<b>Corrective Action</b>	<b>Responsible Officer</b>	<b>Status</b>	<b>Progress Update</b>	<b>Due Date</b>	<b>Due days</b>
<b>FN02-01</b> Review of thresholds for referral and intervention to be completed in connection with the development of the Single Assessment.	Vicky Allen - [SS] Safeguarding Services	In Progress	Facilitated work has commenced on developing the Single Assessment toolkit.	31-12-2015	87
<b>FN02-02</b> Thresholds to be communicated with and agreed by partners and staff	Vicky Allen - [SS] Safeguarding Services	Not started	Will be linked in with work on the Single Assessment toolkit.	31-12-2015	56
<b>FN02-03</b> Threshold policy to be agreed by the council following full consultation	Neil Ayling	Not started		31-12-2015	87

**Recommendation No/Title:** FN03 Multi-agency arrangements should be established to review repeat referrals and quality assure decision making.

**Outcome:** Decisions made on referrals are quality assured from a multi-agency perspective and are subject to effective scrutiny and challenge, as part of corporate policy, by February 2016.



**Scheduled Audit Recommendations**

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN03-01</b> Review repeat referrals and Quality assure through the Wrexham and Flintshire Safeguarding Children Delivery Group	Craig Macleod - [SS] Development and Resources	In Progress	An initial piece of work has been undertaken to review a small sample of repeat referrals to the Duty and Assessment Team. A more comprehensive review will commence in November.	31-12-2015	87
<b>FN03-02</b> Report to Social and health overview and scrutiny committee regarding the review on a periodic basis	Vicky Allen - [SS] Safeguarding Services	Not started		01-02-2016	119

**Recommendation No/Title:** FN04 The consistency in quality and the timeliness of assessments and plans must be improved.


**Outcome:** The revised structure for Children's Services will support the implementation of the Single Assessment, which will provide a proportionate, effective and timely assessment of needs, by March 2016.




**Scheduled Audit Recommendations**

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN04-01</b> Restructure of children's services agreed and implemented to address any loss of cohesion in service	Vicky Allen - [SS] Safeguarding Services	In Progress	Initial meetings have taken place with Team Managers and Senior Practitioners on potential models for a new structure for Children's Services. A staff engagement event took place on 6 <sup>th</sup> October to gather feedback and give the opportunity for staff to have an initial input into the structural proposals.	29-02-2016	147
<b>FN04-02</b> Implementation of Single Assessment  Proposed timescale: Oct – Dec 15 Develop and pilot Jan – March 16 Review pilot, build assessment on PARIS and launch.	Vicky Allen - [SS] Safeguarding Services	In Progress	Facilitated work has commenced on developing the Single Assessment toolkit.	31-03-2016	178
<b>FN04-03</b> Independent quality assurance review of the quality and consistency of assessments	Vicky Allen - [SS] Safeguarding Services	In Progress	Outline framework for quality assurance has been consulted on and will be endorsed at the next Performance & Quality Group (November 2015). The agenda will include a detailed discussion on quality and consistency of assessments.	30-11-2015	56
<b>FN04-04</b> Report of the above 3 actions to be approved by the MSSB as part of the overall action plan	Neil Ayling	Not started		31-03-2016	178


<b>FN04-05</b> Formal review of the implementation of the Single Assessment (structure and design of assessments) to be reviewed by external facilitator and through the Children's services Performance Management Group	Craig Macleod - [SS] Development and Resources	Not started		31-03-2016	178
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<b>Recommendation No/Title:</b> FN05 Children's services' approach to risk assessment and risk management should be more effectively shared and understood by partner agencies.	 <b>GREEN</b>
<b>Outcome:</b> Risk assessment and management are effectively embedded in the Single Assessment process and subject to multi-agency quality assurance, by December 2015.	

Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN05-01</b> Risk assessment and risk management approaches reviewed and incorporated into Single Assessment framework (to be discussed with all partner agencies)	Vicky Allen - [SS] Safeguarding Services	In Progress	Facilitated work has commenced on developing the Single Assessment toolkit.	30-11-2015	56
<b>FN05-02</b> Thematic audit of risk assessment approaches undertaken through the Regional Safeguarding Board structure	Neil Ayling	Not started		31-12-2015	87

<b>Recommendation No/Title:</b> FN06 The council should progress its intention to review children's services structure and ensure arrangements are in place to support the appropriate engagement of staff, partners and service users.	 <b>GREEN</b>
<b>Outcome:</b> All stakeholders support and have confidence in revised structure, by December 2015.	


Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN06-01</b> Take forward full consultation with staff, partners and users concerning proposed new structure	Vicky Allen - [SS] Safeguarding Services	In Progress	Initial meetings have taken place with Team Managers and Senior Practitioners on potential models for a new structure for Children's Services. A staff engagement event took place on 6 <sup>th</sup> October to gather feedback and give the opportunity for staff to have an initial input into the structural proposals.	31-10-2015	26
<b>FN06-02</b> Approve and implement new structure for children's services with support of staff, partners and users  Neil Ayling, Vicky Allen by December 2015	Neil Ayling	Not started		31-12-2015	87

<b>Recommendation No/Title:</b> FN07 The council should ensure that managerial leadership is sufficiently aligned to the professional experience needed to manage the complexity of discrete areas of operational delivery.	 <b>GREEN</b>
<b>Outcome:</b> Senior Managers are effectively trained and supported, and fully involved in service developments as appropriate, by November 2015.	

Scheduled Audit Recommendations					
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Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN07-02</b> Appraisal and management support of key managers to include addressing any areas of improvement.	Neil Ayling	In Progress	To be incorporated into existing appraisal process.	30-11-2015	56
<b>FN07-03</b> Ensure Children's Services joint service development meeting arrangements include appropriate managers from CID/ Transition service	Neil Ayling	In Progress	Senior Practitioner (CIDS) is a member of Children's Services Senior Practitioners' Forum.	31-10-2015	5
<b>Completed Audit Recommendations</b>					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Days
<b>FN07-01</b> Senior Managers to access bespoke training programme for Heads of Service operational roles	Neil Ayling	Completed	Senior Managers accessed and are now undertaking the SSIA Leadership Programme which incorporates mentoring opportunities.	21-09-2015	N/A

<b>Recommendation No/Title:</b> FN08 Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement sustained.	 <b>GREEN</b>
<b>Outcome:</b> Services are effective and responsive, and benefit from effective governance, leadership and oversight, by December 2015.	

<b>Scheduled Audit Recommendations</b>					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN08-02</b> New Service Restructure to address any remaining areas of service needing investment	Neil Ayling	In Progress	Initial meetings have taken place with Team Managers and Senior Practitioners on potential models for a new structure for Children's Services. A staff engagement event took place on 6 <sup>th</sup> October to gather feedback and give the opportunity for staff to have an initial input into the structural proposals.	31-12-2015	87
<b>FN08-03</b> Regular formal SSMTs and meetings with Cabinet Member.	Neil Ayling	Ongoing	Cabinet Member is part of monthly SSMT meetings, is an active member of the Children's Services Forum, and attended engagement event on new structure proposals.	31-10-2015	26

<b>Completed Audit Recommendations</b>					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Days
<b>FN08-01</b> Modernising Social Services Board to provide continued corporate and political support and scrutiny to children services	Neil Ayling	Ongoing	Action Plan and governance arrangements presented to Modernising Social Services Board on 5 <sup>th</sup> October.	5-10-2015	N/A

<b>Recommendation No/Title:</b> FN09 The children's forum should continue to focus on ensuring that ambitious outcomes for looked after children and young people are achieved, and support improved mechanisms to gain the views of service users.	 <b>GREEN</b>
<b>Outcome:</b> Effective governance and strong corporate parenting ensures that children's voices are heard and that good outcomes for children are enhanced, by March	

2016.

**Scheduled Audit Recommendations**

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN09-01</b> Work Programme of Children's Services Forum reviewed to refocus on outcomes for children and young people	Vicky Allen - [SS] Safeguarding Services	Not started	Forward Work Programme to be considered at next meeting of the Children's Services Forum.	30-11-2015	56
<b>FN09-02</b> Views of children and young people encouraged through new and refreshed engagement groups for older and younger children linked to the forum	Peter Robson - [SS] Development and Resources	In Progress	The Children's Participation Officer is leading on new approaches and will report progress at the Children's Services Forum.	31-10-2015	26
<b>FN09-03</b> Implementation of the National Outcomes Framework	Craig Macleod - [SS] Development and Resources	Not started		31-03-2016	178

**Recommendation No/Title:** FN10 The workforce strategy should include leadership and development programmes to build resilience within the operational management team.



**Outcome:** Senior staff are effective in their roles, to ensure effective management at present and in the future, by January 2016.

**Scheduled Audit Recommendations**

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
<b>FN10-01</b> Workforce Strategy to be developed for Senior and Service Managers taking into account strengths and weaknesses, building on existing appraisals	Neil Ayling	In Progress	Development of Strategy is in progress to encompass the wider management team.	31-12-2015	56
<b>FN10-03</b> Development of middle management development programme that commences at Senior Practitioner – linked to succession planning framework	Vicky Allen - [SS] Safeguarding Services	Not started		31-01-2016	118

**Completed Audit Recommendations**

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Days
<b>FN10-02</b> Senior Managers given access to SSIA Head of Service Training and /or mentoring opportunities.	Neil Ayling	Completed	Senior Managers accessed and are now undertaking the SSIA Leadership Programme which incorporates mentoring opportunities.	01-10-2015	N/A

**Recommendation No/Title:** FN11 The draft Quality Assurance Framework must be systematically implemented across the service. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, should be embedded across the service.



**Outcome:** Quality assurance arrangements are embedded across the service with effective governance, by February 2016.

**Scheduled Audit Recommendations**

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
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<b>FN11-01</b> The Quality Assurance Framework implemented in full	Neil Ayling	In Progress	The outline framework has been consulted on and will be endorsed at the next Performance & Quality Group (November 2015). The document will be a live document to respond and adapt to emerging quality initiatives and priorities.	30-11-2015	56
<b>FN11-02</b> Report on the Quality Assurance Framework to be incorporated into the Quarterly Performance reports for scrutiny and the Modernising Social Services Board	Neil Ayling	Not started		29-02-2016	147

**Recommendation No/Title:** FN12 The quality of supervision should be reviewed to ensure there is sufficient resource and capacity available to manage it effectively.

**Outcome:** Regular quality assurance of supervision is implemented to ensure that practitioners are effectively supervised and supported through the service restructure and are able to continue to respond to the needs of children and families, by December 2015.



**Scheduled Audit Recommendations**

<b>Corrective Action</b>	<b>Responsible Officer</b>	<b>Status</b>	<b>Progress Update</b>	<b>Due Date</b>	<b>Due days</b>
<b>FN12-01</b> Supervision reviewed through the Quality Assurance Framework	Neil Ayling	In Progress	Draft supervision audit tool has been developed and will be reviewed by Performance & Quality Group in November.	30-11-2015	56
<b>FN12-02</b> Restructure implementation to ensure spans of supervision are sustainable and promote effective supervision	Neil Ayling	In Progress	Staff are able to contribute to restructure process through consultation and engagement events.	31-12-2015	87



# Inspection of *Children's* Services

at Flintshire County  
Council

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## Introduction

Care and Social Services Inspectorate Wales (CSSIW) undertook an inspection of children's services in Flintshire County Council during May and June 2015. Inspectors looked closely at the experiences of children and young people who had needed or still need help and/or protection.

The inspection also considered the quality of outcomes achieved for children and families including a small sample of children and young people who were, or had been, looked after. Inspectors read case files and interviewed staff, managers and professionals from partner agencies. Wherever possible, and as appropriate, they talked to children, young people and their families.

In addition, inspectors evaluated what the council knew about its own performance and the difference it was making for the people it was seeking to help, protect and look after.

The council had experienced a significant period of change and at the time of the inspection had announced a review of children's services with a view to informing a reorganisation of the service. Inspectors were pleased to note that senior managers were committed to achieving improvements in the provision of help and protection for children and families.

The recommendations made on page 6 of this report identify the key areas where post-inspection development work should be focused. They are intended to assist Flintshire County Council and its partners in their continuing improvement.

The inspection team would like to thank Flintshire elected members, staff, partner agencies and service users who contributed to this report.

# Summary

## Theme 1: Access Arrangements

The council's early intervention and prevention arrangements were insufficiently developed impacting on the timeliness of early help. The council was responsive where there was an immediate indication that a child was at risk, but the timeliness of the progress of contacts where there was not an obvious indication of significant harm was inconsistent. It was noted that a number of older children and young people who were referred did not receive a timely assessment or appropriate early intervention. The council was in the process of reviewing the resilience of the first contact arrangements.

## Theme 2: Assessment

Strategy discussions were undertaken in accordance with guidance, but did not routinely include information from all relevant partners. The quality and timeliness of child protection enquiries was inconsistent.

The assessments seen were of a variable quality; where they were good there was evidence of utilising a range of information to inform the analysis. However, the good social work practice reflected in the content of assessments was undermined by the structure and design of the process, including transfer arrangements between the teams. The duplication of assessment processes and changes in social worker resulted in a loss of impetus that impacted on the engagement of families.

## Theme 3: Safeguarding and Care management

All child protection work was undertaken by qualified workers. The decision to convene a child protection conference was not always timely, but once made, the resulting conferences and reviews were well managed and appropriately child focused. The quality of the child protection plans seen were variable but mainly satisfactory and included some that were good. Core group working and child protection planning needed to be strengthened to ensure a more consistent shared understanding of the identified risks to the child, the progress required and the outcomes achieved. The authority's approach to risk assessment and risk management needed to be more effectively communicated and understood by partner agencies. All children had a care plan, but the quality of the plan was not consistently forward looking, outcome focused and did not reflect the council's ambition for looked after children.

Services were being delivered to families and direct work undertaken but this was not always evident in the case file record, and was reported as being subject to resource capacity. The council had developed a clear relationship between the public law outline, child protection and looked after children process.

## Theme 4: Leadership and Governance

Leadership, management and governance arrangements complied with statutory guidance. Senior leaders and officers had a shared commitment to improving safeguarding arrangements and had sought to strengthen this within their strategic priorities. Strategic plans needed to be better disseminated throughout children's services and translated into an effective strategy, for the delivery of good quality services and improved outcomes for children, young people and their families. This framework will need to be informed by an ongoing analysis of the underlying complexities and risks associated with the service. The council needs to build-on the relationships



it has with partner agencies to ensure a shared ownership of the strategic direction, and also the operational drive needed to improve services and outcomes for children, young people and their families.

Senior leaders were increasingly knowledgeable about performance and were seeking to ensure that they were better sighted on front line work and on the quality of services. The children's forum was in place and had begun to raise the profile of looked after children across the council.

Services were delivered by a suitably qualified, experienced and competent workforce that was able to meet the needs of local children, young people and their families. Management was seen as accessible, but there needs to be a stronger oversight of practice that supports the workforce to deliver services that result in positive outcomes for children and families.

## Recommendations

1. As a priority, the council should progress its commitment to develop an early intervention framework that will deliver integrated services and provide early support to children, young people and families.
2. The council should establish effective systems to ensure that thresholds for assessments are consistent across the service and understood by staff and partners.
3. Multi-agency arrangements should be established to review repeat referrals and quality assure decision making.
4. The consistency in quality and the timeliness of assessments and plans must be improved.
5. Children's services' approach to risk assessment and risk management should be more effectively shared and understood by partner agencies.
6. The council should progress its intention to review children's services structure and ensure arrangements are in place to support the appropriate engagement of staff, partners and service users.
7. The council should ensure that managerial leadership is sufficiently aligned to the professional experience needed to manage the complexity of discrete areas of operational delivery.
8. Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement sustained.
9. The children's forum should continue to focus on ensuring that ambitious outcomes for looked after children and young people are achieved, and support improved mechanisms to gain the views of service users.
10. The workforce strategy should include leadership and development programmes to build resilience within the operational management team.
11. The draft Quality Assurance Framework must be systematically implemented across the service. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, should be embedded across the service.
12. The quality of supervision should be reviewed to ensure there is sufficient resource and capacity available to manage it effectively.

# Findings

## Theme 1: Access to Services

### What we expect to see

Thresholds between early intervention (including the provision of information, advice and signposting) and statutory social services are appropriately understood and are operating effectively.

### Key Findings

- The council's early intervention/prevention arrangements were insufficiently developed, impacting on the timeliness of early help.
- The authority had maintained consistently good performance in relation to the number of referrals on which a decision was made within one working day. Senior management oversight and the quality assurance of screening decisions were insufficient and the first contact arrangements lacked resilience.
- The council's information system did not support an effective oversight of a family's previous involvement with social services. Chronologies and genograms were not purposeful.
- The council's policy on thresholds, screening decisions and managing referrals were not sufficiently shared with or understood by partners.
- Professionals were not kept sufficiently informed or engaged in the outcome of referrals they made to the authority.
- The progress of contacts where there was not an obvious indication of significant harm was inconsistent, and the help offered to families was not always timely.
- The needs of young people aged 11+ were not always effectively assessed and prevented them receiving timely, preventative support.
- The authority's duty and assessment model consisting of three pods did not sufficiently consider children, young people or families' need for continuity and consistency of social worker.

## 1. Explanation of findings

1.1 In November 2014 the council relocated its operational children's services staff, including fostering, to one location based in Flint. The aim of this move was to promote an improved whole service identity and better working collaboration across the teams. However, staff raised concerns that the new office arrangements did not sufficiently ensure service users had ease of direct access to services. Partners and staff also identified an increased difficulty and delay in telephone contact with children's services as the result of automated responses and unanswered phones being routed through a busy duty desk.

### Quote from member of staff

*"The telephone system is problematic when people try to contact children's services. Children experience changes in social worker in the duty team within a short space of time."*

1.2 The council's arrangements to receive and manage referrals to children's services in Flintshire had been in place for over two years. The duty and assessment team consisted of three pods that each had distinct service responsibilities and largely operated independently of each other. The day-to-day management of each of the pods was provided by a designated senior practitioner. The senior practitioners were managed by an experienced duty and assessment team manager who had overall responsibility for the team including performance and workflow.

1.3 The duty and assessment team's management arrangements had undergone a number of recent changes and the three senior practitioners were all new to their current role. However, arrangements for structured induction/training and initial additional support were inadequate.

1.4 A key strength of the duty and assessment team arrangements was identified as the close working relationship between the senior practitioner and social workers, and the availability of management support. However, changes in the team manager's responsibilities to include additional management responsibility and cover for senior practitioner's work, where they had a reduced hours contract, had impacted on the overall management capacity within the team. Staff stated that managers, including service managers, were accessible, but the expectation that gaps in management time could be absorbed from within the current establishment had adversely impacted on manager's availability.

1.5 Inspectors identified that management oversight of the access arrangements were not sufficient to assure the authority that child and families received the timely support they required.

1.6 The council's first contact arrangements were managed through 'pod one'. This pod, comprising of one full-time senior practitioner and two unqualified but experienced children's services assistants, had responsibility for screening all new contacts and managing initial child protection strategy arrangements. Cases identified as requiring section 47 enquires were transferred to pod two, but could be directly allocated by the senior practitioner in pod one to a social worker in pod two. Those cases requiring an initial assessment were transferred to pod three. Cases were transferred again between pods two and three prior to case conference or for ongoing assessment. The senior practitioners had little oversight or control of the overall workflow across the duty and assessment team.

1.7 Inspectors found that the transfer arrangements between the three pods were designed to support the duty and assessments teams' ability to manage the screening process; convene timely initial strategy discussions; and prompt allocation of section 47 enquiries. However, following the initial transfer, the progress and management of the case became fragmented and inspectors identified delays in allocation as cases moved between the pods. There was also a focus on completing different assessment processes rather than on timely analysis, intervention and support.

1.8 The early throughput of work was seen as impeding social workers spending time with families, and resulted in missed opportunities to make a difference to children and families who experienced too many early changes of social worker, often at a time when the family were in crisis. Staff echoed these concerns and also raised that the throughput of cases between the pods acted to reduce ownership of decisions and prompted risk adverse management.

1.9 The authority had experienced year-on-year growth in the number of referrals – 1,220 (2013/14) to 1,825 (2014/2015) - and a number of unexplained fluctuations in the volume of contacts during the year. These unexpected increases created additional pressure on the service. Despite this, the authority had maintained consistently good performance in relation to the number of referrals on which a decision was made within one working day.

1.10 The number of re-referrals, however, had increased from 158 (2013/14) to 478 (2014/2015) and it was evident from the information provided by the authority, and from the cases reviewed by inspectors, that some families experienced multiple contacts before a case progressed to an assessment.

1.11 Despite the significant increase in overall contact/referrals, the number allocated for initial assessment had remained around the same level with less than a 4% change over the last four years. The council needed to develop a more coherent approach to the collection and analysis of relevant performance information, to better understand the safe and effective operation of the front door (duty and assessment service). Such information would also help to inform the council's service development and commissioning intentions in relation to preventative services.

1.12 The authority's early intervention arrangements to support families were not sufficiently developed. The current Team around the Family (TAF) arrangements located in the education and youth portfolio were under pressure with staff vacancies and a waiting list for services. Staff and partners expressed frustration with the lack of a co-ordinated approach to early help for families, as they believed this would significantly benefit families and also mitigate the need for statutory services. The council had now identified the development of an early intervention framework as a priority, and the management of the TAF was due to transfer to the social services department in September 2015. The development of an early intervention framework will need to take account of and inform the planned review of children's services to ensure a cohesive whole service approach.

1.13 Children and young people in need of protection were identified by partner agencies and timely referrals were made to children's social services. Professional partners expressed some frustration with thresholds but generally welcomed the quality of the duty officer's early advice, and reported that once a referral was accepted the initial response by children's services was constructive and appropriate safeguarding action taken.

### Quote from partner agency

*"The duty service works well once you're in to the service but getting into the service is not that easy."*

1.14 Despite reported confidence in children's services, partners identified that they often lacked clarity regarding how threshold decisions on new cases were determined, and told inspectors that they were not kept sufficiently informed regarding the outcome of referrals. Inspectors were told that partners sometimes challenged the unqualified duty staff and sought to discuss threshold decisions directly with the senior practitioner.

1.15 Some agencies indicated that they did not understand how the pod system worked and that the rapid transfer of cases between teams created uncertainty regarding who to contact in respect of tracking or following up referrals. Partners also highlighted differences regarding the extent to which social workers across the teams sought information and engaged them in subsequent assessments or informed them of the outcomes.

1.16 The referrals, seen by inspectors, received from other agencies contained sufficient information to support initial decision making. The use of multi-agency referral forms was inconsistent but verbal referrals were mainly followed up in writing. The multi-agency referral form (MARF) would benefit from being refreshed. Children's services workers receiving referrals were proactive about obtaining additional required information and confident in challenging partners regarding any shortfall in the quality or timeliness of referral information.

1.17 The volume of contacts from the police (CID16) reporting incidents of domestic abuse remained consistently high and this created additional pressures for the duty team. The quality of the police referrals seen were variable but more recent examples included a helpful summary of previous involvement with the family and an analysis of presenting risk. Children's services operates a domestic abuse protocol that results in all first domestic abuse incidents triggering a letter to the family, as a minimum response – subsequent reports are referred to the multi-agency risk assessment conference (MARAC). During interviews it was clear that not all staff were aware of this protocol or of the resulting outcomes. There also appeared to be limited intelligence regarding the impact of the protocol on the rate of repeat episodes/referrals.

1.18 Duty staff made relevant background checks with other agencies; however, inspectors often found these were not easily identifiable on the electronic information system. The electronic information system did not support an accessible overview of social services engagement with the family, and depending on the type of case, information was not automatically pulled through from the nominal child's file to that of any relevant siblings. This could result in significant information not being appropriately considered as part of determining risk. The genograms seen were not routinely updated and chronologies were not purposeful. An established user group was in place to promote operational improvements to the electronic information system and selective problems were being addressed in addition to reviewing the future requirements of the service.

1.19 Inspectors found that when contacts were received where there was an obvious indication that a child or children were at risk or had suffered significant harm, prompt decisions were made and initial action was taken to protect the child. Child protection investigations were undertaken, in line with guidance, following a strategy discussion. In the cases reviewed, inspectors saw no examples of children and families being subjected to initial child protection investigations unnecessarily.

1.20 When contacts were received where there was not an obvious indication of significant harm, decisions to progress to referral were not always timely or appropriate. As a result, children were left too long at potential risk and families were not always being offered help early enough.

1.21 In some of these cases, evidence was seen of an over reliance on self-reporting with workers determining screening decisions based on information obtained from telephone contact with families, which was not sufficiently verified or challenged. This was particularly seen in relation to concerns around domestic abuse violence.

1.22 Inspectors saw examples of cases being closed where there was a clear indication that children and families were in need of help and support, albeit with no obvious indication that the level of need met the threshold for significant harm. Nevertheless, these cases clearly should have progressed to an assessment prior to deciding how and by whom support could most effectively be provided. The impact of this was that children and families were not being helped when they should have been. The thresholds in relation to adolescents were identified as being set particularly 'high' and concerns were often minimised. Inspectors saw examples where contacts relating to young people living with parents with poor mental health and/or substance misuse were not progressed to an assessment which prevented them from receiving timely support.

1.23 The council had recognised the need to update its policy and guidance for intervention, and the need to work with partners to develop and reinforce a shared understanding in respect of thresholds.

1.24 The authority had systems in place for responding to referrals out of normal office hours. The emergency duty team (EDT) had access to the council's electronic information system and the senior practitioner had systems in place to prioritise cases referred in by the EDT service.

1.25 Inspectors saw some good evidence that the senior practitioner maintained oversight and sign off in relation to screening decisions that included comments. However, the overall management oversight of access arrangements needs to be strengthened to include the routine audit of case files, to ensure better control of the quality and consistency of practice. The council would also benefit from the development of operational multi-agency peer review processes and a clear protocol for managing re-referrals.

## Theme 2: Assessment

### What we expect to see

Children and young people who are or are likely to be at risk of harm or in need of support are identified and protected.

### Key Findings

- Strategy discussions were managed in accordance with guidance.
- Strategy discussions did not routinely include information sharing with all key agencies.
- The quality and timeliness of child protection enquiries seen were inconsistent.
- Assessments did not always ensure a holistic analysis of need/risk from the outset impacting on timely decision making and the help offered to families.
- Delays in case transfer, the duplication of assessment processes and changes in social worker resulted in a loss of impetus that impacted on the engagement of families.
- Good social work practice was reflected in the content of assessments but was often undermined by the structure and design of the system
- Assessments often articulated children's wishes and feelings but the resulting analysis and plan was not always sufficiently child focused.
- The authorities approach to risk assessment and risk management needed to be more effectively shared and understood by partner agencies.

## 2. Explanation of findings

2.1 Inspectors found that strategy discussions were generally timely and managed in accordance with guidance. However, the records of strategy discussions varied too much in quality and often lacked detailed planning arrangements concerning responsibility and timescales for action.

2.2 Inspectors were concerned that arrangements in the duty and assessment team meant that neither the manager nor the social worker responsible for undertaking the section 47 enquires (from pod two) were involved in the initial strategy process, and had no ability to influence the management of the case. The use of outcome strategy discussions/meetings was not always evident, and staff and partners described this practice as less secure. This contributed to partner assertions that they were not kept sufficiently informed of the outcome of referrals.

2.3 Strategy meetings had mainly been displaced in favour of strategy discussions between children's services and the police. This was partly attributed to the reduced availability of the police, which was also said to have resulted in a growth in single agency (social services) led section 47 enquiries and fewer opportunities for joint social services/police enquires. Partner agencies expressed concern that the use of strategy discussions meant that despite having significant intelligence about the family, they were not able to effectively contribute to this key decision making process. The authority had already determined to take this matter up with the police and evaluate the impact it had on practice.



2.4 The quality of section 47 enquires seen were variable and the time taken to complete enquiries varied across, and within, the teams. Inspectors found that there was a lack of consistency regarding the templates used for recording section 47 enquiries which made it difficult at times to follow the process, particularly for a new worker's understanding of the case. In some instances, inspectors saw section 47 enquiries that had taken several months to complete and the resulting outcome was that further assessment was still needed.

2.5 The council demonstrated clear decision making when moving into child protection investigations and proportionate urgent action was taken to protect children and young people at risk of immediate significant harm. However, once into the assessment process, including section 47 enquiries, the council appeared reluctant to make planning decisions until all assessment avenues had been fully exhausted. This, at times, impacted on the timeliness of cases being progressed to child protection case conference and delayed help being offered to the child and family. The council will want to assure themselves that assessments do not result in undue delay and are undertaken at an appropriately focused pace.

2.6 Inspectors noted the action taken to strengthen the management oversight and sign off of pre-birth assessments, and that these were now systematically reviewed by the fieldwork service manager following a review of this process in early 2015.

2.7 The authority had used emergency protection powers six times in the last year. Inspectors sampled these cases and found examples where such action was appropriate but also a small number where planned action could have been taken earlier. The authority would benefit from having systems in place to routinely review and learn from such cases.

2.8 The number of initial assessments completed in the period 2014/2015 had reduced from the same period for the previous year. Although the percentage of initial assessments completed in seven days had improved to 88%, the number of assessments completed overall had decreased.

2.9 Child in need cases were held across a number of teams, all of which experienced different pressures and competing demands which impacted on the amount and intensity of work that could be carried out. Workers were being innovative in carrying out direct work but this was not always effectively captured on the case records. Staff viewed work with child in need as being "constantly eroded" by child protection priorities and believed they would have more capacity if early intervention services were in place. Inspectors questioned whether the use of the 'nominal child' on the information system also meant that the overall child in need demand and resulting caseload was not recognised by the council.

2.10 Inspectors saw few examples of initial assessments, as the majority of cases reviewed progressed to strategy discussion or a risk assessment. Staff identified the limited reliance on good quality initial assessments as a barrier to families receiving early support that might divert the need for more intensive intervention. Early opportunities to intervene were therefore potentially being missed.

2.11 The number of core assessments completed in 2014/2015 had reduced slightly from the previous year, but timeliness in completion was reported as remaining consistent at around 88%.

2.12 The council had invested in a whole service risk assessment model (Risk 2) to support social workers to identify and analyse potential risk factors. Most staff told us that the model was well embedded within children services and that they had received or had access to the necessary training. Whilst appreciating the need for a risk framework, some staff found the application of the model was too inflexible and did not work well for some children and families. It was a

concern that some partners were not aware of the council's risk assessment process. This raised questions regarding how the assessment informed and translated into a shared multi-agency risk management plan.

2.13 To prevent duplication, the authority had determined that the assessment resulting from a section 47 enquiry and/or Risk 2 assessment could be used interchangeably as core assessments. Inspectors found that the council's flexible use of assessment formats had not been sufficiently underpinned by clear service expectations, for example timescales or targets for completion. The time taken to complete the assessment was also calculated from the day of allocation, rather than from the date of referral or the date when the decision was made to undertake an assessment. Inspectors were concerned how this impacted on the service user experience and also how well the council understood and accurately reported on the timeliness of its assessment activity.

2.14 Some of the assessments seen were of good quality, utilising a range of information to inform the analysis. However, inspectors identified that the good social work practice reflected in the content of assessments was undermined by the structure and design of the system.

2.15 The unintended consequence of the council's different assessment formats was that assessments often became fragmented and/or protracted. The failure to ensure an appropriate holistic analysis of need and risk from the outset impacted on timely decision making. Inspectors saw examples where decisions were deferred for further assessment rather than being progressed to a multi-agency child protection conference or child in need planning process. Also, despite several assessments, there was often no robust view of the family's parenting capacity and ability to meet the child's needs.

2.16 The duplication of some assessment processes resulted in a loss of impetus that was compounded by the transfer arrangements between the pods/teams that necessitate families re-engage with a new social worker. This also directly impacted on the experience of the family and their ability/willingness to engage in a process that they did not understand.

### Quote from parent

*"The first social worker worked well with us as a family, but then I had to have a new social worker and I didn't understand why we had to go to a case conference. I felt judged when I had done nothing wrong."*

2.17 Evidence from case files, staff and families highlighted that the council did not routinely provide people or relevant partner agencies with a copy of their assessment. This practice, again, must impact on children and families understanding of the purpose of both the assessment activity and the resulting plan, and potentially limit their ability to influence and use the help they receive.

2.18 The extent to which children and young people were involved in their assessments was variable but some good practice was identified. In some cases, social workers were able to describe the persistent efforts they had made to gain the child's wishes and feelings, and it was disappointing that this was not better reflected in case records. In other examples, however, it was not possible to determine from the assessment if the child had been seen or seen alone and this will require further attention.

2.19 Inspectors saw evidence on the files that managers sign off assessments and provide comment. It was positive that managers checked if the child had been seen as part of this process but the council's performance, for example in relation to the percentage of initial assessments where there is evidence that a child is seen/seen alone, has remained stubbornly low. Inspectors also challenged the assertion found on a number of cases that the child involved was too young to express a view. Staff and managers would benefit from greater guidance regarding the council's expectations, particularly around the engagement of younger children in assessments.

2.20 Despite the importance attributed by staff to seeking the child's wishes and feelings, the assessment analysis and resulting plan often lacked a sufficient focus on promoting best outcomes for the child. Most of the manager's comments regarding the assessments related to next process steps rather than a reflection on the content, the quality of the assessment and the resulting plan.

2.21 The timeliness of the sign off process was variable, often reflecting the manager's availability. In some instances this delayed the subsequent planning/transfer of cases.

2.22 As with access arrangements, senior management oversight of the quality of assessments requires strengthening. Inspectors were reassured that the council had recognised that the assessment arrangements were not as effective as they could be, and had commissioned an external facilitator to support them in a review of their process.

## Theme 3: Safeguarding and Care Management

### What we expect to see

Children and young people identified as being in need of help or protection, including looked after, experience timely and effective multi-agency help and protection through risk based planning, authoritative practice and review and secure positive outcomes.

### Key Findings

- Social workers could articulate children's needs and the risks associated with their care as well as actions required for reducing risk and achieving desired outcomes.
- The council's approach to risk assessment and risk management needs to be more effectively communicated and understood by partner agencies.
- All child protection work was undertaken by qualified staff.
- Once identified as required, child protection conference and reviews were timely, well managed and child focused.
- Many children had experienced frequent changes of social worker.
- Core groups and child protection plans did not always ensure a shared understanding of the risks, the progress required or the outcomes achieved.
- The council had developed a clear relationship between the public law outline and child protection.
- The council had a good range of supportive services to meet the needs of children and families requiring statutory intervention, but access to these services was increasingly subject to a waiting list.
- Looked after children cases were allocated but not all looked after children were allocated to a qualified social worker.
- The quality of care plans was inconsistent and not sufficiently forward looking or outcome focused.
- Looked after children reviews seen were well managed and independent reviewing officers (IRO) had the skills and experience to deliver against the expectations of the service

## 3. Explanation of findings

3.1 All child protection work was undertaken by a qualified worker and there was a good mix of experience within the teams. All children whose names were included on the child protection register were allocated to a qualified worker. A lack of consistent management capacity was raised as increasingly impacting on management availability and oversight of cases.

3.2 When the decision was made that a child protection conference was required, conferences were convened within appropriate timescales. The council had seen a significant reduction in the number of children whose names were included on the child protection register, from 133 in 2013/2014 to 75 at the end of 2014/15. The children safeguarding managers routinely scrutinised

these figures, providing information and a narrative to the senior management team and to the relevant scrutiny committee. The team was intending to develop clearer links with the duty service to better understand the fluctuations in the number of new child protection referrals and track child protection enquiries more effectively.

3.3 The social work child protection conference reports seen by inspectors were found to be of adequate to good quality, providing sufficient information for conference members to make appropriate decisions. Safeguarding managers believe the quality of social work reports is improving and that the Risk 2 assessment has provided a helpful framework.

3.4 The council's transfer arrangements meant that the social work reports for conference, although timely, were prepared by a social worker using the information from the section 47 report written by the previous worker. The time constraints, given the case had to be transferred and prepared for conference in 15 days, resulted in little opportunity to engage with the family. Inspectors were told that these arrangements did not work well for children or families and that it was difficult for professionals to ensure the views of children were represented at the initial conference when they did not always know the child well. All the social workers and managers interviewed were committed to improving outcomes for children and families they worked with. However, the frequent changes of social worker impacted negatively on the quality of casework and, more significantly, the relationships between children's families and staff following child protection registration cases transferred to the family intervention team (FIT) team, and it was only at this point that the pace of social work change slowed down.

3.5 The child protection case conferences observed by inspectors were well chaired and child focused. The council has increased the capacity of its safeguarding managers in response to growth in demand and to ensure better continuity for families. Partner agencies attendance at case conferences is monitored and was described as good, and professional non-attendance was challenged. The police do not always attend review case conferences but provide reports where relevant.

Inspectors saw examples of social workers and conference chairs providing good support to families attending conferences, demonstrating mindfulness of the potential sensitivities involved. The authority had also acted to bolster the child's voice and understanding of the process through the development of an innovative 'buddy' system.

### **Observation – case conference**

The chair was clear and confirmed that reports had been read and ensured that all participants were able to contribute. Both parents attended and despite the uncomfortable nature of some of the issues, people did not shy away from discussing the affect on the children. There was a conference buddy who had completed a piece of participation work with the eldest child – this was relayed to the conference. The discussion was challenging at times but was sensitively done.

3.6 The conference chairs ensured that core group membership and an outline child protection plan was agreed at the conclusion of the first conference. Core group and child protection review arrangements were timely and included those professionals directly involved with the family. However, the ownership and challenge afforded by the core group was inconsistent. In one

example, an agreed parenting assessment was not undertaken, was not challenged and delayed de-registration. There was insufficient evidence of how parents, carers and young people were engaged in core groups or that they had been helped to understand the process as their views were not routinely captured in the record.

3.7 The quality of the child protection plans seen were variable but mainly satisfactory and included some that were good. Children who were subject to child protection plans were mainly visited within agreed timescales. Inspectors saw some constructive work with partner agencies to progress both child protection and child in need plans. Partner agencies equally reported effective working relationships with social workers, but again highlighted that the changes of social worker hindered good communication and “made no sense to families”.

### Case example from file

The mother’s initial resistance to intervention was overcome by the work of the social worker and through the involvement of the freedom programme. The school worked together with the social worker to provide additional well-being support and the direct work undertaken with the children supported them to feel safe. This resulted in positive outcomes for the children and their family.

3.8 The child protection plan template was not considered by inspectors or staff as effective in promoting outcome focused child in need or child protection planning, and this remains an area for development. The format of the plan was overly focused on the social worker as the co-ordinator of tasks and activities, and plans often did not capture the quality or detail of the work undertaken with the family or the outcomes they needed to achieve.

3.9 Some plans seen lacked clarity regarding what change was needed and how progress would be measured. In some instances, the focus on one aspect of risk dominated the plan and other issues became “temporarily lost” potentially leaving the child vulnerable. There was often an over focusing on parent’s compliance rather than on the difference the plan made to the child. Inspectors were not confident that parents/young people were routinely provided with a copy of the resulting plan which limited families shared ownership of the issues.

3.10 Overall progress of plans was considered at review child protection conferences and this provided an essential level of quality assurance. Conference minutes were produced to satisfactory standard. However, inspectors were concerned that the council’s practice of not producing conference minutes at the point of de-registration obstructed scrutiny and made it difficult to understand the rationale for de-registration.

3.11 Most children and young people who need protection were subject to case conference and child protection plans. However, some cases on the cusp of child protection or following de-registration were managed through the council’s child in need arrangements. The timeliness and quality of child in need plans/reviews was variable but included some good structured work and service provision. Other child in need cases, however, reflected over optimism regarding the family’s understanding of the issues. In some instances, the decision not to register the child or de-register the child was influenced by the level of co-operation shown by the family during lengthy assessment processes. Despite the family subsequently withdrawing from child in need services there was no evaluation or review of what this meant for the safety of the child. In other instances, cases were closed before the outcome or impact of referrals to other services was known.



3.12 The looked after children population had shown a slight increase, from 219 in 2013/2014 to 224 in 2014/2015. These cases were managed across a number of teams, transferring to a dedicated children and young adults support team (CYAST) once the permanency plan has been determined. The children integrated disability team (CID) and the transition teams also manage looked after children cases.

3.13 The council had developed a discreet project which had developed a clear relationship between the public law outline (PLO), child protection and section 20 accommodations. Cases were now referred to a PLO screening process after the second or third case conference. This system included prompt access to legal advice and senior management oversight of decision making, including reviewing timescales for the period a case should remain in the pre-proceeding stage. This development was viewed positively by staff and helped families as it supported more timely identification and action on cases where families had been unable to make sufficient progress to meet the child's needs. This project was now embedded within the FIT team.

3.14 Good performance was reported in relation to the timeliness of first placements that began with a care plan, as well as timeliness of reviews and statutory visits. The council's systems supported the identification of any shortfall in performance across the teams. The council was yet to translate what this performance meant in relation to the outcomes achieved for young people. It was noted that there had been recent corporate focus on the timeliness of health assessments and personal education plans, and this had resulted in some improved compliance but further improvement is required.

3.15 The council's ambition that all looked after children were allocated to a qualified worker was mainly realised, but some looked after children were allocated to experienced but unqualified staff. The council had systems in place to support the oversight of these arrangements. Once cases transferred to the CYAST team, children and young people had a greater opportunity to develop more consistent relationships with their social workers.

### Quote from social worker

*"Social workers are changed too often for families and often at critical times. When allocated to the long-term team they should then stay with the allocated social worker and not be passed on as this is very disruptive for the family and teams working with them."*

3.16 Evidence from the interviews and the files reviewed indicated that children did not become looked after unless it was necessary but in some instances earlier intervention may have:

- prevented the escalation of issues that resulted in the need for care;
- supported more timely decisions to intervene.

3.17 The council worked hard to try to ensure that, where possible, children were looked after within their extended family or supported to maintain more meaningful relationships. The authority had developed a positive family group conferencing service that was being used to promote this aim. The council had also had success in increasing the recruitment and support available to kinship carers. Whilst recognising and supporting the council's focus on maintaining children within their family where safe to do so, the perception of some staff was that the council's placement panel arrangements "slowed the decision to admit a child into care" despite community services not being available or agile enough to meet the child's identified needs.

3.18 The council had a good range of supportive services to meet the needs of children and families requiring statutory intervention. There was evidence that children and families benefited from these services but service pressures and reduced capacity within the FAST team was increasingly impacting on the availability and timeliness of delivery. Social workers and partners saw the reduction of the service as directly affecting the outcomes achieved for children and were frustrated by the extent to which they saw good services being “eroded” and perceived this as due to the need for efficiency savings.

3.19 The evidence from the cases reviewed was that care planning was mainly satisfactory but inconsistent. Children had a care plan but the current format of the plan was often not sufficiently forward looking or outcome focused. The health and education plans also needed to be better integrated into the overall plan. The looked after children education service was valued and communication between education and social services was described as supporting the focus on attainment and school stability.

3.20 The most frequently highlighted gap in service provision for looked after children remained the limitation on the availability of Child and Adolescent Mental Health Services (CAMHS) although the work of the looked after children CAMHS worker was valued by staff.

3.21 Social workers had a good understanding of their cases including potential risk to the child but this was not always well reflected in the plan and, in some instances, there was a lack of timely contingency planning in relation to the child’s placement needs.

3.22 The vulnerability of looked after children who go missing from care was recognised by staff but there was a lack of clarity regarding the procedures in place for managing this issue. Rather, there appeared to be an over reliance that “a manager would advise them what to do”. The safeguarding arrangements for managing this and the involvement of children and young people in other “risky behaviours” need to be more firmly established across the service to ensure that staff are confident to take timely action to protect the child.

3.23 Staff saw themselves as strong advocates for children and sought to be creative in their work to engage children and young people in their care planning. Formal advocacy was commissioned on a regional basis but the recent re-commissioning of the service had resulted in some temporary shortfall in provision. Issues of poor communication were highlighted by staff regarding the re-commissioning process and the service was said to not yet be fully established, for example in relation to its independent visiting service. Senior managers were seeking to manage these issues to limit the impact for children and young people in Flintshire.

3.24 Looked after children reviews were compliant and independent reviewing officers (IRO) routinely met with children and young people prior to the reviews to encourage their engagement. The IRO service was represented on the children forum and also contributed to the council’s placement panels; this provided them with good opportunity to ensure a strong focus on continuity of planning and on best outcomes for children and young people. The quality assurance responsibilities of the IRO service include reporting (for example) on the timeliness and quality of statutory visits.

3.25 Staff, managers and partners across the teams were clearly confident in their role, responsibilities and commitment to looked after children. However, staff were concerned that budget pressures were increasingly impacting on the council’s level of ambition for looked after children, with a more perceived focus on “meeting requirements” and being “good enough”. It will be important for the council to address this perception and demonstrate its clear commitment to driving and achieving best outcomes for looked after children and young people.



### Quotes from staff

*“Looked after children are the priority and staff always try to ensure their voice is heard and will challenge the council on behalf of the child if necessary.*

*Changes in the budget to support looked after children in education has meant they can no longer access direct support from tutors – this is a backward step.”*

3.26 The council has recently developed a single safeguarding unit, co-locating the adult and children’s safeguarding teams with the IRO service, together reporting to the head of safeguarding. Managers and staff were energised by the management interest that had brought about this change and were optimistic that the new unit would support better sharing of intelligence, a stronger line of sight on the quality and responsiveness of operational practice and a stronger focus on the child. This unit has only just been located together and it was therefore too early to determine what impact it would have.

## Theme 4: Leadership and Governance

### What we expect to see

Leadership management and governance arrangements comply with statutory guidance, and together establish an effective strategy for the delivery of good quality services and outcomes for children, young people and their families.

The authority works with partners to deliver help, care and protection for children and young people, and fulfils its corporate parenting responsibilities for looked after children.

Leaders, managers and elected members have a comprehensive knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively.

Services are delivered by a suitably qualified, experienced and competent workforce that is able to meet the needs of local children, young people and their families.

### Key Findings

- Leadership, management and governance arrangements complied with statutory guidance.
- Senior leaders and officers saw safeguarding as a priority and were committed to improving safeguarding mechanisms.
- The council's strategic direction needs to be translated into a strategy for delivery of children's services that is effectively communicated to staff, partners and service users.
- The council needs to ensure there is an ongoing analysis of the underlying complexities and risks associated with children's services.
- Elected members' ability to challenge performance needs to be strengthened by improved quality assurance information.
- The authority is seeking to improve how the voices of children and young people shape service development.
- The cross cutting responsibilities of the social services senior management team were not well understood by staff and partners.
- The council should ensure that managerial leadership is sufficiently aligned to the professional experience needed to manage the complexity of discrete areas of operational delivery.
- Performance and quality assurance information needs to be more effectively captured and used to systematically drive operational performance.
- A suitably qualified, experienced and committed workforce was in place.
- The council has a strong commitment to learning and development.
- The council needs to ensure that structured induction and core training programmes is available for all staff, including managers and agency staff.
- Staff received and valued regular supervision but the quality was inconsistent and subject to work pressures.
- The morale of some staff was being affected by changes in service and management capacity.

## 4. Explanation of findings

### Strategic direction

4.1 At the most strategic level, the council has determined the important principle that families are supported and their whole family approach is clearly established within the council's Single Integrated Plan (SIP 2013–2017). However, it was not evident the extent to which its strategic direction had been informed by an analysis of either joint strategic or shared local needs.

4.2 Leadership, management and governance arrangements comply with statutory guidance and arrangements were in place for engagement with strategic partners. We noted the chief executive's leadership role on the local service board and the chief officer's social service (statutory director of social services) role on the regional safeguarding children's board. The evidence provided by partners suggested that the contribution of the chief officer to the regional safeguarding board, whilst influential, had been hindered by capacity issues within the senior management team. Flintshire's representation on the board and the relevant subgroups has been strengthened with the recent appointment of the senior officer safeguarding/lead for children.

4.3 The council was aware of its strengths and areas for development, and had undergone a significant period of reorganisation to align its senior management arrangements with its model for delivering sustainable services. This focused on a leaner approach underpinned by improved cross directorate working. The changes in the senior officer team were described by officers and members as positioning the council to make efficiency savings, but also supporting a changed delivery model that reduced silo working.

4.4 Elected members and officers were clear that safeguarding was a long established corporate priority, but believed that this had been recently strengthened by the council's decision, as a response to such UK wide emergent issues as child sexual exploitation and adult safeguarding, to designate safeguarding as a strategic priority within the council's Improvement Plan for 2015/16.

4.5 The council was confident that the focus on families promoted the ability of the statutory director to shape the corporate agenda. There was corporate assurance that although children's services would contribute to future savings they would remain relatively protected. At the time of the inspection, the council had determined a significant change agenda for children's services, to be overseen by a modernisation board chaired by the chief executive. Despite a greater awareness of the challenges facing children's services, there needs to be ongoing analysis of the underlying complexities and risks associated with the service.

4.6 Inspectors found a good level of political support for the council's strategic direction and children's services. The cabinet member for social services met regularly with the chief officer for social services and his management team. The cabinet member expressed confidence in undertaking the responsibilities of the role. The briefing arrangements described, however, were mainly informal and would benefit from being more structured to ensure officer accountability.

4.7 The scrutiny arrangements undertaken through the social and health care overview and scrutiny committee were well established. Committee members understood their challenge role and could provide some positive examples of how they discharged their responsibilities in monitoring the council's performance. Inspectors had reservations that the reports provided to scrutiny did not always include a sufficiently robust analysis, and believed that elected members' ability to challenge performance would be strengthened by improved information regarding the quality of services and the experience of people receiving services.

4.8 Elected members and senior officers undertook regular visits to front line staff to directly hear their views, as recommended by Lord Lamming (following the death of Victoria Climbié). Staff welcomed these visits but believed that the arrangements could be more purposeful and create more opportunity for front line workers to discuss service pressures.

4.9 The children's forum (corporate parenting board) is established and elected members are well represented. The forum membership includes four young people and their direct involvement helps to inform service improvement. Issues raised in this forum are reflected and tracked through scrutiny. Members of the board could give positive examples of what difference corporate parenting had made to children receiving services, and believed the recent appointment of a participation officer will support better engagement of children and young people in service design and strategic thinking.

## Leadership

4.10 Children's social services had experienced a period of change. The departure of a long serving head of service had resulted in a loss of expertise in children's services and in what staff and partners described as a period of "leadership inertia". The chief officer social services management team was configured to reflect the strategic focus on families, with all managers having a role in both children and adult services. This team, although confident in its ambition, was only recently fully established and was still developing its working relationships and accountabilities.

4.11 Inspectors found that the strategic direction for children's services had not been effectively translated into a strategy for delivery of children's services that had been disseminated throughout the workforce. The shared service responsibilities of senior managers was therefore not yet well understood, and some staff and partners said that they did not know who was responsible for decision making for some services. Whilst understanding the intention behind the revised management arrangements, inspectors viewed the stated advantages as yet untested and mainly aspirational. The council will need to ensure that managerial leadership is sufficiently aligned to the professional experience needed to manage the complexity of discrete areas of operational delivery.

4.12 Staff consistently reported that there had been a recent change in culture with the appointment of the senior manager safeguarding/lead for children in February 2015. Staff and partners expressed confidence both in the post holder and also to there being a designated senior lead for children's services.

4.13 At the time of the inspection, children's services were in the process of initiating a significant programme of change. This programme included:

- review of children services to inform a restructuring of services;
- restructuring of business support services;
- development of an early intervention and prevention service;
- implementation of a quality assurance framework;
- review of assessment processes.

4.14 Whilst reflecting the lack of sustained management focus in the past, and the current need to manage growing demand and efficiencies, inspectors recognised that the scope of the council's plans signalled their renewed commitment to improving both early help and statutory services for children, young people and their families. The council fully acknowledged that it had "much to do to translate these aspirations into a focused framework for delivery of children's services."

4.15 Most staff and partners welcomed the announced plans to review services, but some were frustrated that a number of key vacancies had remained unfilled whilst a service restructure was being considered. The council will need to ensure that the speed of change is appropriately paced and is undertaken in a way that takes staff with them and supports the meaningful engagement of partners and service users.

## Performance information and quality assurance

4.16 Management information was being used to measure some aspects of performance, but this was not sufficiently systematic to improve the quality of services for children and families. Inspectors recognised the close and regular attention paid by senior officers and members to key performance indicators, and that the council reported mainly positive and/or improving performance on that basis.

4.17 Managers had access to performance data through a dedicated performance officer and bespoke reports, and the information system supported further development of reports. Although some recent audit activity was noted, inspectors were concerned how performance such as that relating to re-referrals and assessments was routinely captured and used to challenge the authority's practices. It was disappointing that many operational staff understood performance information to be a management tool rather than as a means of improving the experience of children and young people.

4.18 Managers recognised that overall quality assurance mechanisms was underdeveloped and were in the process of introducing a new framework that would better inform analysis of service effectiveness. This will need to be embedded as core business at all levels across the service. The recent development of a safeguarding unit, including safeguarding managers and the IRO service, was seen as a positive means of supporting a more effective line of sight on the quality of operational practice, but this was still at a very early stage.

4.19 The council was developing strategies to ensure it sustained a culture of learning. Most staff we interviewed expressed positive views about the availability/accessibility of formal and required training, and inspectors recognised the council's strong commitment to learning and development. However, systematic arrangements were not yet sufficiently well-established across the service to capture and disseminate wider learning from social work practice and service user feedback mechanisms. It will be important to ensure that the CID/transition services are routinely included in any wider children service learning. It was noted that the complaints officer attended social work team meetings on a quarterly basis to look at lessons learnt. Many of the complaints seen by inspectors echoed concerns around frequent changes of social worker and the lack of communication; this intelligence should inform the planned restructuring of services.

## Workforce

4.20 The council had introduced a number of changes to support staff to work flexibly, but also to improve communication and create a stronger children's service identity. These changes included the introduction of agile working that supported staff to access and input information whilst working from a range of locations, also the relocation of staff to one office in Flint. Staff welcomed these developments and many could see potential benefits, some citing agile working as one of the reasons they remained with the council.

4.21 However, staff and managers also raised issues that the open plan office space as well as agile working fragmented the identity of the team, and described a loss of peer support and staff development opportunities. Opportunities for team learning and development were inconsistent across the service, but the working environment had impacted on this too. Managers also told us that they found it more difficult to maintain oversight of the work and the morale of the team.

### Quotes from staff

*“Agile working has improved relationships with other teams. I have missed the peer support from a smaller setting.”*

*“The team ethos has also been impacted by the agile working process which in my opinion has reduced the ongoing peer support necessary within this working environment.”*

*“There are good opportunities for professional development in Flintshire but while it’s easy to move into the duty team – it’s not so easy to move out into another team?”*

### Quote from agency worker

*“There is very good admin support here and positive morale – I would like a permanent job here.”*

4.22 The concept of a whole children’s services identity was not seen as having been extended to include the CIDs team. This service was managed through adult services and was now located away from children’s services. The intention to promote seamless transitions into adult services was understood and appreciated by staff. However, social workers in the CIDs team and the transition team hold casework responsibility for delivering all aspects of statutory children’s services, for both the disabled child and for any siblings in their family. The move from children’s services was therefore viewed by staff as potentially weakening multi-agency links and staff access to professional advice and support. This was a particular issue given the reduced child care management capacity within the team.

4.23 The council will need to evaluate the impact of these changes with staff and service users, to ensure that there is no diminution in the principle that children with a disability are children first, and that the timeliness and quality of service reflects best practice.

4.24 Social worker recruitment and retention was highlighted as one of children’s services strengths, and most social work teams included a good mix of experience and qualified staff, many of whom had worked for the authority for a number of years. A small number of experienced agency staff had been employed, but these were mainly to meet additional service demands or staff absences. There was no proactive induction or training for agency workers to ensure that they understood the Flintshire policy and procedures. The feedback from staff generally was that Flintshire had a good reputation and was a positive place to work, staff valued that the authority promoted a good work life balance.

4.25 The majority of the staff interviewed told us that workloads were manageable but were becoming increasingly pressured, both in terms of volume and complexity. Staff believed that the demands of their caseloads were not always apparent or sufficiently recognised by senior managers, as child in need cases were recorded on the basis of one child. They felt supported to manage their work demands by their line managers and viewed managers across the service as equally approachable and responsive. Supervision of social workers was routinely undertaken by the senior practitioners. Most social workers reported that supervision was sufficiently frequent and of a good quality. The inspector's review of the supervision records demonstrated that despite a comprehensive format for supervision, including training and development needs, the records mainly reflected task centred case discussion.

4.26 There was some significant vulnerability identified at team manager and senior practitioner level across all of the teams. The supervision received by team managers and senior practitioners was less regular and often said to be vulnerable due to competing demands. There was also no proactive induction or training programme for staff moving into the management role. Senior practitioners had no opportunity to meet as a group with team managers or as peers, which limited opportunity for shared learning and support.

### Quotes from staff survey

*"The current senior practitioner post is on hold; this is having an adverse effect upon the team."*

*"Loss of experienced management is unsettling the working environment and morale."*

*"Team meetings are rushed with no space for reflecting on practice and learning from case work."*

4.27 Managers and staff expressed growing anxiety that the overall reduction of both management time and experience was increasingly impacting on the resilience and safety of the service. Inspectors were concerned that senior officers should evaluate the management needs of the service, and ensure that current vacancies were not impacting on the quality of services received by children and families.

# Appendix

## Information about the inspection

The inspection of the local authority was carried out under chapter 6 of Health and Social Care (Community Health Standards) Act 2003.

## Methodology

Fieldwork for this inspection was undertaken during the weeks commencing 25 May and 1 June 2015.

Most inspection evidence was gathered by looking at individual children and young people's experiences. This was done through a combination of case tracking and case-file reviews.

Additional evidence was collected from a review of documentation including a staff survey, supervision records and complaint documents.

Also, a range of individual interviews and focus groups with senior and operational managers, elected members, partner agencies, senior practitioners, social workers and support staff.

We reviewed/tracked 50 case files. This included 15 interviews with staff/other professionals, six interviews with families and/or direct observations of practice.

## The inspection team

The inspection team consisted of four inspectors employed by CSSIW inspectors.

Lead inspector: Katy Young

Team inspectors: Pam Clutton, Rob Gifford, Bobbie Jones





## CABINET REPORT

<b>Date of Meeting</b>	Tuesday 13 <sup>th</sup> October 2015
<b>Report Subject</b>	Review of Winter Maintenance Policy
<b>Portfolio Holder</b>	Deputy Leader of the Council and Cabinet Member for Environment
<b>Report By</b>	Chief Officer (Streetscene and Transportation)
<b>Strategic Operational</b>	Strategic

### EXECUTIVE SUMMARY

A Highway Authority is under a duty to ensure, so far as is reasonably practicable, that a safe passage along a highway is not endangered by snow or ice. The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.

The level of service for County Roads is determined by a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of 'reasonably practicable'. It is good practise to regularly review the content and practises set out in the current winter maintenance policy, particularly in respect of any legal judgements or following any changes in national policy since the last review which took place in 2013.

This report updates the current Winter Maintenance Policy, the legislative requirements of providing such a service, the budget allocation and actual expenditure (over 4 financial years) in complying with the existing policy (and salting routes), and the actions taken by Streetscene and Transportation portfolio to support the Winter Maintenance Service.

## RECOMMENDATIONS

(1)	That the Winter Maintenance Policy (Appendix 1) and its procedures for delivering the winter maintenance service be approved.
(2)	That the removal of 2 rural gritting routes (Cilcain and Hope Mountain Areas) carried out by contractors that do not meet the criteria required within the Priority 1 be noted.
(3)	That it be noted that 2 unclassified roads that have historically been treated by Denbighshire County Council (DCC) and have been removed from their Priority 1 gritting routes as part of their savings will not be precautionary gritted in future and therefore will not be included on Flintshire's Priority 1 route list. Removed from DCC as part of savings: <ul style="list-style-type: none"><li>• Gwaenysgor Crossroads to the Bryniau (Gwaenysgor)</li><li>• Bedlwyn Crossroads – Rhyd y Ceirw (Rhydtalog)</li></ul>

## REPORT DETAILS

1.00	BACKGROUND TO THE CURRENT WINTER MAINTENANCE POLICY
1.01	The Council, as the Highway Authority for County Roads, has a general duty, under Section 41 of the Highways Act 1980, to maintain the highway network in a good state of repair so as to render it safe for ordinary traffic at all times of the year.
1.02	Section 111 of the Railways and Transport Act 2003 states that <i>"In particular, a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow and ice"</i> .
1.03	Under Section 150(1) of the Highways Act 1980, there is a requirement for the highway authority to remove an accumulation of snow which forms an obstruction, subject to a number of factors stated in Section 150(3) of the 1980 Act.
1.04	The 2005 Code of Practice for Highway Maintenance Management advocates using principles of risk assessments to establish which routes should be included in a programme of treatment during inclement weather.
1.05	The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.
1.06	In order to provide a statutory defence, a County Policy on winter maintenance services is required which should be reviewed on a regular basis.
1.07	The requirement to ensure compliance has been emphasised in collaborative meetings that have taken place amongst the six North Wales Authorities following the Coroner's inquest into the winter maintenance incidents that have occurred in North Wales Authorities during recent years.

1.08	The level of service for County Roads is based on a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of 'reasonably practicable' but will continue to keep service provision under review, particularly in respect of any legal judgements. A review of the Winter Maintenance operations is undertaken each year before the winter season.
1.09	The changes in levels of service in this version of the Winter Maintenance Policy are outlined within the policy and summarised as follows:
1.10	3 rural gritting routes (Cilcain, Afonwen and Hope Mountain Areas) that are currently treated by agricultural contractors do not meet the criteria required within the Priority 1 gritting routes. The routes have been treated historically and for the reasons of consistency need to be removed. The routes will be appropriately signed to notify road users of the change in policy.
1.11	2 unclassified roads which have historically been treated by Denbighshire County Council and have been removed from their Priority 1 gritting routes as part of their savings will not be precautionary gritted in future as again the routes do not meet the Councils criteria for Priority 1 routes. The routes will also be signed to advise road users of the change
1.12	The gritting of car parks will take place only within the normal working week (Mon – Sun, 7am – 5pm) and the work will be restricted to the pay and display car parks and other Council owned car parks which require treatment following a risk assessment.
1.13	The spread rate for precautionary gritting has been changed to reflect the Welsh framework.
1.14	The new policy confirms that Alltami depot will become the single operational depot for delivering the winter maintenance service following the closure of Halkyn depot. The level of pre-winter stock has been maintained by increasing the level of residual stock in Greenfield.(10,200 total)
1.15	The winter maintenance service on publicly accessible roads and footpaths at sheltered accommodation units is now carried out by the Streetscene service with the caretaker/housing services clearing individual drives and paths. This provides Members and residents with a single point of contact for the service and a provisional budget has been allocated to the Environment Directorate for the provision of the service.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>		
2.01	Finance - Previous Years Budgets		
	2012	2013	2014
Budget	1,275,595	998,595	998,595
Actuals	1,413,497	891,894	923,859

2.02	Costs increased in 2012 due to the high number of snow events.
2.03	This report does not impact on staffing levels.
2.04	Winter maintenance operations on the highway infrastructure are carried out predominantly by the Streetscene Staff and resources supplemented by local agricultural contractors as necessary.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Consultation has taken place with:</p> <ul style="list-style-type: none"> <li>• Operational departments and stakeholders</li> <li>• With Cabinet Member</li> <li>• Neighbouring Local Authorities in relation to their Winter Maintenance Operations</li> </ul>
3.02	Further consultation will be required with members in areas where routes are affected

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The winter maintenance service has undertaken various risk assessments on the routes and the type of de-icer, which are outlined within the policy.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Revised Winter Maintenance Policy

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Highways Act 1980.
6.02	Well Maintained Highways - Code of Practice for Highway Maintenance July 2005
6.03	Quarmby Report – July 2010
6.04	Trunk Road Maintenance Manual
6.05	Welsh Government Advice Documents
6.06	<p>WLGA Advice Documents</p> <p><b>Contact Officer:</b> Stephen O Jones Chief Officer (Streetscene and Transportation)</p> <p><b>Telephone:</b> 01352 704700</p> <p><b>E-mail:</b> <a href="mailto:stephen.o.jones@flintshire.gov.uk">stephen.o.jones@flintshire.gov.uk</a></p>

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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None

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# Winter Maintenance Policy 2015-2018







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## 1 | Background

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- 1.1 Section 41 of the Highways Act 1980 places a statutory duty on the Highway Authority to maintain the highway, as follows:-

*“(1A) In particular, a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that a safe passage along a highway is not endangered by snow or ice.”*

- 1.2 The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.
- 1.3 In order to provide a statutory defence, a County Policy on winter maintenance services is required which should be reviewed on a regular basis.
- 1.4 The requirement to ensure compliance with Section 1.3 has been emphasised in collaborative meetings that have taken place amongst the six North Wales Authorities following the Coroner’s inquest into the winter maintenance incidents that have occurred in North Wales Authorities during recent years.
- 1.5 The level of service for County Roads is determined by the elected Members of each Council. This is based on a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of **‘reasonably practicable’** but will continue to keep service provision under review, particularly in respect of any legal judgements. A review of the Winter Maintenance operations is undertaken each year before the winter season.

## 2 | Purpose of policy

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- 2.1 To demonstrate compliance with the statutory duties of the Highway Authority by recording a managed, cost effective approach to providing winter maintenance service in the interest of public safety.
- 2.2 To provide a statutory defence against third party claims.
- 2.3 To inform and involve Members in the procedures associated with the winter maintenance service
- 2.4 To set out the aims and standards for the winter maintenance service, the facilities and resources available and guidance as to how the aims and standards are to be achieved.

## 3 | Procedures

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### 3.1 Weather forecasts

**3.1.1** Daily weather forecasts are received throughout the winter period and are specific to Flintshire County Council. The forecast is provided by MeteoGroup who are the largest private weather forecasting organisation in Europe. MeteoGroup utilise their experience at weather forecasting combined with information provided by Ice Prediction sensors situated at:

1. A55 at Brynford
2. A541 at Hendre

to predict the weather for a 36 hour period from 12 noon daily. The weather forecast is provided through a web based system - RoadCast and this forms the basis of the decision making process with regards to gritting actions taken in the interest of road safety over the succeeding 24 hours.

**3.1.2** MeteoGroup provides forecast information in the in the following format:

- ▶ Projected road surface temperature graphs for two ice sensor sites within the County and others in the neighbouring Counties. These sites have been specifically chosen to provide information which is considered representative of the whole County.
- ▶ A site specific forecast for each of the ice sensor sites covering a 36-hour period from the time of issue (normally 1300 hrs).
- ▶ A 24-hour consultancy service, staff can talk to forecasters at the Weather Centre to expand on the general forecast.
- ▶ A 2-10 day forecast text indicating the outlook.
- ▶ A morning summary in text describing the events of the night before and a preliminary forecast covering the succeeding 24 hours.
- ▶ Alerts and forecast amendments electronically and by direct contact throughout the 24 hour period.

**3.1.3** A cross boundary partnership approach is adopted throughout the North Wales Group of Authorities to ensure an effective and consistent service delivery.

**3.1.4** A North Wales protocol for distributing daily weather forecasting information and proposed action details has been formally adopted. This has been coordinated through North Wales Trunk Road Agency (NWTRA) and has establishes improved communications between neighbouring Authorities, NWTRA and the North Wales Police. The actions of all the North Wales Authorities are recorded on the MeteoGroup web page for all partner authorities to view.

## 3.2 Priority of Roads

3.2.1 Roads within the Authority have been prioritized for treatment into priority 1, 2 and 3 routes.

3.2.2 **Priority 1 routes** are roads carrying substantial volumes of traffic having characteristics, which require protection from frost throughout the night. These routes form the spinal road network of the Authority and merit high priority to sustain the free flowing movement of traffic. They include:-

- ▶ Trunk Roads (48 kms)
- ▶ Class A Roads (151 kms)
- ▶ Class B and C Roads. (351kms)
- ▶ Strategic/ Important Bus Routes (8 bus services or more per hour)
- ▶ Main access roads to schools or establishments of higher education
- ▶ Town centre access and distributor roads through villages and housing estates
- ▶ Industrial Estate Roads (10.1Kms)

The 12 **Priority 1** precautionary gritting routes total **45%** of the total County highways network.

3.2.3 **Priority 2 routes** are formed from the Unclassified roads that form main distributor routes in both the urban and rural areas. They include:-

- ▶ Housing Estate Roads
- ▶ Access routes between smaller rural communities
- ▶ Remaining bus routes (4 service buses or more per hour)
- ▶ Known problems, including significant gradients, exposed areas and other topological factors
- ▶ Council maintained Car Parks

**Priority 2** gritting routes will be treated upon satisfactory completion of the Priority 1 routes providing the criteria set out in 3.2.3 are met and adequate resources are available.

3.2.4 **Priority 3 routes** are all the remaining roads.

- 3.2.5.1** All priority 1 routes will be subject to precautionary gritting operations throughout the winter period at the discretion of the Highway Network Manager or his representative. The decision to undertake precautionary gritting actions is made daily at around 1300hrs between the period from 1 November to 30 April of the following year.
- 3.2.5.2** Priority 2 routes will only be treated in the event of icy conditions or a forecast of prolonged icy conditions, and following the satisfactory treatment of the priority 1 routes. The Duty Officer will make the decision whether or not to proceed to Priority 2 routes. The protocol for treatment during this period will be for a continued action on the priority 1 gritting routes as required with discretionary actions being taken on priority 2 routes in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of Flintshire County Council. If temperatures remain below zero with prolonged icy conditions the winter maintenance teams will continue to undertake inspections and liaise closely with the Duty Officer. The level of actions will be dictated by the available resources and the weather forecast outlook. Bulk gritting vehicles and manual salting gangs will be deployed for this purpose. A discretionary decision to suspend further actions pending improving weather conditions may be taken.
- 3.2.5.3** Priority 3 routes will normally be treated dependent upon the availability of appropriate resources following the satisfactory attention to priority 1 and 2 routes and will be restricted to normal working hours.
- 3.2.6** During the onset of snow conditions and the satisfactory treatment of the priority 1 routes, all available plant and resources will be deployed to clear snow within the priority 2 routes. During such operations the gritting appliances will be directed by Flintshire County Council staff who will patrol their respective areas and liaise with the Duty Officer.
- 3.2.7** The Authority employs 38 No. agricultural contractors to clear the highway during periods of snow conditions. Each Contractor has a dedicated route which enables the Authority to clear the entire adopted highway network within the County. During snow conditions contractors may be hired at the discretion of the Duty Officer or his representative at the tendered rates. The schedule of the snow ploughing contractors is available to all winter maintenance staff to access as required.

### 3.2.8 Road Priority/ Treatment Matrix Treatment

Route type	Precautionary Salting	Salting	Times
Priority 1	At any time of the day	At any time of the day	When ice is predicted Priority 1 routes will be pre salted before the on-set of frost. Where severe conditions such as snow or ice persist resources will remain on priority 1 routes
Priority 2	None	At any time of the day	Priority 2 routes will only be treated if severe weather conditions persist and the priority 1 routes have been completed
Priority 3	None	At any time of the day	On satisfactory completion of Priority 1 and Priority 2 routes and if severe weather conditions persist these roads will be treated on a reactive basis dependant upon resources

## 3.3 De-icing Materials

**3.3.1** Flintshire County Council procures its de-icing materials through a tendered process. The current tender is with Salt Union through the Yorkshire Purchasing Organisation and the life of the contract is 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2018.

### **3.3.2** 6.3 mm nominal size rocksalt

This is the most commonly used material for general purpose gritting. It is spread at a prescribed rate of 10 – 15 grams per square metre for precautionary gritting. This rate can be increased to 40 grams per square metre when treating snow conditions. These rates are in accordance with the recommendations made in the Code of Practice for Highways Maintenance Management and the Trunk Road Maintenance Manual.

### 6.3 mm nominal size coated rocksalt (Safecote)

This material is standard rocksalt with an applied coating which enhances its performance to treat ice at lower temperatures (conventional rocksalt has a reduced efficiency at temperatures below -6 degrees centigrade). It has a greater adhesion to the applied surface and is effective over a longer period.

**3.3.3** A total of 2200 tonnes of coated rocksalt (Safecote) is currently stored in a storage dome at Alltami Depot. A stock management service is operated in collaboration with the Salt Union, Winsford. The stock management system highlights the requirement for the delivery of rocksalt which is triggered by predetermined maximum and minimum intervention stock levels throughout the winter season. This service provides the following benefits:-

- ▶ Fresh stocks of rocksalt which retain maximum salinity values.
- ▶ Controlled levels of stock to meet storage availability and providing the ability to avoid storing large volumes of rocksalt outside of the winter period.
- ▶ Avoidance of a shortage of rocksalt during periods of high demand
- ▶ Regional proximity of supplier provides reduced delivery times.

### **3.3.4 Strategic Salt Stocks**

Due to national shortages of rock salt in previous years and following advice from WLGA and Welsh Government an additional strategic salt stock of 7000 tonnes is to be stored under sheeting at the Greenfield Recycling Site at Greenfield.

**3.3.5** Most of the road de-icing salt used in the UK is derived from a non-renewable source through mining a natural salt bed stretching from North West England to Ireland. The majority of rock salt is a 10mm grain size to British Standard BS3247. However, a trend is emerging in the UK where a number of Highway Authorities are moving toward a 6.3mm grain size. BS3247 requires the rock salt to contain no more than 4% moisture by weight and the soluble Sodium Chloride content to be not less than 90% of the dry salt mass.

Flintshire County Council introduced using 6.3mm grain size coated salt in 2005/2006. The proprietary name of this product is Safecote.

**3.3.6** To effectively remove ice from the road surface the rock salt requires the action of traffic, which assists in the process of breaking down the salt granules into a saline solution. This rapidly melts the ice and prevents further ice forming for several hours.

**3.3.7** Salt in solution freezes at a lower temperature than water and if spread before the onset of freezing conditions can be effective in preventing ice from forming on road surfaces at temperatures down to -7°C. However, salt is only effective if it can form a solution with the water on the road surface. If this water has already frozen before the salt is applied, the salt is much less effective in combating the slippery conditions. The generic term 'gritting' is often used to describe what is actually "presalting" or "precautionary salting", i.e. spreading salt before the onset of ice or frost formation.

**3.3.8** The significant benefits of using Safecote Salt are:-

- ▶ more accurate spreading of the salt
- ▶ more salt remains on the road surface
- ▶ reduced wastage
- ▶ faster de-icing effect
- ▶ increased longevity on the road surface
- ▶ less Sodium Chloride used
- ▶ less corrosive to the gritter vehicles
- ▶ less corrosive to the highway infrastructure.
- ▶ cost benefit

**3.3.9 Treatment Matrix**

**Carriageways** - The Council operations will follow the standard guidance issued by Welsh Government as part of the Trunk Road Maintenance Management Policy and the Code of Practice for Highway Maintenance and any subsequent amendments. The de-icing material will continue to be Safecote.

**Footways** - Following successful trials of alternative de-icing materials heavily used footways in town centres, car parks and sheltered accommodation will be treated with a product called 'Safethaw'. This product is a brine solution mixed with agricultural by product similar to that used on the highway. 'Safethaw' is sprayed by using a knapsack sprayer or a self-propelled spray bar fitted to an All-Terrain Vehicle (ATV) or a pickup and will be applied in periods of heavy snow and prolonged icy conditions in accordance with the risk assessment for each element.

**3.4 Operational Practices**

- 3.4.1** The winter period is defined as between 1<sup>st</sup> October – 30<sup>th</sup> April. Streetscene drivers are contracted to deliver the service and standby payments will apply from November to March.
- 3.4.2** Forecasts are received at 06.00hrs, 12.00hrs and 18.00hrs every day between the period 1<sup>st</sup> October to 30<sup>th</sup> April by staff at the operational depot or by Council representatives on call at weekends.
- 3.4.3** A decision on appropriate action will be made by the Highway Network Manager or his representative and the supervisory staff and standby workforce informed accordingly. Standby crews are available to respond to forecast changes and subsequent actions/ decisions outside of normal working hours.



- 3.4.4** Priority 1 routes will be treated before the formation of ice. The average route treatment time of 3.0 hours will be taken into account in making the decision to ensure that all pre-cautionary priority1 routes are completed on time. Any changes to the pre-determined actions will be verified with the Highway Network Manager or his representative before notification to the workforce. The situation may be varied by weather conditions such as heavy rain immediately before a frost, which may restrict the time to carry out the work.
- 3.4.5** Depending on the forecast, further actions may be required to support the precautionary gritting decisions. Whilst every effort will be made to plan this action it may be considered necessary to obtain updated forecast information from the forecaster, MeteoGroup prior to a decision being made. The weather forecast update will be carried out by the Highway Network Manager or his representative at any time of the day or night, to ensure that appropriate actions are carried out in the interest of public safety and to provide a cost efficient service.
- 3.4.6** In the event of a forecast of snow the priority 1 routes will be pre-treated prior to the event. Where this is not possible, for example when it starts as rain and turns to snow, a decision to delay action until the rain stops in order to prevent the salt from being washed away will be taken. This situation can be even more difficult if it occurs during the rush hour as traffic congestion impedes the progress of the gritting vehicle.
- 3.4.7** Following a fall of snow with significant accumulations clearance work will continue around the clock until all priority 1 roads are clear. When the priority 1 roads are cleared to a standard which safeguards the safe passage of vehicular traffic, all available resources will be dedicated to attend to priority 2 roads.
- 3.4.8** Priority 3 routes will receive attention when resources are available and after all priority 1 and 2 roads have received appropriate attention.
- 3.4.9** During periods of snowfall all gritting vehicles will be equipped with snow or slush ploughs depending on the type of snow being cleared. Snow ploughing contractors will be deployed at the discretion of the Highway Network Manager or his representative.

### 3.5 Partnership Working

**3.5.1** Liaison and cross boundary operational practices are established between Flintshire County Council and its neighbouring Authorities and North & Mid Wales Trunk Road Agency, with the intention of maintaining a consistency and continuity of winter services throughout the region.

For this purpose the following cross boundary precautionary gritting arrangements are in place:-

**Wrexham County Borough Council** will treat the following roads for **Flintshire County Council**:-

- ▶ B5102 from County boundary Llay to A541 Mold Road.(Hollybush)

**Flintshire County Council** will treat the following roads for **Wrexham County Borough Council**:

- ▶ B5430 Bwlchgwyn from County Boundary to Four Crosses
- ▶ B5373 County Boundary to Miners Road (Sharps)

**Flintshire County Council** will treat the following roads for **Denbighshire County Council**:

- ▶ Section of road from A5151 to Gwaenysgor Cross Roads

**Denbighshire County Council** will treat the following roads for **Flintshire County Council**:

- ▶ Section of the A494 from County Boundary, Cadole to Cadole junction

**3.5.2** It is the responsibility of each individual Highway Authority to ensure adequate treatment of the roads under their jurisdiction. A protocol of daily communications between neighbouring authorities / agencies has therefore been established to ensure continuity of actions.

### 3.6 Footways and Cycleways

**3.6.1** Footways, pedestrian areas or cycleways are not included in precautionary salting operations. Nevertheless, there will be a certain amount of overspill of salt onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways.

**3.6.2** Resources will be deployed to treat footways once snow has settled or during periods of prolonged freezing conditions on a priority basis at locations including:

- ▶ Town centre footways and footways in the vicinity of shopping areas
- ▶ Footways in the vicinity of civic buildings
- ▶ Public highway in the vicinity of hospitals
- ▶ Public highway in the vicinity of residential homes / old age pensioners flats
- ▶ Public highway in the vicinity of day care centres
- ▶ Public highway in the vicinity of Schools (during term times only)
- ▶ Footbridges
- ▶ Bus Stops

If any reports of icy footways are received for locations not included in the above criteria the footway will be inspected to assess whether treatment is appropriate dependant upon available resources.

### **3.7 Salt Bins and Salt Heaps**

**3.7.1** Salt bins are located in areas for the use of pedestrians and motorists to treat the public highway only. The decision for the distribution of salt bins is that of the Highway Network Manager or his representative in the interest of financial management.

**3.7.2** Salt bin locations will be individually assessed against criteria which include:-

- ▶ Non precautionary gritting routes
- ▶ Location within bounds of public highway
- ▶ Benefit to road safety, i.e. areas with steep inclines
- ▶ Traffic volumes
- ▶ Proximity to schools and locations of public interest.

A Pro Forma to aid in the assessment of suitable salt bin locations has been created and will be distributed to staff as required.

**3.7.3** All salt bins will be filled at the start of the winter season and refilled once again in January, if necessary. Similarly, salt heaps will be provided before the winter season and replenished once during the winter months.

**3.7.4** Salt heaps in the rural areas will also be subjected to the same assessment criteria as the salt bins.

**3.7.5** Streetscene Services will provide salt bins and rock salt within Council establishments on request at cost to the relevant Department. Every effort is made to establish and meet the requirements of each Department prior to the onset of the winter season. The availability of resources will dictate the priority allocated to provide this service during the winter season.

**3.7.6** Provision is available for Community Councils to purchase salt bins and rock salt from Streetscene Services with the intention of supplementing the Authority's winter maintenance services to the benefit of the general public. Salt bins purchased by the Community Council will be distinguishable from Streetscene salt bins and will be maintainable by the Community Council. Location of the salt bin on the public highway will require prior approval of the Highway Authority.

### **3.8 Resources**

**3.8.1** The workforce involved will all be part of Streetscene Services and all drivers will be trained and assessed. Additional resources can be sought from other sections within the service if required.

**3.8.2** The Council's winter maintenance fleet consists of 12 frontline gritting vehicles and 2 spare gritting vehicles, these are supported by 3 trailer type gritters and four small demountable gritter bodies. These will be stored at Alltami Depot.

**3.8.3** The four small demountable gritters are available for car parks and school access roads. These will fit on the back of the pick-up vehicles.

**3.8.4** Welsh Government and WLGA have suggested that all Authority's in Wales hold a strategic salt stock to ensure resilience in the event of further winters of extreme weather and national shortages of rock salt. For this coming season Flintshire will hold an additional residual salt stock of 7000 tonnes covered and sheeted at the Greenfield green waste recycling site.

**3.8.5** The suggested minimum stock levels is based on the last six year average usage figure and with a multiplier of 150%. The tonnage of salt held in Flintshire for 2015/2016 will be 9,000 tonnes.

### **3.9 Standards Monitoring**

**3.9.1** Flintshire County Councils service delivery is benchmarked against National performance statistics to ensure that a comparative cost effective service delivery is being maintained.

**3.9.2** Regional and National meetings of operational staff and support service providers creates the opportunity for continual assessment of operational practices, standards and resources.

### **3.10 Vehicle Tracking**

**3.10.1** Flintshire County Council's fleet of 14 bulk gritting vehicles have all been fitted with an innovative GPS tracking system. The tracking system is a monitoring device that interfaces with the control systems on the vehicles so not only do we know where the vehicle has been, but exactly what it was doing and, because it is web based, the information can be accessed from any source. The tracking system operates in real time and therefore it is easy to find out exactly where a vehicle is and to check its activity. This gives the Managers confidence to ensure that any operational decisions that they make are based on accurate live information.

**3.10.2** In these increasingly litigious times it is vital that Managers are able to provide positive supporting evidence in the event of a claim. The GPS tracking system will monitor how much salt was spread on what roads, at what rate and at what time. The system is able to provide a record of all control box functions, route time, salt sensor data, spread rate/width and vehicle speed.

**3.10.3** The tracking system has been provided by Trackyou.

### **3.11 Extreme Weather Protocol**

**3.11.1** On receipt of a severe weather warning an operational control room will be established in Alltami and manned by staff from Streetscene Services who will act as a dedicated point of contact for the Contact Centre staff. The staff within the operational control room will have direct contact with Streetscene Coordinators/Supervisors who will be on-site to investigate complaints and mobilize dedicated gritting vehicles under their direct control.

**3.11.2** The operational control room will be responsible for directing all operations and act as a liaison contact to the press office through which all press releases will be made.

### **3.12 Community Engagement**

**3.12.1** Flintshire County Council is committed as part of the “Big Society” agenda to provide assistance in the form of small quantities of rock salt and tools to community and local groups to enable them to assist with the removal of snow and ice off the footpath within the urban areas.

**3.12.2** The Highway Network Manager will write annually, prior to the winter, to all Community Councils and known action groups for contact details of interested parties and for their requirements.

**3.12.3** Contact details provided by these groups will receive daily weather forecasts and details of the proposed daily winter maintenance action, by e-mail, direct from the forecast provider.

## **4 | Risk Assessment**

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**4.1** The winter maintenance service has undertaken various risk assessments on the provision of road surface treatments as follows:

- ▶ Precautionary Treatment on Priority 1 Roads
- ▶ Salting on Priority 2 Roads
- ▶ Salting on Priority 3 Roads
- ▶ Salting Town Centre Footways
- ▶ Salting footways with low footfall
- ▶ Salting Council maintained Car Parks

## 5 | Background Documents

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The additional documents outlined below provided further detail and background information relating to the contents of this policy:

- ▶ Highways Act 1980.
- ▶ Well Maintained Highways - Code of Practice for Highway Maintenance July 2005
- ▶ Quarmby Report – July 2010
- ▶ Trunk Road Maintenance Manual
- ▶ Welsh Government Advice Documents
- ▶ WLGA Advice Documents



## CABINET MEETING

<b>Date of Meeting</b>	Tuesday 13 October 2015
<b>Report Subject</b>	Revenue Budget Monitoring 2015/16 (Month 4)
<b>Portfolio Holder</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This regular monthly report provides the latest revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.

The projected year end position, as estimated at Month 4 is as follows:

#### **Council Fund**

- Net in year expenditure forecast to be £0.425m higher than budget
- Projected contingency reserve balance at 31 March 2016 of £4.111m

#### **Housing Revenue Account (HRA)**

- Net in year expenditure forecast to be £0.002m higher than budget
- Projected closing balance as at 31 March 2016 of £1.235m

### RECOMMENDATIONS

1	Note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2016.
2	Note the projected final level of balances on the Housing Revenue Account.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION FOR MONTH 4 - 2015/16</b>																																																																											
1.01	<p><b><u>Council Fund Latest In Year Forecast</u></b></p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th><b>TOTAL EXPENDITURE AND INCOME</b></th> <th><b>Original Budget</b></th> <th><b>Revised Budget</b></th> <th><b>Projected Outturn</b></th> <th><b>In-Year Over/ (Under) spend</b></th> </tr> <tr> <th></th> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>59.696</td> <td>59.669</td> <td>59.596</td> <td>(0.073)</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>12.598</td> <td>12.706</td> <td>12.524</td> <td>(0.182)</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>27.782</td> <td>27.770</td> <td>28.664</td> <td>0.894</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>4.887</td> <td>5.332</td> <td>5.499</td> <td>0.167</td> </tr> <tr> <td>Education &amp; Youth</td> <td>13.760</td> <td>13.573</td> <td>13.575</td> <td>0.002</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>83.169</td> <td>83.169</td> <td>0.000</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.595</td> <td>4.644</td> <td>4.679</td> <td>0.035</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.728</td> <td>8.866</td> <td>0.138</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>9.635</td> <td>9.525</td> <td>(0.110)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.195</td> <td>3.062</td> <td>(0.133)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>23.915</td> <td>23.036</td> <td>22.723</td> <td>(0.313)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>251.457</b></td> <td><b>251.457</b></td> <td><b>251.882</b></td> <td><b>0.425</b></td> </tr> </tbody> </table>	<b>TOTAL EXPENDITURE AND INCOME</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>In-Year Over/ (Under) spend</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	Social Services	59.696	59.669	59.596	(0.073)	Community & Enterprise	12.598	12.706	12.524	(0.182)	Streetscene & Transportation	27.782	27.770	28.664	0.894	Planning & Environment	4.887	5.332	5.499	0.167	Education & Youth	13.760	13.573	13.575	0.002	Schools	82.670	83.169	83.169	0.000	People & Resources	4.595	4.644	4.679	0.035	Governance	8.689	8.728	8.866	0.138	Organisational Change	9.569	9.635	9.525	(0.110)	Chief Executive	3.296	3.195	3.062	(0.133)	Central & Corporate Finance	23.915	23.036	22.723	(0.313)						<b>Total</b>	<b>251.457</b>	<b>251.457</b>	<b>251.882</b>	<b>0.425</b>
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Education & Youth	13.760	13.573	13.575	0.002																																																																								
Schools	82.670	83.169	83.169	0.000																																																																								
People & Resources	4.595	4.644	4.679	0.035																																																																								
Governance	8.689	8.728	8.866	0.138																																																																								
Organisational Change	9.569	9.635	9.525	(0.110)																																																																								
Chief Executive	3.296	3.195	3.062	(0.133)																																																																								
Central & Corporate Finance	23.915	23.036	22.723	(0.313)																																																																								
<b>Total</b>	<b>251.457</b>	<b>251.457</b>	<b>251.882</b>	<b>0.425</b>																																																																								
1.02	The reasons for the projected variances occurring to date are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p><b>Significant budget movements between original and revised budget</b></p> <p>Changes in the revised budget are due in the main to the transfer of budget from Social Services to Central and Corporate as a result of the one off efficiency reported in Month 3 in relation to the Independent Living Fund (ILF).</p>																																																																											
1.04	<p><b>Social Services</b></p> <p>The overall underspend within Social Services has reduced from a projected £0.573m at Month 3 to £0.073m. This in part is due to the transfer of £0.300m to Central and Corporate in relation to (ILF) as referenced above in para 1.03. A number of further changes mainly within Adult Services are as a result of additional care packages. Full details of movements are explained in Appendix1.</p>																																																																											



1.05	<p><b>Streetscene and Transportation</b></p> <p>There is a significant overall projected overspend within the service of £0.894m due in part to the delay in the implementation of a number of efficiencies as reported to the Programme Board. In addition fluctuations in recycle sales due to a volatile market has led to an increased pressure on income projections which have resulted in a shortfall of £0.236m.</p>
1.06	<p>Following a request for further information a report on the overall position in relation to the service will be presented to Corporate Resources Overview and Scrutiny Committee on 8<sup>th</sup> October.</p>
	<p><b>Programme of Efficiencies</b></p>
1.07	<p>The 2015/16 budget contains £12.874m of specific efficiencies which are being tracked through the relevant programme board.</p>
1.08	<p>Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.09	<p>This shows that it is currently projected that £10.878m (84%) will be achieved resulting in a net underachievement of £1.996m. The position will continue to be monitored and reported throughout the monthly monitoring process.</p>
	<p><b>Inflation</b></p>
1.10	<p>Included within the 2015/16 budget are provisions for pay (£1.304m), targeted price inflation (£0.421m), non-standard inflation (£0.102m) and income (£0.254m).</p>
1.11	<p>For 2015/16 the amounts for non-standard inflation (NSI) include an allocation for food (£0.064m) and an allocation for Non Domestic Rates (£0.038m).</p>
1.12	<p>There is also an amount of £0.240m remaining from 2014/15 which is currently also being held centrally. Areas subject to NSI increases will be monitored throughout the year and allocations made to portfolio areas only where a critical funding need is evidenced.</p>
	<p><b>Reserves and Balances</b></p>
	<p><b>Unearmarked Reserves</b></p>
1.13	<p>The 2014/15 outturn reported to Cabinet on 14<sup>th</sup> July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.746m.</p>
1.14	<p>Taking into account the current overspend at Month 4 the balance on the contingency reserve at 31<sup>st</sup> March 2016 is projected to be £4.111m.</p>
1.15	<p>This now takes into account the expenditure of £0.210m approved at Month 3 for the costs of the Speed Limit Review.</p>

	<b>Earmarked Reserves</b>		
1.16	The Council has developed a reserves protocol which was considered by Audit Committee and approved by County Council on 24 <sup>th</sup> September 2015. This sets out the principles around how the council will determine, manage and review the level of its reserves and includes reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.		
1.17	As such, from Month 4 the revenue monitoring report will now include an additional section on earmarked reserves and will continue to be provided on a quarterly basis.		
1.18	The table below gives a summary of earmarked reserves as at 1 <sup>st</sup> April 2015 and also provides an estimate of projected balances as at the end of the financial year.		
1.19	This will continue to form part of regular monitoring discussions with Senior Managers to ensure regular review and challenge thus ensuring that any reserves that are no longer required, can be made available for other purposes, subject to the agreement of Cabinet.		
1.20		<b>Actual 31/03/2015 as per Final Accounts £</b>	<b>Estimated 31/03/2016 £</b>
	<b>Reserve Type</b>		
	Schools	3,540,315	1,153,000
	<b>Specific Reserves:</b>		
	Single Status/Equal Pay	12,864,332	7,337,269
	General Reserve - Review of Reserves	4,666,025	3,871,630
	General Reserve - Investment in Organisational Change	855,391	0
	Self Insurance Funds	813,486	794,486
	Benefits Equalisation Reserve	213,044	213,044
	Supporting People Reserve	1,511,083	1,511,083
	County Elections	154,310	154,310
	North East Wales Community Equipment Service	178,991	0
	Winter Maintenance	250,000	250,000
	Waste Disposal Sites	367,475	217,475
	Car Park Reserve	217,494	0
	Building Control Trading	97,697	97,697
	Planning Control Gain NEWTS	190,510	190,510
	Flintshire Enterprise Reserve	96,932	96,932
	Design Fees	120,000	120,000
	Other Specific Reserves of less than £0.025m	64,965	60,886
	Service Balances	4,047,375	1,061,355
	<b>Total</b>	<b>30,249,425</b>	<b>17,129,677</b>

1.21	The reserves protocol is included as appendix 6 to this report as additional information on the types of reserves.
1.22	<b>Housing Revenue Account</b> On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m.
1.23	The budget provided for a closing balance of £1.396m which at 4.5% of total expenditure, satisfies the prudent approach of ensuring a minimum level of 3%.
1.24	The 2014/15 Outturn Report to Cabinet on 14 <sup>th</sup> July 2015 showed a closing balance at the end of 2014/15 of £1.510m.
1.25	The Month 4 monitoring report for the HRA is projecting in year expenditure to be £0.002m higher than budget and a projected closing balance as at 31 March 2016 of £1.235m.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None Required

<b>4.00</b>	<b>KEY RISKS AND MITIGATION</b>
4.01	<b>Recycling</b> The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This is likely to impact on 2015/16 recycling income levels for the Council. This is now reflected in the Month 4 projections but will need to be monitored throughout the year. Status: unstable/amber risk.
4.02	<b>Car Parking</b> Due to car parking charges being introduced in some Flintshire towns later than anticipated during 2015/16, it is likely that there will be an increased shortfall in achieving the increased car park income targets. Therefore, work is currently ongoing to take account of the revised implementation dates and the subsequent affect this will have on revised income projections so an updated outturn position will be reflected in Month 5 monitoring.

4.03	<p><b>Out of County Placements</b></p> <p>The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. Therefore there is always a risk of significant variances occurring although this area will continue to be closely monitored. Status: unstable/amber risk.</p>
4.04	<p><b>Former Euticals Site</b></p> <p>Monthly costs for ongoing security and maintenance of the site are in the region of £0.030m and will accumulate throughout the financial year until site disposal. Status: unstable/amber risk.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Council Fund – Movement in Variances from Month 3 – Appendix 1</p> <p>Council Fund – Budget Variances – Appendix 2</p> <p>Council Fund – Programme of Efficiencies – Appendix 3</p> <p>Council Fund – Movement on unearmarked reserves – Appendix 4</p> <p>Housing Revenue Account Variances – Appendix 5</p> <p>Reserves and Balances Protocol – Appendix 6</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None required</p> <p><b>Contact Officer:</b> Sara Dulson Finance Manager</p> <p><b>Telephone:</b> 01352 702287</p> <p><b>E-mail:</b> sara.dulson@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Budget</b> – A statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>
7.02	<p><b>Council Fund</b> – The fund to which all the Council’s revenue expenditure is charged.</p>
7.03	<p><b>Financial Year</b> – The period of twelve months commencing on 1 April.</p>
7.04	<p><b>Housing Revenue Account</b> – The Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p>
7.05	<p><b>Projected Outturn</b> – Projection of the expenditure to the end of the financial</p>

	year, made on the basis of actual expenditure incurred to date.
7.06	<b>Reserves</b> – These are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	<b>Revenue</b> – A term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	<b>Underspend</b> – When referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	<b>Variance</b> – Difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	<b>Virement</b> – The transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

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**COUNCIL FUND - REVENUE BUDGET 2015/16  
FLINTSHIRE COUNTY COUNCIL**



**Budget Monitoring (Month 4)  
Summary of Movement from Month 3**

	£m	£m
<b>Month 3</b>		
Portfolios	0.021	
Central and Corporate Finance	(0.233)	
<b>Variance as per Cabinet Report</b>		<b>(0.212)</b>
<b>Month 4</b>		
Portfolios	0.738	
Central and Corporate Finance	(0.313)	
<b>Variance as per Directorate Returns</b>		<b>0.425</b>
<b>Change Requiring Explanation</b>		<b>0.637</b>
<b><u>Social Services</u></b>		
<b>Services For Adults</b>		
<ul style="list-style-type: none"> <li>• Locality Teams (Localities) - Movement due to increase of +(£0.145m) in South Localities, social workers and manager vacancies filled. Further increases in Residential care management costs +(£0.085m), reduction in free nursing income +(£0.014m), offset by increase in property income - (£0.032m) giving overall net increase of +(£0.067m) within Residential Care. Increases of Costs within South Localities and Residential Care offset by reduction of costs committed within Day Care of -(£0.043m). Other minor variances amount to a net -£0.028m.</li> </ul>	0.141	
<ul style="list-style-type: none"> <li>• Resources &amp; Regulated Services (Disability Services) - Decrease of -(£0.172m) within LD supported living in-house in relation to reduction in pay projections, offset by an increase of +(£0.256m) in Independent sector domiciliary care Further movement of +(£0.300m) due to return of former Independent Living Fund budget pressure to corporate balances as per M3 recommendation.. Other minor variances amount to a net -£0.017m.</li> </ul>	0.367	
<ul style="list-style-type: none"> <li>• Vulnerable Adults &amp; Disability Services (Disability Services) - Increase in transition domiciliary care package costs for School leavers of +(£0.370m) and further domiciliary care cost package increases of +(£0.040m) reflecting additional clients.</li> </ul>	0.410	
<ul style="list-style-type: none"> <li>• Resources &amp; Regulated Services (Intake and Reablement) - Increase in LHB income -(£0.060m) in addition to a reduction in staffing costs due to Transport manager vacancy -(£0.044m). Other minor variances amount to a net -(£0.027m).</li> </ul>	(0.131)	
<ul style="list-style-type: none"> <li>• Hospital Social Work (Intake and Reablement) - Movement due to staff moves - Team Manager and Senior Practitioner.</li> </ul>	(0.059)	
<ul style="list-style-type: none"> <li>• First Contact (Intake and Reablement) - Movement due to movement of Senior Practitioner to other area within localities -(£0.044m) and further reductions of -(£0.040m) in committed care costs.</li> </ul>	(0.084)	
<ul style="list-style-type: none"> <li>• Forensic (Mental Health &amp; Substance Misuse Service) - Movement due to Forensic client package moved to Residential funding.</li> </ul>	(0.068)	
<ul style="list-style-type: none"> <li>• Other minor changes of less than £0.025m for Services for Adults.</li> </ul>	0.063	
<b>Subtotal: Services for Adults</b>		<b>0.639</b>
<b>Development &amp; Resources</b>		
<ul style="list-style-type: none"> <li>• Finance (Deputyship team) - Reduction in customer care income.</li> </ul>	0.032	
<ul style="list-style-type: none"> <li>• Other minor changes of less than £0.025m.</li> </ul>	0.019	
<b>Subtotal: Development &amp; Resources</b>		<b>0.051</b>
<b>Children's Services</b>		
<ul style="list-style-type: none"> <li>• Professional Support - Increase in court costs within resources In addition increases in CYAST support costs.</li> </ul>	0.079	
<ul style="list-style-type: none"> <li>• Out of County Placements - Movement reflects current care packages for 2015/16.</li> </ul>	(0.200)	
<ul style="list-style-type: none"> <li>• Early Years - Shortfall of recovery against NOVUS ESF grant.</li> </ul>	(0.032)	
<ul style="list-style-type: none"> <li>• Other minor changes of less than £0.025m.</li> </ul>	(0.037)	
<b>Subtotal: Children's Services</b>		<b>(0.190)</b>
<b>Total: Social Services</b>		<b>0.500</b>

**Community & Enterprise**

<b>Customer &amp; Housing Services</b>	
• Minor changes of less than £0.025m.	0.011
<b>Subtotal: Customer &amp; Housing Services</b>	<b>0.011</b>
<b>Supporting Services</b>	
• Minor changes of less than £0.025m.	0.015
<b>Subtotal: Supporting Services</b>	<b>0.015</b>
<b>Regeneration</b>	
• Minor changes of less than £0.025m.	0.010
<b>Subtotal: Regeneration</b>	<b>0.010</b>
<b>Revenues &amp; Benefits</b>	
• Additional surplus on Council Tax Collection Fund.	(0.063)
• Increased underspend on Council Tax Reduction Scheme expenditure.	(0.021)
• Housing Benefit Subsidy projected shortfall against budget.	0.193
<b>Subtotal: Revenues &amp; Benefits</b>	<b>0.109</b>
<b>Customer Services</b>	
• Minor changes of less than £0.025m.	(0.018)
<b>Subtotal: Customer Services</b>	<b>(0.018)</b>
<b>Total: Community &amp; Enterprise</b>	<b>0.127</b>

**Streetscene & Transportation Portfolio**

<b>Ancillary Services &amp; Performance</b>	
• Under achieving in the recycling market is due to a volatile period with fluctuating re-cycle sale values.	0.236
• No income due in 2015-16 for compost from DCC.	0.060
<b>Subtotal: Ancillary Services &amp; Performance</b>	<b>0.296</b>
<b>Highways Network</b>	
• Speed Limit Review now approved from Contingency as per M3 recommendation.	(0.210)
<b>Subtotal: Highways Network</b>	<b>(0.210)</b>
<b>Total: Streetscene &amp; Transportation</b>	<b>0.086</b>



**Planning & Environment Portfolio**

<b>Business</b>	
• Animal Health & DEFRA shortfall	0.026
• Other minor changes of less than £0.025m.	0.004
<b>Subtotal: Business</b>	<b>0.030</b>
<b>Development</b>	
• Planning Enforcement - Vacant post following Retirement, Business Case to fill post	(0.018)
• Other minor changes of less than £0.025m.	(0.002)
<b>Subtotal: Development</b>	<b>(0.020)</b>
<b>Access</b>	
• Countryside - Vacant Post transferred to specific Admin vacancies	0.033
• Greenfield Valley - Vacant Post transferred to specific Admin vacancies	0.039
• Other minor changes of less than £0.025m.	0.008
<b>Subtotal: Access</b>	<b>0.080</b>
<b>Shared Service</b>	
• Other minor changes of less than £0.025m.	(0.004)
<b>Subtotal: Shared Service</b>	<b>(0.004)</b>
<b>Strategy</b>	
• Other minor changes of less than £0.025m.	(0.001)
<b>Subtotal: Strategy</b>	<b>(0.001)</b>
<b>Administration</b>	
• Admin Vacant Posts - budget transferred from Access	(0.083)
• Other minor changes of less than £0.025m.	(0.005)
<b>Subtotal: Administration</b>	<b>(0.088)</b>
<b>Total: Planning &amp; Environment</b>	<b>(0.003)</b>

**Education & Youth**

<b>Minor variances of less than £0.025m</b>	
<b>Primary &amp; Early Years Education</b>	
• Primary School Services	(0.003)
<b>Subtotal: Primary &amp; Early Years Education</b>	<b>(0.003)</b>
<b>Inclusion Services</b>	
• Out of County	(0.020)
<b>Subtotal: Inclusion Services</b>	<b>(0.020)</b>
<b>Other</b>	
• Regional Services.	0.004
• School Planning.	(0.002)
• Youth & Community Service.	(0.002)
<b>Total minor variances of less than £0.025m</b>	<b>0.000</b>
<b>Total: Education &amp; Youth</b>	<b>(0.023)</b>

**People & Resources**

<b>HR &amp; OD</b>	
• Minor changes of less than £0.025m.	0.002
<b>Subtotal: HR &amp; OD</b>	<u>0.002</u>
<b>Corporate Finance</b>	
• Minor changes of less than £0.025m.	(0.003)
<b>Subtotal: Corporate Finance</b>	<u>(0.003)</u>
<b>Total: People &amp; Resources</b>	<u><u>(0.001)</u></u>

**Governance**

<b>Minor variances of less than £0.025m</b>	
• Legal Services.	0.005
• Democratic Services.	(0.002)
• Internal Audit.	0.001
• Business Support.	0.010
<b>Total minor variances of less than £0.025m</b>	<u>0.014</u>
<b>Total: Governance</b>	<u><u>0.014</u></u>

**Organisational Change**

<b>Public Libraries &amp; Arts, Culture &amp; Events</b>	
• Minor changes of less than £0.025m.	0.004
<b>Subtotal: Public Libraries &amp; Arts, Culture &amp; Events</b>	<u>0.004</u>
<b>Leisure Services</b>	
• Minor changes of less than £0.025m.	0.004
<b>Subtotal: Leisure Services</b>	<u>0.004</u>
<b>Valuations &amp; Estates</b>	
• Minor changes of less than £0.025m.	(0.008)
<b>Subtotal: Valuations &amp; Estates</b>	<u>(0.008)</u>
<b>Property Design &amp; Consultancy</b>	
• £31K windfall income secured in Administrative buildings has been used to offset an efficiency within Property and Development	0.031
<b>Subtotal: Property Design &amp; Consultancy</b>	<u>0.031</u>
<b>Facilities</b>	
• Minor changes of less than £0.025m.	0.014
<b>Subtotal: Facilities</b>	<u>0.014</u>
<b>Total: Organisational Change</b>	<u><u>0.045</u></u>

**Chief Executive**

• £0.015m additional workforce savings due to a transfer of salary costs from Council Revenue Funding to grant funding. £0.013m due to minor variances.	(0.028)
<b>Total: Chief Executive</b>	<u>(0.028)</u>

**Central & Corporate Finance**

• One-off in-year efficiency of (£0.300m) in relation to the Independent Living Fund (ILF) transferred from Social Care.	(0.300)
• £0.215m additional Euticals site running costs. Projected costs have been extended until the end of the financial year.	0.215
• Minor changes of less than £0.025m.	0.005
<b>Total: Central &amp; Corporate Finance</b>	<u>(0.080)</u>

<b>Total Changes</b>	<u><u>0.637</u></u>
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## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.250	13.959	(0.291)	(0.432)	<p><b>Domiciliary Care</b> There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The current level of projected overspend is £0.436m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p><b>Residential Care</b> The significant projected overspend on Domiciliary care is being more than offset by a projected underspend of (£0.764m) on residential care, which includes, an underspend of (£0.253m) on payments to care home providers, an underspend of (£0.481m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.030m) for free nursing.</p> <p><b>Professional Support</b> A further area of significant area of underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.093m) which relates to staffing due to Social Worker vacancies.</p> <p><b>Other</b> A further area of significant area of overspend is Minor Adaptations where an efficiency measure for £0.105m was approved in the budget relating to a means testing approach is now considered to be unachievable. It is intended that this pressure is addressed by way of realignment of budget from another area. Other minor variances amount to a net £0.025m within Day care services.</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
						Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
First Contact (Intake and Reablement)	0.519	0.435	(0.084)	(0.042)	The projected under spend is due to additional income of (£0.107m) offset by other minor variances amount to net £0.023m.	Keep under review.
Hospital Social Work	0.427	0.323	(0.104)	(0.046)	Staffing savings due to vacant posts - which are intended to be used as part of budget realignment adjustments in respect of efficiency proposals which cannot be achieved.	Keep under review.
Resources & Regulated Services (Intake and Reablement)	5.931	5.812	(0.119)	0.012	Area of significant area of underspend is the Home Care within the area Resources & Regulated Services teams. There is a total projected underspend of (£0.088m) of which relates to staffing due to vacancies. Other minor variances amount to a net (£0.031m) within Day care services.	Keep under review.
Transition and Disability Services (Disability Services)	0.597	0.714	0.117	0.116	The projected overspend is mainly due to the cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.082m of the total projected overspend of £0.117m with other minor variances making up the remaining £0.035m.	Keep under review.

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services (Disability Services)	15.796	15.989	0.193	(0.174)	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to the additional admin. capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.271	2.466	0.195	(0.215)	Reflects current care packages for 2015/16, estimated commitment with additional transition clients.	Keep under review.
Administrative Support (Disability Services)	0.304	0.421	0.117	0.117	This overspend is mainly due to pressures on employees costs, including use of agency staff.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	0.983	0.170	0.171	Increases in Residential and Domiciliary packages along side additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.128	(0.189)	(0.119)	Reflects current care packages for 2015/16.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Other Services for Adults variances (aggregate)	4.539	4.489	(0.050)	(0.072)	Various minor variances.	Continue to review but not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.925)	(0.252)	(0.251)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Training	0.047	0.201	0.154	0.131	The base budget for this service has naturally reduced as a consequence of the combined impact of Single Status outcomes and EVR/VR determinations. As a consequence the match funding element of the budget has fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). It will be necessary therefore to realign the budget from elsewhere within Social Services to top up to the level required.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Other Development & Resources variances (aggregate)	2.418	2.474	0.056	0.027	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.423	0.196	0.194	The £0.196m overspend is a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Professional Support	4.997	5.155	0.158	0.131	Most of this pressure relates to staffing costs, including the need for additional Social Workers in support of ongoing police investigations. Further influences include the need for additional budget allocations following Single Status appeals and maintenance.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures
Out of County Placements	3.416	3.216	(0.200)	0.000	Reflects current care packages for 2015/16	Keep under review.
Other Services for Children variances (aggregate)	2.473	2.333	(0.140)	(0.121)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Total Social Services</b>	<b>59.669</b>	<b>59.596</b>	<b>(0.073)</b>	<b>(0.573)</b>		

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer & Housing Services	0.777	0.721	(0.056)	(0.067)	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.094m). Expenditure in respect of SHARP procurement of £0.031m. Other minor efficiencies of £0.007m.	Continue to monitor and review.
Supporting People	0.095	0.124	0.029	0.014	Telecare income lower than anticipated by £0.061m. Community Centres efficiency of (£0.049m). Other minor variances of £0.017m.	Continue to monitor and review.
Regeneration	0.469	0.529	0.060	0.050	Estimated shortfall of £0.060m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate.	Continue to monitor and review.
Revenues & Benefits	10.655	10.503	(0.152)	(0.261)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.124m) higher than initially estimated. Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.240m). Housing Benefit Subsidy budgeted shortfall of £0.193m. Other minor variances of £0.019m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Customer Services	0.710	0.647	(0.063)	(0.045)	Underspend on the Flintshire Connects service provision of (£0.048m). Other minor variances of (£0.015m).	Continue to monitor and review.
<b>Total Community &amp; Enterprise</b>	<b>12.706</b>	<b>12.524</b>	<b>(0.182)</b>	<b>(0.309)</b>		

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Waste Disposal & Waste Collection	6.652	7.348	0.696	0.400	Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction £0.150m.  Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connaught Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.175m.  Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.  Under achieving of £0.236m in the recycling market (paper in particular) is due to a volatile period with fluctuating re-cycle sale values. No income to the value of £0.060m due in 2015-16 for compost from DCC as they are no longer using our composting facilities.	Potential for investment to upgrade/install new extraction wells and new management arrangement.  Reported through Programme Board Efficiency Tracker.  Reported through Programme Board Efficiency Tracker.  Monitor recycling market closely throughout 2015/16. Raised as a risk at Month 3.
Ancillary Services & Performance - other Variances	0.988	1.023	0.035	0.035	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Transportation & Logistics - other Variances	12.813	12.838	0.025	0.025	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy	0.904	1.054	0.150	0.360	Delay in the full externalisation of grass cutting service £0.050m.  The implementation of the reduced cleansing standards is now anticipated to be 1st January 2016 which will result in an estimated shortfall in the efficiency of £0.100m.	Reported through Programme Board Efficiency Tracker.  Reported through Programme Board Efficiency Tracker.
Highway Network - other Variances	6.413	6.401	(0.012)	(0.012)	Minor Variances.	Continue to review.
<b>Total Streetscene &amp; Transportation</b>	<b>27.770</b>	<b>28.664</b>	<b>0.894</b>	<b>0.808</b>		



## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Pest Control Dog Warden	0.043	0.055	0.012	0.016	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Licensing	(0.008)	0.015	0.023	0.022	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Community - Aggregate of other Variances	0.668	0.662	(0.006)	(0.008)	Minor Variances.	Continue to review.
Animal Health & Defra	0.126	0.159	0.033	0.000	Shortfall on Grant Income target due to partnership with Wrexham ending in late 2015.	Investigate ways to reduce Grant Income target through potential budget realignment.
Business - Aggregate of other Variances	1.440	1.440	0.000	(0.004)	No Variance.	Continue to review.
Planning Control & Enforcement	(0.133)	(0.018)	0.115	0.138	Shortfall from Planning App fees not increasing until October, 2015 with a slight improvement at Period 4.	Planning Fee Income levels will be closely monitored
Development - Aggregate of other Variances	0.133	0.127	(0.006)	(0.008)	Minor Variances.	Continue to review.
Portfolio Aggregate of other Variances	3.063	3.059	(0.004)	0.014	Minor Variances.	Continue to review.
<b>Total Planning &amp; Environment</b>	<b>5.332</b>	<b>5.499</b>	<b>0.167</b>	<b>0.170</b>		

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.869	0.878	0.009	0.012	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.122	1.131	0.009	0.005	Minor Variances.	Continue to review.
Inclusion Services	8.667	8.637	(0.030)	(0.010)	Out of County placements are an area of risk to the authority due to the volatile nature of the service and the potential for high cost placements and unpredictability of demand	Continue to review.
Access (School Planning & Provision)	0.508	0.532	0.024	0.026	This relates to the increase in demand for Free School Meals.	Continue to review.
21st Century Schools	0.489	0.489	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.492	1.488	(0.004)	(0.002)	Minor Variances.	Continue to review.
Commissioning & Performance	0.234	0.234	0.000	0.000	No Variance.	Continue to review.
School Management & Information Team	0.192	0.186	(0.006)	(0.006)	Minor Variances.	Continue to review.
<b>Total Education &amp; Youth</b>	<b>13.573</b>	<b>13.575</b>	<b>0.002</b>	<b>0.025</b>		
<b>Schools</b>						
Primary & Early Years Education	43.680	43.680	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.605	35.605	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.882	3.882	0.000	0.000	No Variance.	Continue to review.
Archive Services	0.002	0.002	0.000	0.000	No Variance.	Continue to review.
<b>Total Schools</b>	<b>83.169</b>	<b>83.169</b>	<b>0.000</b>	<b>0.000</b>		

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.243	2.318	0.075	0.073	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. This is being partially offset by workforce underspends of (£0.030m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.401	2.361	(0.040)	(0.037)	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.038m. This is being offset by temporary workforce underspends of (£0.78m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
<b>Total People &amp; Resources</b>	<b>4.644</b>	<b>4.679</b>	<b>0.035</b>	<b>0.036</b>		
Governance						
Legal Services	0.610	0.598	(0.012)	(0.018)	Minor Variances.	Underspend is not expected to be recurrent.
Democratic Services	1.911	2.019	0.108	0.110	The overspend is due a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.002m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.425	0.422	(0.003)	(0.003)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.158	0.020	0.020	Minor Variances.	Overspend is not expected to be recurrent.
Business Support	0.744	0.739	(0.005)	(0.005)	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.174	0.194	0.020	0.020	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.736	0.010	0.000	Minor Variances.	Overspend is not expected to be recurrent.
<b>Total Governance</b>	<b>8.728</b>	<b>8.866</b>	<b>0.138</b>	<b>0.124</b>		

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.769	1.769	0.000	(0.004)	No Variance.	Continue to review.
Museums Service	0.064	0.064	0.000	0.000	No Variance.	Continue to review.
County Archives	0.259	0.258	(0.001)	(0.001)	Minor Variances.	Continue to review.
Leisure Services	3.970	3.983	0.013	0.009	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.063m). Other minor variances of £0.006m.	Continue to review.
Community Assets	0.018	0.018	0.000	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.807)	(0.918)	(0.111)	(0.103)	Workforce efficiencies of (£0.097m) achieved following the staff release within this Service area. Other minor variances of (£0.014m) contributing to the overall underspend.	Continue to review.
Property Design & Consultancy	2.688	2.688	0.000	(0.031)	No Variance.	Continue to review.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.674	1.663	(0.011)	(0.025)	Minor Variances.	Continue to review.
<b>Total Organisational Change</b>	<b>9.635</b>	<b>9.525</b>	<b>(0.110)</b>	<b>(0.155)</b>		

## MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Major Variance	Action Required
<b>Chief Executives</b>						
Chief Executives	3.195	3.062	(0.133)	(0.105)	The underspend is due to workforce savings of (£0.075m) and also a reduction in Core Funding Agreements of (£0.028m). The balance of (£0.030m) is due to minor variances.	The employee savings of (£0.56m) are expected to be in-year only.
<b>Total Chief Executives</b>	<b>3.195</b>	<b>3.062</b>	<b>(0.133)</b>	<b>(0.105)</b>		
<b>Central &amp; Corporate Finance</b>						
Central & Corporate Finance	23.036	22.723	(0.313)	(0.233)	HRA Financing - The settlement amount changed after the budget was set. Based on all original assumptions this equates to a reduction in efficiencies of approximately £0.600m. Balance of unused Non Standard Inflation from previous year (£0.240m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions. Estimated Workforce Efficiency, £0.150m considered unachievable in year. One-off in-year efficiency of (£0.300m) in relation to the Independent Living Fund (ILF). One off / time limited, Unbudgeted costs of £0.400m in relation to former Euticals Ltd - Sandycroft site. Minor Variances of (£0.011m).	Review of CLIA will identify overall position for possible mitigation. Review as part of Medium Term Finance Strategy, Corporate Financing Options. Consider realignment options. Currently looking at other options. Continue to review. Keep under review. Keep under review.
<b>Total Central &amp; Corporate Finance</b>	<b>23.036</b>	<b>22.723</b>	<b>(0.313)</b>	<b>(0.233)</b>		
<b>TOTAL</b>	<b>251.457</b>	<b>251.882</b>	<b>0.425</b>	<b>(0.212)</b>		



## 2015/16 Efficiencies Month 4 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
<b>People &amp; Resources</b>			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.066	(0.034)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
<b>Total People &amp; Resources</b>	<b>0.375</b>	<b>0.232</b>	<b>(0.143)</b>
<b>Central and Corporate Finance</b>			
Workforce efficiency proposal	0.300	0.150	(0.150)
Central Loans and Investment Review	1.830	1.230	(0.600)
<b>Total Central &amp; Corporate Finance</b>	<b>2.130</b>	<b>1.380</b>	<b>(0.750)</b>
<b>Social Services</b>			
Rationalise the number of sites where In-House day care is provided	0.130	0.095	(0.035)
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.005	(0.048)
Review and realign funding to voluntary sector	0.203	0.070	(0.133)
<b>Total Social Services</b>	<b>0.686</b>	<b>0.295</b>	<b>(0.391)</b>
<b>Community &amp; Enterprise</b>			
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.060	0.030
Telecare Charging	0.200	0.139	(0.061)
<b>Total Community &amp; Enterprise</b>	<b>0.298</b>	<b>0.330</b>	<b>0.032</b>
<b>Streetscene &amp; Transportation</b>			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Rationalise HRC Sites	0.400	0.225	(0.175)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Car Parking Charges	0.400	0.380	(0.020)
Cancel Real Time Info System	0.020	0.025	0.005
Charge Maintenance of Bus Shelters	0.005	0.000	(0.005)
Review subsidised bus routes	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Reduce Cleansing standards zero tolerance litter	0.150	0.050	(0.100)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
<b>Total Streetscene &amp; Transportation</b>	<b>1.705</b>	<b>1.258</b>	<b>(0.448)</b>
<b>Planning &amp; Environment</b>			
Staffing & Management Restructure (incl. all vacancies)	0.295	0.178	(0.117)
Staffing & Collaboration	0.024	0.036	0.012
Animal & Pest Control	0.030	0.005	(0.025)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.030	(0.030)
Additional elements of charging (discharge of conditions)	0.050	0.025	(0.025)
Pre-Planning Advice PDM111952P	0.020	(0.006)	(0.026)
<b>Total Planning &amp; Environment</b>	<b>0.614</b>	<b>0.318</b>	<b>(0.296)</b>
		%	£
<b>Total 2015/16 Budget Efficiencies</b>		<b>100</b>	<b>12.874</b>
<b>Total Projected 2015/16 Budget Efficiencies Underachieved</b>		<b>16</b>	<b>1.996</b>
<b>Total Projected 2015/16 Budget Efficiencies Achieved</b>		<b>84</b>	<b>10.878</b>





Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		<b>4.746</b>
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less projected overspend as at Month 4		(0.425)
<b>Total projected Contingency Reserve as at 31<sup>st</sup> March 2016</b>		<b>4.111</b>



## HRA Major Variance Report - Period 4

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.700	0.066	0.055	£0.018m pressure on Rechargeable Works due to previous years invoices starting to reverse based on bad debt procedures. £0.013m pressure on salaries due to agency staff engagement. £0.024m pressure on staff mileage and mobile phone usage due to insufficient budget being allocated.	Keep under review.
Other variances (aggregate)	(1.400)	(1.464)	(0.064)	0.015	£0.011m minor variances. Various minor variances.	Keep under review.
<b>Total :</b>	<b>0.234</b>	<b>0.236</b>	<b>0.002</b>	<b>0.070</b>		



## **RESERVES AND BALANCES PROTOCOL**

### **1.00 INTRODUCTION AND BACKGROUND**

- 1.01 The purpose of this protocol is to set out how the Council will determine, manage and review the level of its Council Fund Balance and Earmarked Reserves taking into account relevant legislation and professional guidance.
- 1.02 Sections 32 and 43 of the Local Government Finance Act 1992 require local authorities to have regard to the level of reserves needed to meet estimated spending when calculating the budget requirement. Section 25 of the Local Government Act 2003 requires:-
- the Chief Finance Officer to report to members on the budget including the adequacy of reserves; and
  - Members to have regard to the Chief Finance Officer's (Section 151 Officer) report in making their decisions.
- 1.03 Revenue reserves are an integral part of ensuring sound financial management in an organisation and it is essential that they are considered as part of its medium term financial planning arrangements and its consideration of preparing the annual budget.
- 1.04 The Council's Financial Procedure Rules which were updated in July 2015 refer to the Council's arrangements in relation to the maintenance of reserves and this protocol sets out more detail as to the Council's requirements to ensure that the Council's Financial Procedure Rules are supported and adhered to.

### **2.00 TYPES OF RESERVES**

#### **The Council maintains the following 'usable' revenue reserves:**

#### 2.01 Council Fund Reserve

The purpose of the Council Fund Reserve is to manage the impact of any significant unforeseen events and historically the Council's policy has been to maintain a level equivalent to 2% of its annual budget.

Any resources in excess of this base level are referred to as the contingency reserve and are available for delegation to Cabinet. The Contingency Reserve is increased by way of any overall underspend at the end of the financial year (or reduced by way of an end of year overspend)

Cabinet make decisions around the use of the contingency reserve following the principle that 'one-off' reserves should be used either to fund; 'one-off and time limited' expenditure or to provide transitional

funding in relation to the part year effect of any efficiency saving that cannot be implemented in time to enable a full year efficiency saving.

The Council fund reserve, including the contingency reserve, is reviewed for adequacy annually as part of the budget setting process and is reported monthly to Cabinet and Corporate Resources Scrutiny Committee through the revenue budget monitoring cycle.

#### 2.02 Earmarked Reserve

The purpose of earmarked reserves are to meet known or predicted future requirements and are held corporately or within individual service portfolios for specific purposes. These reserves are typically established to address temporary need and considered on a risk basis and also include funding required to be carried forward to the following financial year as approved through the monthly monitoring report by Cabinet. As with all reserves they should only be established to meet one-off and time limited expenditure.

The Council's Earmarked Reserves includes an Insurance reserve which provides for past and on-going costs of the Councils insurance arrangements. The Council self insures to some extent and as required sets money aside to meet its share of claim costs.

#### 2.03 Schools' Reserves

School reserves are funds released under delegated budgets unspent at year end and held by the Council on schools behalf. The Governing Body of a School is tasked with ensuring their school maintains an adequate level of reserves. Guidance is issued to all schools through the Scheme for Financing Schools.

#### 2.04 Housing Revenue Account (HRA) Reserve

The HRA reserve is ring fenced in the same way that the HRA budget is a ring fenced account and can only be used for activity in relation to the management and maintenance of housing. Historically Flintshire's policy has been to maintain the HRA reserve at a prudent level which is currently a minimum of 3% of total HRA expenditure.

The HRA reserve is reviewed for adequacy annually as part of the budget setting process and is reported monthly to Cabinet and Corporate Resources Scrutiny Committee through the revenue budget monitoring cycle.

### **3.00 PROTOCOL FOR EARMARKED RESERVES**

- 3.01 It is the responsibility of the Chief Finance Officer (Section 151) to advise local authorities on the level of reserves held taking into account the strategic financial context that the council will be operating in over the medium term as detailed in its Medium Term Financial Strategy (MTFS).
- 3.02 For each Earmarked Reserve there needs to be a clear protocol which sets out:
- ° The purpose and amount of the Reserve
  - ° How and when the reserve will be utilised (drawn down)
  - ° The process for the reserve's management and control
  - ° A process and timescale for review.
- 3.03 The creation of a new earmarked reserve will require Cabinet approval which will be actioned through the monthly budget monitoring report at the relevant point in the financial year. Cabinet will approve the amount, the purpose and an estimated timeframe for when the reserve is expected to be drawn down.
- 3.04 The Earmarked Reserve must be used for the specific purpose approved by Cabinet. Should the Chief Officer wish to amend the purpose then further approval by Cabinet through the monthly budget monitoring report is required.
- 3.05 Once the estimated timeframe approved for the reserve has elapsed, there will be an expectation that the balance of the reserve will be transferred back to increase the level of contingency reserve available. Any subsequent request to retain the reserve would be subject to approval by Cabinet.

### **4.00 MONITORING AND REPORTING OF RESERVES AND BALANCES**

- 4.01 In considering all reserves, the Section 151 Officer will have regard to relevant matters in respect of each reserve, and will advise the Council accordingly. The process for the determination of all reserves will be based upon the principles of transparency and effective overall financial management.
- 4.02 All earmarked reserves are recorded on a central schedule held by the Accountancy Section which lists the various reserves and the purpose for which they are held. The schedule includes the opening balances for the year, planned additions/withdrawals and the estimated closing balance.
- 4.03 Any appropriations to or from Earmarked Reserves are controlled in accordance with Finance Procedure Rules during the year. Appropriate working papers for each reserve are produced at year-

end and provided to the External Auditor to support the disclosures within the Statement of Accounts.

- 4.04 A summary of the latest position in relation to reserves will be reported quarterly to Cabinet and Corporate Resources Overview and Scrutiny Committee through the monthly monitoring report.

Reserves can only be used once and so should not normally be held to fund ongoing expenditure. This would be unsustainable at the point a reserve is fully exhausted.





## CABINET MEETING

<b>Date of Meeting</b>	Tuesday 13 October 2015
<b>Report Subject</b>	Capital Programme Monitoring 2015/16 (Month 4)
<b>Portfolio Holder</b>	Leader of the Council and Cabinet Member for Finance
<b>Report By</b>	Corporate Finance Manager
<b>Strategic / Operational</b>	Operational

### EXECUTIVE SUMMARY

	Para Ref
<p>The Capital Programme has increased by £75.438m in the period, largely due to the impact of:-</p> <ul style="list-style-type: none"> <li>• HRA Subsidy Buyout (£79.248m);</li> <li>• Rollover from 2014/15 (£5.767m);</li> <li>• Additional WG grant funding (£4.223m);</li> <li>• Community Asset Transfers (CAT's) (£0.500m)</li> </ul> <p>Offset by:-</p> <ul style="list-style-type: none"> <li>• A decrease in funding required for 21st Century schools (£13.850m); and</li> <li>• Savings in the allocation to Flintshire Connects projects (£0.521m).</li> </ul>	1.03
<p>Current expenditure stands at 15.42% of budget (excluding HRA Subsidy Buyout).</p>	1.12
<p>Resources available for funding future capital expenditure currently c£2.476m.</p>	1.21

## RECOMMENDATIONS

(1)	Approve the Report.
(2)	Approve the rollover adjustments at 1.16.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION FOR MONTH 4 – 2015/16</b>																																																																																																																
	<p><i>Items marked with an asterisk * are included in the Glossary of Terms at the end of this Report</i></p> <p><b>Background</b></p> <p>1.01 The Council approved a Housing Revenue Account (HRA)* capital programme* for 2015/16 of £21.200m and a Council Fund (CF)* capital programme of £50.359m at its meeting of 17<sup>th</sup> February, 2015.</p> <p>1.02 For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.</p> <p><b>Changes since Budget approval</b></p> <p>1.03 Table 1 below sets out how the programme has changed during 2015/16. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-</p> <p><b>Table 1</b></p> <table border="1"> <thead> <tr> <th>REVISED PROGRAMME</th> <th>Original Budget 2015/16 £m</th> <th>Rollover from 2014/15 £m</th> <th>Changes - This Period £m</th> <th>Rollover to 2016/17 £m</th> <th>Savings £m</th> <th>Revised Budget 2015/16 £m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0.020</td> <td>0.006</td> <td>0</td> <td>0</td> <td>0</td> <td>0.026</td> </tr> <tr> <td>People &amp; Resources</td> <td>0.075</td> <td>0.086</td> <td>(0.018)</td> <td>0</td> <td>0</td> <td>0.143</td> </tr> <tr> <td>Governance</td> <td>0.170</td> <td>0.753</td> <td>0</td> <td>0</td> <td>0</td> <td>0.923</td> </tr> <tr> <td>Education &amp; Youth</td> <td>45.022</td> <td>1.942</td> <td>(13.585)</td> <td>0</td> <td>0</td> <td>33.379</td> </tr> <tr> <td>Social Care</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.000</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>2.841</td> <td>0.857</td> <td>2.960</td> <td>0</td> <td>(0.521)</td> <td>6.137</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>0.551</td> <td>1.147</td> <td>0.020</td> <td>0</td> <td>0</td> <td>1.718</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>0.860</td> <td>0.104</td> <td>1.022</td> <td>0</td> <td>0</td> <td>1.986</td> </tr> <tr> <td>Organisational Change 1</td> <td>0</td> <td>0.042</td> <td>0.045</td> <td>0</td> <td>0</td> <td>0.087</td> </tr> <tr> <td>Organisational Change 2</td> <td>0.820</td> <td>0.318</td> <td>0.500</td> <td>0</td> <td>0</td> <td>1.638</td> </tr> <tr> <td><b>Council Fund Total</b></td> <td><b>50.359</b></td> <td><b>5.255</b></td> <td><b>(9.056)</b></td> <td><b>0.000</b></td> <td><b>(0.521)</b></td> <td><b>46.037</b></td> </tr> <tr> <td>HRA Subsidy Buyout</td> <td>0</td> <td>0</td> <td>79.248</td> <td>0</td> <td>0</td> <td>79.248</td> </tr> <tr> <td>Housing Revenue Account</td> <td>21.200</td> <td>0.512</td> <td>0</td> <td>0</td> <td>0</td> <td>21.712</td> </tr> <tr> <td><b>Housing Revenue Account Total</b></td> <td><b>21.200</b></td> <td><b>0.512</b></td> <td><b>79.248</b></td> <td><b>0.000</b></td> <td><b>0.000</b></td> <td><b>100.960</b></td> </tr> <tr> <td><b>Programme Total</b></td> <td><b>71.559</b></td> <td><b>5.767</b></td> <td><b>70.192</b></td> <td><b>0.000</b></td> <td><b>(0.521)</b></td> <td><b>146.997</b></td> </tr> </tbody> </table>	REVISED PROGRAMME	Original Budget 2015/16 £m	Rollover from 2014/15 £m	Changes - This Period £m	Rollover to 2016/17 £m	Savings £m	Revised Budget 2015/16 £m	Chief Executives	0.020	0.006	0	0	0	0.026	People & Resources	0.075	0.086	(0.018)	0	0	0.143	Governance	0.170	0.753	0	0	0	0.923	Education & Youth	45.022	1.942	(13.585)	0	0	33.379	Social Care	0	0	0	0	0	0.000	Community & Enterprise	2.841	0.857	2.960	0	(0.521)	6.137	Planning & Environment	0.551	1.147	0.020	0	0	1.718	Transport & Streetscene	0.860	0.104	1.022	0	0	1.986	Organisational Change 1	0	0.042	0.045	0	0	0.087	Organisational Change 2	0.820	0.318	0.500	0	0	1.638	<b>Council Fund Total</b>	<b>50.359</b>	<b>5.255</b>	<b>(9.056)</b>	<b>0.000</b>	<b>(0.521)</b>	<b>46.037</b>	HRA Subsidy Buyout	0	0	79.248	0	0	79.248	Housing Revenue Account	21.200	0.512	0	0	0	21.712	<b>Housing Revenue Account Total</b>	<b>21.200</b>	<b>0.512</b>	<b>79.248</b>	<b>0.000</b>	<b>0.000</b>	<b>100.960</b>	<b>Programme Total</b>	<b>71.559</b>	<b>5.767</b>	<b>70.192</b>	<b>0.000</b>	<b>(0.521)</b>	<b>146.997</b>
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## Rollover from 2014/15

1.04 Rollover\* sums from 2014/15 to 2015/16, totalling £5.767m (CF £5.255m, HRA £0.512m), were approved by Cabinet.

### Changes during this period

1.05 Changes during this period have resulted in a net increase in the programme total of £70.192m (CF (£9.056m), HRA £79.248m). A summary of the changes, showing major items, is in Table 2 below:-

**Table 2**

<b>CHANGES DURING THIS PERIOD</b>	
	<b>£m</b>
<b><u>COUNCIL FUND</u></b>	
<b>Increases</b>	
Introduction of WG Grant for Vibrant & Viable Places	2.960
Introduction of WG Grant for Recycling Vehicles	0.519
Introduction of WG Road Safety Grant	0.255
Introduction of WG Safer Routes in the Community Grant	0.248
Introduction of WG Flying Start Grant	0.241
Community Asset Transfers	0.500
Other Aggregate Increases	0.089
	<b>4.812</b>
<b>Decreases</b>	
Reduction in Funding required for 21C Schools	(13.850)
Other Aggregate Decreases	(0.018)
	<b>(13.868)</b>
<b>Total</b>	<b>(9.056)</b>
<b><u>HRA</u></b>	
<b>Increases</b>	
Introduction of Prudential Borrowing for HRA Subsidy buyout	79.248
	<b>79.248</b>
<b>Decreases</b>	
	0.000
<b>Total</b>	<b>79.248</b>

1.06 Specific grant allocations for both new and existing capital grants are often announced by Welsh Government (WG) early in the new financial year and therefore the figures were not available when the budget was set. This is the case with the majority of the Council Fund increases listed above.

1.07 The introduction of Community Asset Transfer 'pump priming' funding was approved by Cabinet at its meeting of 15 June, 2015 (£0.500m in 2015/16 and £0.500m in 2016/17).

1.08	<p>The decrease in the 21C Schools funding requirement reflects the revised spending profile pending the final decision on John Summers High School.</p> <p><b>Housing Revenue Account Subsidy</b></p>
1.09	<p>Agreement was reached between the UK Government and the Welsh Government to change the financing arrangements for council housing in Wales from April 2015. Prior to this a negative subsidy system was in operation which required Flintshire to make annual payments of c£6m in negative subsidy to Welsh Government and on to UK Treasury, along with the other 11 stock retaining authorities in Wales.</p>
1.10	<p>The introduction of self-financing will end the negative subsidy system and annual payments. The subsidy payments are replaced with interest payments on Public Works Loan Board (PWLB) loans that the Council must borrow to exit the subsidy system. The PWLB loans, in the sum of £79.248m, called the settlement payment (a one-off lump sum payment classed as capital expenditure), was paid to Welsh Government and on to UK Treasury in April 2015.</p>
1.11	<p>The agreement is expected to generate revenue savings of c£0.500m per annum, allowing the Council to increase its investment in its existing housing stock and support the delivery of additional housing. It will also provide more local accountability to tenants.</p> <p><b>Capital Expenditure compared to Budget</b></p>
1.12	<p>Actual expenditure as at Month 4 (end of July 2015) across the whole of the capital programme is £89.692m. The breakdown of expenditure is analysed in Table 3 below, along with the percentage spend against budget. This shows that 15.42% of the budget has been spent (CF 17.95%, HRA 10.05%). Corresponding figures for Month 4 2014/15 were 16.16% (CF 14.45%, HRA 20.38%). The HRA capital programme is significantly larger than in previous years, requiring more initial planning and therefore the bulk of expenditure will occur later in the year. This excludes the HRA Subsidy Buyout (£79.248m) which was paid in its entirety early in the financial year.</p>

**Table 3**

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	0.026	0	0	0.026	0
People & Resources	0.143	0.000	0	0.143	0
Governance	0.923	0.421	45.61	0.923	0
Education & Youth	33.379	5.291	15.85	33.034	(0.345)
Social Care	0	0	0	0	0
Community & Enterprise	6.137	1.822	29.69	6.462	0.325
Planning & Environment	1.718	0.191	11.11	1.750	0.032
Transport & Streetscene	1.986	0.172	8.65	1.986	0
Organisational Change 1	0.087	0.149	170.96	0.087	0
Organisational Change 2	1.638	0.217	13.26	1.638	0
<b>Council Fund Total</b>	<b>46.037</b>	<b>8.263</b>	<b>17.95</b>	<b>46.049</b>	<b>0.012</b>
<b>Housing Revenue Account</b>	<b>21.712</b>	<b>2.181</b>	<b>10.05</b>	<b>21.712</b>	<b>0</b>
<b>Programme Total (Excl HRA Subsidy)</b>	<b>67.749</b>	<b>10.444</b>	<b>15.42</b>	<b>67.761</b>	<b>0.012</b>
HRA Subsidy Buyout	79.248	79.248	100.00	79.248	0
<b>Programme Total</b>	<b>146.997</b>	<b>89.692</b>	<b>61.02</b>	<b>147.009</b>	<b>0.012</b>

1.13 The table also shows the projected outturn of £147.009m. This indicates a projected overspend of £0.012m on the Council Fund and a projected breakeven position on the HRA.

1.14 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and required remedial actions which may be required where those variances exceed +/- 10% of the revised budget. In addition, where Early Identified Rollover (EIR) into 2016/17 has been identified, this is also included in the narrative.

#### **Rollover into 2016/17**

1.15 As at Month 4 rollover of £0.345m 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 2016/17.

1.16 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-

**Table 4**

<b>ROLLOVER INTO 2016/17</b>	<b>Month 4 £m</b>	<b>Total £m</b>
Education & Youth	0.345	0.345
<b>Council Fund</b>	<b>0.345</b>	<b>0.345</b>
<b>Housing Revenue Account</b>	<b>0</b>	<b>0</b>

**Identified Savings**

1.17 An update on the latest position with regard to Flintshire Connects sites was reported to Cabinet in March 2015 which advised that costs were likely to be lower than previously anticipated. The financial impacts of this have now been included in the Capital Programme and have resulted in savings of £0.521m being identified.

**Financing**

1.18 The capital programme is financed as summarised in Table 5 below:-

**Table 5**

<b>FINANCING RESOURCES</b>	<b>General Financing<sup>1</sup> £m</b>	<b>Specific Financing<sup>2</sup> £m</b>	<b>Total Financing £m</b>
<b>Latest Monitoring</b>			
Council Fund	6.216	39.821	46.037
Housing Revenue Account	5.110	95.850	100.960
	<b>11.326</b>	<b>135.671</b>	<b>146.997</b>
<b>Total Financing Resources</b>	<b>11.326</b>	<b>135.671</b>	<b>146.997</b>

1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA\*  
2 Grants & Contributions / CERA\* / Reserves / Prudential & Other Borrowing

1.19 Given the continuing uncertainty over the realisation of asset disposals, no capital receipts were assumed for 2015/16 budget setting purposes. However, any assets realised in year would be available for capital investment (see Sections 1.21 to 1.23 below).

## Funding of 2015/16 Approved Schemes

1.20 The position as at Month 4 is summarised in Table 6 below:-

**Table 6**

<b>FUNDING OF APPROVED SCHEMES</b>		
	£m	£m
<b>Surplus from 2014/15</b>		<b>(1.314)</b>
<b>Increases</b>		
Community Asset Transfers	0.500	
Security Works @ Deeside Leisure Centre	0.045	
Wevre Park Development match funding	0.020	0.565
<b>Decreases</b>		
Actual In year receipts	(0.873)	
Identified Savings	(0.521)	
Unallocated Headroom	(0.333)	(1.727)
<b>Funding Available</b>		<b>(2.476)</b>
<b>Prospective Schemes</b>		
Brookhill / Standard PV Sites		1.450
		<b>1.450</b>
<b>Projected shortfall / (surplus) to 2016/17</b>		<b>(1.026)</b>

1.21 The final outturn surplus from 2014/15 was £1.314m (£1.322m as per outturn report to Cabinet 14 July, 2015).

Additional allocations in year amount to £0.565m.

Savings identified in year amount to £0.521m.

Actual receipts to Month 4 amount to £0.873m and unallocated headroom remains unaltered at £0.333m.

Taken as a whole this indicates that c£2.476m is available to fund capital schemes.

1.22 Portfolios through their business plans have identified significant capital investment needed to improve services and achieve revenue efficiencies. Business cases are in the process of being written, the intention being to bring additional capital schemes to Cabinet for approval in the current and/or future financial years.

1.23 A report requesting support for the installation of photovoltaic (PV) arrays at

	ex landfill sites in Buckley was approved by Cabinet at its meeting of 16 June 2015. The provisional costs are included in the table above and a further report will come to Cabinet once all the details are finalised.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel Implications - None directly as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	No consultation is required as a direct result of this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.
4.02	As stated in Section 1.12, the 2015/16 HRA Capital Programme is significantly larger than in previous years and so may present a risk in terms of achieving spending levels. As such this will need to be closely monitored during the year.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2015/16
5.02	Appendix B: Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Capital Programme monitoring papers 2015/16.  <b>Contact Officer:</b> Andrew Elford Accountant <b>Telephone:</b> 01352 702291 <b>E-Mail:</b> <a href="mailto:andrew.elford@flintshire.gov.uk">andrew.elford@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p><b>CERA: Capital Expenditure charged to Revenue Account.</b> The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p><b>Council Fund (CF):</b> The fund to which all the Council's revenue and capital expenditure is charged.</p> <p><b>Housing Revenue Account (HRA):</b> The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p><b>MRA:</b> Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p><b>Rollover:</b> Rollover occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is 'rolled over' to meet the delayed expenditure.</p>

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## APPENDIX A

## CAPITAL PROGRAMME - CHANGES DURING 2015/16

	Original Budget 2015/16	Rollover from 2014/15	Changes (Previous)	Changes (Current)	Rollover to 2016/17	Savings	Revised Budget 2015/16
	£m	£m	£m	£m	£m	£m	£m
<b>Council Fund :</b>							
<b>Chief Executives</b>							
Clwyd Theatr Cymru	0.020	0.006	0	0	0	0	0.026
	<b>0.020</b>	<b>0.006</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.026</b>
<b>People &amp; Resources</b>							
Corporate Finance	0.075	0.086	0	(0.018)	0	0	0.143
	<b>0.075</b>	<b>0.086</b>	<b>0.000</b>	<b>(0.018)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.143</b>
<b>Governance</b>							
Information Technology	0.170	0.753	0	0	0	0	0.923
	<b>0.170</b>	<b>0.753</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.923</b>
<b>Education &amp; Youth</b>							
Education - General	1.950	0	0	(1.950)	0	0	0
Primary Schools	0.040	0.293	0	0.829	0	0	1.162
Schools Modernisation	42.987	0.942	0	(13.594)	0	0	30.335
Secondary Schools	0	0.254	0	0.341	0	0	0.595
Special Education	0	0.444	0	0.548	0	0	0.992
Minor Works, Furn & Equip	0.045	0.009	0	0	0	0	0.054
Community Youth Clubs	0	0	0	0.241	0	0	0.241
	<b>45.022</b>	<b>1.942</b>	<b>0.000</b>	<b>(13.585)</b>	<b>0.000</b>	<b>0.000</b>	<b>33.379</b>
<b>Social Care</b>							
Partnerships & Performance	0	0	0	0	0	0	0
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Community &amp; Enterprise</b>							
Flintshire Connects	0.250	0.451	0	0	0	(0.521)	0.180
Town Centre Regeneration	0.130	0.349	0	0	0	0	0.479
Vibrant & Viable Places	0	0.005	0	2.960	0	0	2.965
Private Sector Renewal/Improv't	2.311	0.052	0	0	0	0	2.363
Travellers' Sites	0.150	0	0	0	0	0	0.150
	<b>2.841</b>	<b>0.857</b>	<b>0.000</b>	<b>2.960</b>	<b>0.000</b>	<b>(0.521)</b>	<b>6.137</b>
<b>Planning &amp; Environment</b>							
Engineering	0.115	0.674	0	0	0	0	0.789
Energy Services	0.100	0	0	0	0	0	0.100
Rights of Way	0	0	0	0	0	0	0
Planning Grant Schemes	0	0	0	0	0	0	0
Ranger Services	0.027	0.347	0	0.020	0	0	0.394
Townscape Heritage Initiatives	0.309	0.126	0	0	0	0	0.435
	<b>0.551</b>	<b>0.000</b>	<b>0.000</b>	<b>0.020</b>	<b>0.000</b>	<b>0.000</b>	<b>1.718</b>

**CAPITAL PROGRAMME - CHANGES DURING 2015/16**

	<b>Original Budget 2015/16</b>	<b>Rollover from 2014/15</b>	<b>Changes (Previous)</b>	<b>Changes (Current)</b>	<b>Rollover to 2016/17</b>	<b>Savings</b>	<b>Revised Budget 2015/16</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Transport &amp; Streetscene</b>							
Sustainable Waste Management	0	0	0	0.519	0	0	0.519
Highways	0.860	0.089	0	0	0	0	0.949
Local Transport Grant	0	0.015	0	0.503	0	0	0.518
	<b>0.860</b>	<b>0.104</b>	<b>0.000</b>	<b>1.022</b>	<b>0.000</b>	<b>0.000</b>	<b>1.986</b>
<b>Organisational Change 1</b>							
Leisure Centres	0	0.034	0	0.045	0	0	0.079
Recreation - Other	0	0.008	0	0	0	0	0.008
Play Areas	0	0	0	0	0	0	0
	<b>0.000</b>	<b>0.042</b>	<b>0.000</b>	<b>0.045</b>	<b>0.000</b>	<b>0.000</b>	<b>0.087</b>
<b>Organisational Change 2</b>							
Administrative Buildings	0.820	0.318	0	0	0	0	1.138
Community Asset Transfers	0	0	0	0.500	0	0	0.500
	<b>0.820</b>	<b>0.318</b>	<b>0.000</b>	<b>0.500</b>	<b>0.000</b>	<b>0.000</b>	<b>1.638</b>
<b>Housing Revenue Account :</b>							
HRA Subsidy Buyout	0	0	0	79.248	0	0	79.248
Disabled Adaptations	0	0.512	0	1.000	0	0	1.512
Energy Schemes	0	0	0	3.900	0	0	3.900
Major Works	2.871	0	0	0	0	0	2.871
Accelerated Programmes	15.040	0	0	(3.900)	0	0	11.140
WHQS Improvements	2.289	0	0	0	0	0	2.289
Disabled Adaptations	1.000	0	0	(1.000)	0	0	0
	<b>21.200</b>	<b>0.512</b>	<b>0.000</b>	<b>79.248</b>	<b>0.000</b>	<b>0.000</b>	<b>100.960</b>

**Totals :**

<b>Council Fund</b>	50.359	5.255	0	(9.056)	0	(1)	46.037
<b>Housing Revenue Account</b>	21.200	0.512	0	79.248	0	0	100.960
<b>Grand Total</b>	<b>71.559</b>	<b>5.767</b>	<b>0.000</b>	<b>70.192</b>	<b>0.000</b>	<b>(0.521)</b>	<b>146.997</b>

## CHIEF EXECUTIVES

## Capital Budget Monitoring 2015/16 - 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	0.026	0	0.026	0	0	0		
<b>Total</b>	<b>0.026</b>	<b>0.000</b>	<b>0.026</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

## PEOPLE &amp; RESOURCES

## Capital Budget Monitoring 2015/16 - 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	0.143	0	0.143	0	0	0		
<b>Total</b>	<b>0.143</b>	<b>0.000</b>	<b>0.143</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## GOVERNANCE

## Capital Budget Monitoring 2015/16 - 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	0.923	0.421	0.923	0	0	0		
<b>Total</b>	<b>0.923</b>	<b>0.421</b>	<b>0.923</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2015/16 - 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	(0.035)	0	0		0		
Primary Schools	1.162	0.106	1.141	(0.021)	(2)	0	<b>Early Identified Rollover -</b> Various Primary Schools' R&M Schemes	Request approval to move funding of <b>£0.021m</b> to 2016/17
Schools Modernisation	30.335	4.818	30.319	(0.016)	(0)	0	<b>Early Identified Rollover -</b> Hawarden Village School link scheme	Request approval to move funding of <b>£0.016m</b> to 2016/17
Community Youth Clubs	0.241	0.092	0	0	0	0		
Secondary Schools	0.595	0.198	0.583	(0.012)	(2)	0	<b>Early Identified Rollover -</b> Various Secondary Schools' R&M Schemes	Request approval to move funding of <b>£0.012m</b> to 2016/17
Special Education	0.992	0.111	0.696	(0.296)	(30)	0	<b>Early Identified Rollover -</b> Relates to various DDA schemes. Castell Alun High School £0.289m, scheme currently at design stage, with planned completion early 2016/17.	Request approval to move funding of <b>£0.296m</b> to 2016/17
Minor Works, Furn & Equip	0.054	0.001	0.054	0	0	0		
<b>Total</b>	<b>33.379</b>	<b>5.291</b>	<b>33.034</b>	<b>(0.345)</b>	<b>(1)</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2015/16 - 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	0	0	0		0		
<b>Total</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn



## COMMUNITY &amp; ENTERPRISE

## Capital Budget Monitoring 2015/16 - 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
Flintshire Connects	0.180	0.040	0.180	0	0	0		
Town Centre Regeneration	0.479	0.954	0.954	0.475	99	0		Additional grant funding has been claimed to match expenditure
Vibrant & Viable Places	2.965	(0.064)	2.965	0	0	0		
Private Sector Renewal/Improvement	2.363	0.893	2.363	0	0	0		
Travellers' Sites	0.150	0	0	(0.150)	(100)	0	Budget was for anticipated grant funding which will not now be received	Remove budget for Month 6 monitoring
<b>Total</b>	<b>6.137</b>	<b>1.822</b>	<b>6.462</b>	<b>0.325</b>	<b>5</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## PLANNING &amp; ENVIRONMENT

## Capital Budget Monitoring 2015/16 - 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
Engineering	0.789	0.032	0.789	0	0	0		
Energy Services	0.100	0.022	0.100	0	0	0		
Rights of Way	0	0.013	0.013	0.013		0	Rights of wayslurry seal works	Use Grant Balances to fund the expenditure
Planning Grant Schemes	0	0.019	0.019	0.019		0	Tree Screening Padeswood	Use existing balances to fund expenditure
Ranger Services	0.394	0.082	0.394	0		0		
Townscape Heritage Initiatives	0.435	0.023	0.435	0	0	0		
<b>Total</b>	<b>1.718</b>	<b>0.191</b>	<b>1.750</b>	<b>0.032</b>	<b>1.863</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## TRANSPORT &amp; STREETSCENE

## Capital Budget Monitoring 2015/16 - 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	0.519	0.141	0.519	0	0	0		
Highways	0.949	0.052	0.949	0	0	0		
Local Transport Grant	0.518	(0.022)	0.518	0	0	0		
<b>Total</b>	<b>1.986</b>	<b>0.172</b>	<b>1.986</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## ORGANISATIONAL CHANGE 1

## Capital Budget Monitoring 2015/16 - 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	0.079	0.041	0.079	0	0	0		
Recreation - Other	0.008	0.001	0.008	0	0	0		
Play Areas	0	0.103	0	0		0		All expenditure is funded from Section 106 contributions and FCC match funding drawn down at year end
Swimming Pools	0	0.003	0	0		0		
<b>Total</b>	<b>0.087</b>	<b>0.149</b>	<b>0.087</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## ORGANISATIONAL CHANGE 2

## Capital Budget Monitoring 2015/16 - 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	1.138	0.217	1.138	0	0	0		
Commubity Asset Transfers	0.500	0.000	0.500	0	0	0		
<b>Total</b>	<b>1.638</b>	<b>0.217</b>	<b>1.638</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2015/16 - 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
HRA Subsidy Buyout	79.248	79.248	79.248	0	0	0		
Disabled Adaptations	1.512	0.145	1.512	0	0	0		
Energy Services	3.900	0.201	3.900	0	0	0		
Major Works	2.871	0.706	2.871	0	0	0		
Accelerated Programmes	11.140	0.151	11.140	0	0	0		
WHQS Improvements	2.289	0.978	2.289	0	0	0		
<b>Total</b>	<b>100.960</b>	<b>81.429</b>	<b>100.960</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## SUMMARY

## Capital Budget Monitoring 2015/16 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required
	£m	£m	£m	£m	%	£m		
Chief Executive's	0.026	0	0.026	0	0	0		
People & Resources	0.143	0	0.143	0	0	0		
Governance	0.923	0.421	0.923	0	0	0		
Education & Youth	33.379	5.291	33.034	(0.345)	(1)	0		
Social Care	0.000	0	0.000	0		0		
Community & Enterprise	6.137	1.822	6.462	0.325	5	0		
Planning & Environment	1.718	0.191	1.750	0.032	2	0		
Transport & Streetscene	1.986	0.172	1.986	0	0	0		
Organisational Change 1	0.087	0.149	0.087	0	0	0		
Organisational Change 2	1.638	0.217	1.638	0	0	0		
<b>Sub Total - Council Fund</b>	<b>46.037</b>	<b>8.263</b>	<b>46.049</b>	<b>0.012</b>	<b>0</b>	<b>0.000</b>		
Housing Revenue Account	100.960	81.429	100.960	0	0	0		
<b>Total</b>	<b>146.997</b>	<b>89.692</b>	<b>147.009</b>	<b>0.012</b>	<b>0</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn





## EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

### Community and Enterprise - Housing

- **Transfer of 4 No. Properties (Plots 42-45) Inclusive Overlea Drive, Hawarden from Redrow Homes Limited.**

To advise on the proposal that the above affordable housing units be transferred direct to NEW Homes since this best meets housing need. NEW Homes will enter into a covenant with Redrow that the properties will be used for the purpose of Affordable Housing.

### Streetscene and Transportation

- **Proposed Off Street Parking Place Order - Buckley**

To advise on an unresolved objection received following the advertisement of the proposed introduction of car parking charges in Buckley off street car parks.

- **Proposed Off Street Parking Place Order – Mold**

To advise on an unresolved objection receive following the advertisement of the proposed introduction of car parking charges in Mold off street car parks.

### People and Resources – Finance

- **Business Rates Write Offs**

Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. There are 2 business accounts where the overall debt for each company is greater than £5,000 and the write off of these debts is recommended. The total of these debts is £14,370.87.

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 2015 TO MARCH 2016**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	<b>NEW Homes Business Plan 2015/20</b> To seek Members support for the revised New Homes Business Plan		
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	<b>Welfare Reform - Phase II</b> To update Members on the latest Welfare Reform proposals; the potential impact on local people and the Council's ability to support those affected.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	<b>SARTH Policy</b> To review the implementation of the SARTH Policy and provide information on housing solution approached around affordable homes, bond schemes and waiting list dates.		
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	<b>Council House Allocations Service</b> To provide the Committee with an update on the Council's Housing Allocations Service		
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Community		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	People and Resources	<b>Workforce Information Q 1</b> To provide Members with an update for the first and second quarter for 2015/16. (Assurance/information)		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Finance	<b>Capital programme Budget monitoring (Month 4)</b> To provide Members with an update on the Capital Programme Budget Monitoring report (Month 4) (Assurance/Information)		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Finance	<b>Revenue Budget Monitoring (Month 4)</b> To provide Members with an update on the Revenue Budget Monitoring report 2015/16 (Month 4) (Assurance/Information)		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Chief Executive's	<b>Medium Term Financial Strategy</b>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Finance	<b>Revenue Budget Monitoring 2015/16 (Month 4)</b> To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available.		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	13 October 2015	Chief Executive's	<b>Annual Performance Report 2014/15</b> To endorse the 2014/15 draft Annual Performance Report for publication.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	13 October 2015	Chief Executive's	<b>Outcome Agreement 2014/15</b> To present an end of year position of progress against the Outcome Agreement for 2014/15.	Strategic	Cabinet Member for Corporate Management
Cabinet	13 October 2015	Streetscene and Transportation	<b>Review of Winter Maintenance Policy</b> To undertake a 2 yearly review of the Winter Maintenance Policy.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	13 October 2015	Community and Enterprise	<b>NEW Homes Business Plan</b> To obtain approval for the NEW Homes Business Plan and Growth Strategy for 2015/20	Strategic	Cabinet Member for Housing
Cabinet	13 October 2015	Social Services	<b>Children Services Inspection Report</b> To receive the Care and Social Services Inspectorate Wales (CSSIW) Children Services Inspection Report and Action Plan	Strategic	Cllr Christine Jones

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	13 October 2015	Finance	<p><b>REVENUE BUDGET MONITORING 2015/16 (MONTH 4)</b>            To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	13 October 2015	Finance	<p><b>Capital Programme 2015/16 (Month 4)</b>            To provide Members with the Month 4 (end of July) capital programme information for 2015/16.</p>	Operational	
Flintshire County Council	20 October 2015	Chief Executive's	<p><b>Annual Performance Report</b>            To approve the 2014/15 draft Annual Performance Report for publication.</p>		



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	20 October 2015	Overview and Scrutiny	<p><b>Overview &amp; Scrutiny Annual Report</b> To enable the Council to consider the draft Overview &amp; Scrutiny report for the 2014/15 municipal year.</p>		
Environment Overview & Scrutiny Committee	21 October 2015	Streetscene and Transportation	<p><b>Update on North Wales Residual Waste Project</b> To receive a verbal update on the North Wales Residual Waste Project</p>		
Environment Overview & Scrutiny Committee	21 October 2015	Streetscene and Transportation	<p><b>A55/A494 Update</b> To receive a report on the current position in relation to proposed works on the A55/A494</p>		
Environment Overview & Scrutiny Committee	21 October 2015	Streetscene and Transportation	<p><b>Consultation Process for the Introduction of Traffic Calming and Other Highway Safety Features</b> To advise of a proposal to revise the current informal consultation process relating to the implementation of traffic calming measures.</p>		

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Environment Overview & Scrutiny Committee	21 October 2015	Streetscene and Transportation	<b>Public Conveniences</b> To receive an update on the provision of public conveniences in Flintshire.		
Environment Overview & Scrutiny Committee	21 October 2015	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview		
November					
Organisational Change Overview & Scrutiny Committee	2 November 2015	Organisational Change	<b>Alternative Delivery Model Business plans for social care</b> To consider the Alternative Delivery Model Business Plans for Social Care		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	2 November 2015	Organisational Change	<p><b>Establishing ‘Intelligent Client’ approaches for Valuation, Property and Estates</b></p> <p>To consider the proposed approaches for Valuation, Property and Estates</p>		
Organisational Change Overview & Scrutiny Committee	2 November 2015	Overview and Scrutiny	<p><b>Quarter 1 Improvement Plan Monitoring Report</b></p> <p>To present the monitoring of progress for the first quarter of 2015/16 focusing on the areas of under performance relevant to the Organisational Change Overview &amp; Scrutiny Committee</p>		
Organisational Change Overview & Scrutiny Committee	2 November 2015	Overview and Scrutiny	<p><b>The role of the committee in supporting Organisational Change</b></p> <p>To present information on the role of the Committee in supporting Organisational Change</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	2 November 2015	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Page 320 Community and Enterprise Overview & Scrutiny Committee	4 November 2015	Community and Enterprise	<b>Delivery and outcomes of recent Regeneration Programmes</b> For Member review of the delivery and outcomes of the Vibrant and Viable Places programme, Communities First programme and European funding programmes		
Community and Enterprise Overview & Scrutiny Committee	4 November 2015	Community and Enterprise	<b>Growing the Local Economy</b> To seek Member support in the Council's vision to grow the local economy in towns and rural areas. To include information on the work of the Mersey Dee Alliance, Economic Ambition Board, and Deeside Enterprise Board.		

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Community and Enterprise Overview & Scrutiny Committee	4 November 2015	Community and Enterprise	<b>Local Lettings Policy</b> To consider options and proposals to develop Local Lettings policies for new council housing		
Community and Enterprise Overview & Scrutiny Committee	4 November 2015	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Social Services	<b>Children Services Inspection Report</b> To receive the CSSIW Children Services Inspection report and action plan		
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Social Services	<b>CSSIW Annual Report</b> To receive a presentation from CSSIW on their findings.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Social Services	<b>Alternative Delivery Models - Day Services</b> To receive a report on alternative delivery models – day services		
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	12 November 2015	Finance	<b>REVENUE BUDGET MONITORING 2015/16 (MONTH 5)</b> To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 November 2015	People and Resources	<b>Workforce Information Quarter 2</b> To provide Members with an update on Workford Information for the second quarter for 2015/16.		
Corporate Resources Overview & Scrutiny Committee	12 November 2015	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	17 November 2015	Community and Enterprise	<b>Strategic Housing and Regeneration Project (SHARP)</b> To seek support on the first phase Housing schemes tenure and size mix and funding arrangements	Strategic	Cabinet Member for Housing
Cabinet	17 November 2015	Community and Enterprise	<b>Housing Revenue Account (HRA) and Self -Financing</b> To endorse the outcomes and implications for the HRA of the introduction of self-financing	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 November 2015	Community and Enterprise	<b>Suspension of Right to Buy</b> To seek approval for suspension of Right to Buy in Flintshire	Strategic	Cabinet Member for Housing
Cabinet	17 November 2015	Community and Enterprise	<b>Vibrant and Viable Places Programme 2017 - 2020</b> To update on the implementation of the 2014-17 programme and seek approval for the development of proposals for the 2017 - 2020 programme.	Strategic	Cabinet Member for Economic Development



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 November 2015	Finance	<b>REVENUE BUDGET MONITORING 2015/16 (MONTH 5)</b> To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 November 2015	Community and Enterprise	<b>Council Tax Base for 2016-17</b> Approval of the Council Tax Base for the financial year 2016-17	Operational	Cabinet Member for Corporate Management
December					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	<b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Environment)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Page 326 Environment Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	<b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Education &amp; Youth)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	3 December 2015	Education and Youth	<b>School Balances</b> To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year.		
Education and Youth Overview & Scrutiny Committee	3 December 2015	Education and Youth	<b>Learning from the School Performance Monitoring Group (SPMG)</b> To receive the annual report on progress and learning from the (SPMG)		
Education and Youth Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		
Organisational Change Overview & Scrutiny Committee	7 December 2015	Overview and Scrutiny	<b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Organisational Change)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	7 December 2015	Overview and Scrutiny	<b>Forward Work Programme(Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Community and Enterprise Overview Scrutiny Committee	9 December 2015	Community and Enterprise	<b>Service Charges and Council Housing</b> To consider the outcomes and next steps following the consultation exercise completed about proposals to introduce service charges for existing council tenants		
Community and Enterprise Overview & Scrutiny Committee	9 December 2015	Community and Enterprise	<b>Flintshire Business Week 2015</b> To report on the outcomes of Flintshire Business Week		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	9 December 2015	Overview and Scrutiny	<p><b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report</b></p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Community and Enterprise Overview & Scrutiny Committee	9 December 2015	Overview and Scrutiny	<p><b>Forward Work Programme(Community &amp; Enterprise)</b></p> <p>To consider the Forward Work Programme of the Community &amp; Enterprise Overview &amp; Scrutiny Committee.</p>		
Corporate Resources Overview & Scrutiny Committee	10 December 2015	Overview and Scrutiny	<p><b>Police &amp; Crime Commissioner: Consultation on the Crime &amp; Policing Plan for 2016/17</b></p> <p>Consultation</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 December 2015	Finance	<p><b>Revenue Budget Monitoring 2015/16 (Month 6)</b>            To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available.</p>		
Corporate Resources Overview & Scrutiny Committee	10 December 2015	Overview and Scrutiny	<p><b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Corporate Resources)</b>            To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 December 2015	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet  <b>Page 331</b>	15 December 2015	Finance	<b>Revenue Budget Monitoring 2015/16 (Month 6)</b> To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	15 December 2015	Finance	<b>Capital Programme 2015/16 (Month 6)</b> To provide Members with the Month 6 (end of September) capital programme information for 2015/16.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	17 December 2015	Social Services	<b>Social Service Wellbeing Act update</b> To receive an update report on the Act.		
Social & Health Care Overview & Scrutiny Committee	17 December 2015	Overview and Scrutiny	<b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report (Social &amp; Health Care)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Social & Health Care Overview & Scrutiny Committee	17 December 2015	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
January					



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	11 January 2016	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Community and Enterprise Overview Scrutiny Committee Page 333	12 January 2016	Finance	<b>Council Tax &amp; Business Rate Statutory Policies</b> To ratify annual policies for the financial year 2016-17 that determine discount schemes and administrative arrangements		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Community and Enterprise	<b>Introduction of Council Tax Premium for empty and second homes</b> To seek the introduction of a local scheme to charge council tax premiums for long term empty property and second homes.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Finance	<b>Council Tax Reduction Scheme</b> To seek the adoption of the Council Tax Reduction Scheme for 2016/2017		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Community and Enterprise	<b>Supporting People - Local Commissioning Plan</b> To enable the Committee to consider appropriate measures to manage reductions within the Supporting People Programme Grant to protect service delivery as much as possible		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Community and Enterprise	<b>Housing (Wales) Act 2014 – Homelessness</b> To review the implementation of the Housing (Wales) Act 2014 and how the Council undertakes its new homelessness prevention statutory duty		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Finance	<b>Housing Revenue Account draft budget and Rent Increase</b> To provide the Committee with the draft HRA budget and proposed rent increase		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	13 January 2016	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14 January 2016	Finance	<p><b>Revenue Budget Monitoring 2015/16 (Month 7)</b>            To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available.</p>		
Corporate Resources Overview & Scrutiny Committee	14 January 2016	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b>            To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	14 January 2016	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education		
Cabinet	19 January 2016	Community and Enterprise	<b>Council Tax &amp; Business Rate Statutory Policies</b> To ratify annual policies for the financial year 2016-17 that determine discount scheme and administrative arrangements.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 January 2016	Finance	<p><b>REVENUE BUDGET MONITORING 2015/16 (MONTH 7)</b>            To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 January 2016	Community and Enterprise	<p><b>Housing Revenue Account Draft Budget and Rent Increase</b>            To provide the draft HRA Budget and proposed rent increase</p>	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 January 2016	Community and Enterprise	<p><b>Introduction of Council Tax Premium for empty and second homes</b> To seek the introduction of a local scheme to charge council tax premiums for long term empty property and second homes</p>	Strategic	Cabinet Member for Economic Development
Cabinet	19 January 2016	Community and Enterprise	<p><b>Supporting People - Local Commissioning Plan</b> To consider appropriate measures to manage reductions within the Supporting People Programme Grant to protect service delivery as much as possible.</p>	Strategic	Cabinet Member for Housing
Social & Health Care Overview & Scrutiny Committee	21 January 2016	Overview and Scrutiny	<p><b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social &amp; Health Care Overview &amp; Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27 January 2016	Finance	<p><b>Statements of Accounts 2014/15 – Action Plan</b> To provide the Audit Committee with the Flintshire’s response to the Wales Audit Office Audit of 2014/15 accounts.</p>		
Audit Committee	27 January 2016	Finance	<p><b>Treasury Management Strategy 2016/17 and 2015/16 Update</b> To present the draft Treasury Management Strategy 2016/17 for review prior to the Committee recommending its approval to Cabinet. To provide Members with a quarterly update</p>		
Audit Committee	27 January 2016	Finance	<p><b>Treasury Management Mid-Year Report 2015/16</b> To provide an update on matters relating to the Council’s Treasury Management Policy, Strategy and Practices 2015/16 to the end of September 2015.</p>		



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Environment Overview & Scrutiny Committee	9 February 2016	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Community and Enterprise Overview Scrutiny Committee	10 February 2016	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community		

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11 February 2016	Finance	<p><b>Revenue Budget Monitoring 2015/16 (Month 8)</b>            To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available.</p>		
Corporate Resources Overview & Scrutiny Committee	11 February 2016	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b>            To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	15 February 2016	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Cabinet	16 February 2016	Community and Enterprise	<b>Purchase of Ex Council Stock</b> To consider proposals and criteria for the repurchase of ex council property.	Strategic	Cabinet Member for Housing
Cabinet	16 February 2016	Community and Enterprise	<b>Local Lettings Policy</b> To consider options and proposals to develop Local Lettings policies for new council housing	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 February 2016	Finance	<p><b>REVENUE BUDGET MONITORING 2015/16 (MONTH 8)</b>            To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 February 2016	Finance	<p><b>Treasury Management Mid-Year Report 2015/16</b>            To present to Members the draft Treasury Management Mid-Year Report for 2015/16 for recommendation to Council.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 February 2016	Finance	<b>Treasury Management Strategy 2016/17</b> To present to Members the draft Treasury Management Strategy for 2016/17 for recommendation to Council.		
Flintshire Council County	16 February 2016	Finance	<b>Treasury Management Mid-Year Report 2015/16</b> To present to Council the Treasury Management Mid-Year Report for 2015/16 for approval.		
Flintshire Council County	16 February 2016	Finance	<b>Treasury Management Strategy 2016/17</b> To present to Council the recommendations of Cabinet in relation to Treasury Management Strategy for 2016/17.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	25 February 2016	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		
March Page 34 of 34					
Social & Health Care Overview & Scrutiny Committee	3 March 2016	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Organisational Change Overview & Scrutiny Committee	14 March 2016	Overview and Scrutiny	<b>2015/16 Q3 Improvement Plan Monitoring (Organisational Change)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	14 March 2016	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Audit Committee	16 March 2016	Finance	<b>Wales Audit Office – Audit Plan 2016</b> To provide the Audit Committee with the Wales Audit Office - Audit Plan for 2016,		
Audit Committee	16 March 2016	Finance	<b>Treasury Management 2015/16 Update</b> To provide members with a quarterly update on matters relating to the Council's 2015/16 Treasury Management Strategy up to the end of February 2016.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	16 March 2016	Overview and Scrutiny	<b>2015/16 Q3 Improvement Plan Monitoring (Community &amp; Enterprise)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring		
Community and Enterprise Overview & Scrutiny Committee	16 March 2016	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	17 March 2016	Finance	<b>Revenue Budget Monitoring 2015/16 (Month 9)</b> To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available		



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	17 March 2016	Overview and Scrutiny	<b>2015/16 Q3 Improvement Plan Monitoring (Corporate Resources)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Corporate Resources Overview & Scrutiny Committee	17 March 2016	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	17 March 2016	Overview and Scrutiny	<b>2015/16 Q3 Improvement Plan Monitoring (Environment)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17 March 2016	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Cabinet	22 March 2016	Finance	<b>REVENUE BUDGET MONITORING 2015/16 (MONTH 9)</b> To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22 March 2016	Finance	<b>Capital Programme 2015/16 (Month 9)</b> To provide Members with the Month 9 (end of December) capital programme information for 2015/16.	Operational	
Education and Youth Overview & Scrutiny Committee	24 March 2016	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee	24 March 2016	Overview and Scrutiny	<b>2015/16 Q3 Improvement Plan Monitoring (Education &amp; Youth)</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

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